



Sheriff®

JULY/AUGUST 2014 • VOLUME 66 • NUMBER 4

SHERIFF JOHN E. AUBREY

JEFFERSON COUNTY, KENTUCKY

2014-2015 NSA PRESIDENT



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inside

NSA 2014 Conference Recap
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Executive Director's Commentary



Aaron D. Kennard, Sheriff (ret.)
NSA Executive Director

I am happy to report that our Annual Conference and Exhibition in Fort Worth, Texas was a huge success. The hospitality from our friends at the Tarrant County Sheriff's Office was second to none; Sheriff Dee Anderson and his staff attended to our every need, were present 24/7 in the hotels and conference center, and were extraordinary. With their help, we had a wonderful week.

During the Plenary Session, I announced my retirement, effective August 1, 2014. It has been one of the most rewarding times of my career to serve as your executive director for the past seven years. I have been honored and fortunate to speak for you all on Capitol Hill, with other federal officials and with so many of you in my travels across the country.

I have seen NSA through some very tough times, but with a hard working staff beside me, I successfully kept the organization running smoothly and continued moving us forward. But now, it is time to retire and spend more time with my family and friends. As a past president of NSA, I will remain on the Board of Directors, and will continue to serve America's sheriffs and NSA to the best of my ability. I hope to see many of you at our future conferences and meetings.

The Executive Committee will start their search for my replacement soon, but in the meantime, Mr. John Thompson, NSA's Deputy Executive Director, has been named as the Interim Executive Director. I have full faith in him to keep NSA running during this leadership transition.

In closing, I would like you all to know I will miss my days as the executive director of this wonderful organization but I look forward to some rest and relaxation after more than four decades of law enforcement service. I wish you all the very best in what you do! ★

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NSA 2014-2015 President

Sheriff John E. Aubrey
President 2014-2015
National Sheriffs' Association
Jefferson County, Kentucky

*Sworn in on June 25, 2014 in Ft. Worth, Texas
during the NSA Annual Conference*



John Aubrey has a long history of public safety and military service. He served in numerous positions rising through the ranks of his 28 years of service with the Louisville Police Department retiring as the acting Chief of Police. He also served in the United States Army Reserves, entering as a private and retiring 32 years later as a Colonel. Elected Sheriff in 1999, John is now running unopposed for his fifth term as the longest serving Sheriff in the history of Jefferson County Kentucky.

Sheriff Aubrey has spearheaded several initiatives during his tenure of office to include becoming the first Kentucky Sheriff's Office to achieve accreditation and assisting his deputies in obtaining both a Merit System and Collective Bargaining. He also expanded the services provided by the Sheriff's office to include assigning deputies to seven local and federal Task Force Operations and providing nine local schools with School Resource Officers.

John has always placed a strong emphasis on training and has made the best possible training programs available to his personnel to include, the Southern Police Institute at the University of Louisville, the FBI National Academy, and the Kentucky Department of Criminal Justice Training Academy for Police Supervision.

John is a graduate of the 85th Class of the National Sheriffs' Institute, the 40th Administrative Officers Course of the Southern Police Institute, the 96th class of the FBI National Academy, the 35th FBI National Executive Institute and the U.S. Army Command and General Staff College.

Sheriff Aubrey earned Undergraduate and Master Degrees in Criminal Justice Administration from the University of Louisville and was honored as the 2012 Southern Police Institute Alumni of the Year. John is a past recipient of the prestigious Kentucky Sheriff of the Year

Award and in 2013 was honored with induction into his High School Hall of Fame.

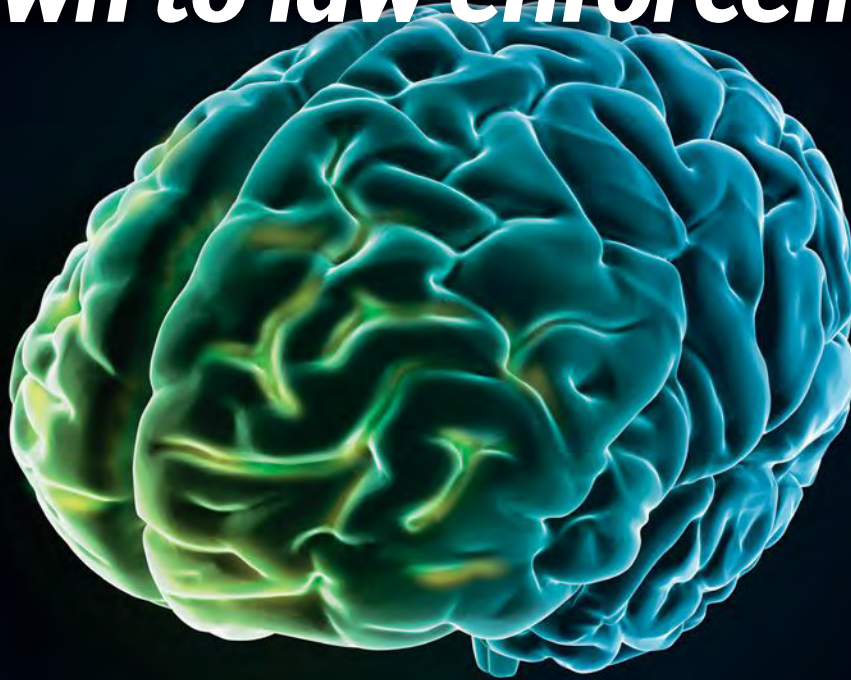
Sheriff Aubrey gives much of his time to service in law enforcement and civic organizations. He currently serves on the National Sheriffs' Association Board of Directors as the 2014 President. He Chairs both the Audit and Reserve Law Enforcement Committees. Sheriff Aubrey serves on the NSA Management Sub-Committee, the Nominating Committee and the Court Security Committee. Additionally, he serves as treasurer for the Major County Sheriffs' Association.

Sheriff Aubrey is very active in the Kentucky Sheriff's Association and is a member of the Kentucky Association of Chiefs of Police, the Kentucky Peace Officers Association, the Southern Police Institute Alumni Associates, the University of Louisville Alumni Associates, the Louisville Armed Forces Committee and the Port of Louisville Propeller Club. He is a life member of the Fraternal Order of Police, Lodge 614, the National Police Honor Society and the International Association of Chiefs of Police. He has held numerous positions in these organizations.

John, a Catholic, has been very active in the Knights of Columbus since 1963. He served as Grand Knight of his Council six years and as Faithful Navigator for two years of his Fourth Degree Assembly. He is Chairman of the Annual Knights of Columbus Kentucky Derby Festival Charity Dinner held in Louisville on the first Monday of Derby week, a position he has held for the past 10 years.

Sheriff John Aubrey is married to Bobbie, his wife of more than 50 years. They have one son, John Michael, retired from the Louisville Metro Police Department who now has his own law enforcement security company, daughter-in-law Amanda, and two granddaughters, Courtney and Charlee. ✪

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Sheriff John E. Aubrey Jefferson County, Kentucky

Sheriff John Aubrey's Acceptance Speech during the Annual Banquet on June 25, 2014. . .

Sheriff John E. Aubrey, Jefferson County, KY was sworn in as the 73rd President of the NSA on Wednesday, June 25, 2014 during the NSA Annual Conference in Fort Worth, Texas. Excerpts of his Inaugural Speech follow:

...You will learn as this year goes on that I do not give long winded speeches...recently, I asked my wife Bobbie what she thought I should talk about tonight. She quickly replied, I think you should talk about 5 minutes and sit down!

Well, you will also learn that I am very passionate about my role as Sheriff and the position I am assuming ...as your President.

To assume the office of NSA President is both a rewarding and humbling experience. Following in the footsteps of so many Sheriffs who have held this office before me offers a constant reminder of my duties and responsibilities as well as the expectations of continuing the leadership of this great organization. I assure you it is something I accept with honor, pride, and purpose.

Having had the opportunity to represent the NSA and the Major County Sheriffs on several different committees requiring numerous trips to our nation's capital, meeting with some of the most powerful people in our federal government, I can report to you without reservation, that our Sheriffs have a very strong voice in Washington.

A voice that is heard, respected, and most importantly influential, especially in the issues that matter most to all of us.

We are all aware of the challenges facing our nation when it comes to immigration and the nearly 11 million undocumented workers in this country. We must continue our efforts to effectively secure our Nation's borders while using taxpayer dollars in the most efficient way possible.

State and local law enforcement are the first point of contact in situations involving aliens, legal or otherwise. We need to continue to strive for the ability to train and equip our enforcement personnel with effective tactics and emerging technologies. Of course, if we are to be successful in our efforts, they must be fully funded in the federal budget priorities.

We need reimbursement to locals for expenses associated with the housing of illegal immigrants. Locals should not have to

bear the cost for housing prisoners who are in this country illegally.

For our Sheriffs who utilize volunteer special deputies or as many of us call them – Reserve Deputies, I think it's significant that our association recognized our very first Reserve Deputy of the year at this conference.

With your input, we have recently completed a national survey to better inform our membership of the important issues of recruitment, training, assignment and retention, of volunteer Reserves. We have also had roundtable discussions and presentations at this conference to share our experiences, concerns and recommendations pertaining to Reserve Deputies.

Obviously, there are many more issues on our agenda to address in the coming months. I encourage you to refer to our national publication, *Sheriff Magazine*, and the NSA website for legislative updates.

On a more personal note, our annual conferences affords each of us an opportunity to take time out of our busy lives to come together for mutual business concerns, training, networking, and perhaps to reflect on how we got here.

I believe our NSA motto is one of the best I have ever heard, "No Sheriff Stands Alone." If we truly believe and indeed practice that position, those are four powerful words.

Many of our Sheriffs from the large major agencies to the small rural ones with five or fewer deputies have had to deal with hurricanes, tornadoes, flooding, raging forest fires, mudslides, and much more. And I know many Sheriffs from near and far have sent personnel and equipment to help.

But I'm not just speaking from the point of view that we have each other's back as Sheriffs, but also never failing to realize that none of us got here or continue to serve as Sheriffs by ourselves. The idea of someone pulling themselves up by their own bootstraps is somewhat archaic in today's world, especially in the political arena.

Most of us are elected officials in our respective counties, so we had to find supporters, and volunteers, raise money, run campaigns, and get elected to office by a vote of the people we serve. We had to get corporate support, labor support, support from other elected officials, and community leaders.

Once elected, in order to run a professional, progressive law enforcement agency we had to hire, train and promote the right

people. We had to put together a staff of loyal, competent leaders who support and reinforce our philosophies – professionals who take care of the day to day operations and in doing so, make us look good. We had to gain the respect and support of local and state lawmakers and build relationships with other law enforcement agencies and our state associations.

And what about the fact that we all too often take it for granted? We live in a country where we are free to run for public office and have open elections.

Ladies and gentlemen we all know who paid for that freedom. It was paid for with the blood of our military veterans. No, my good friends and colleagues, none of us got here by ourselves.

And finally, least we ever forget, we need the continued support of good friends and most of all our family and loved ones.

[Sheriff Aubrey introduced his family and friends.]

And since NSA recognized our very first reserve deputy of the year, I thought it appropriate to invite my office's Reserve Deputy of the Year, Deputy Dan Koleski and his wife,

I want to thank my mentor and very good friend, Past NSA President, and former NSA Sheriff of the Year, Sheriff Peanuts Gaines ... and also Boss Hogg of Alabama, Bobby Timmons.

Many thanks to former Sheriff, now the Executive Director of the Kentucky Sheriffs Association, Jerry Wagner, his wife, Corkey, and all the members of the Kentucky Sheriffs' Association without whose help I most definitely would not be standing before you tonight. . .

Texas, take note – KENTUCKY SHERIFFS ARE HERE!

In closing, let me just say that I have a simple but positive agenda for my year of service as your president.

Grow Our Association – Support new leadership so that these seats on the Dais might continue to be filled with those leaders among us who will help take us into the future.

Encourage new membership – by working together we can strive to add more states with 100% membership.

Grow the Cause – we exist for support, unity, cooperation, and common purpose, to network and fight for legislation that's important to us and all of law enforcement and to keep our voice strong and consistent that it might represent all of our membership from the smallest rural office to the largest in the land.

And perhaps most importantly, Grow the Motto – to be available and make the resources of this great organization available to all Sheriffs to the extent that we can all say with pride and honor "No Sheriff ever Stands Alone."

I feel as though I have come full-circle in my personal, public service career. I have proudly worn the uniform of the United States Army, the uniform of the Louisville Police Department and now, the uniform of the Office of Sheriff.

But after 44 years of military and law enforcement service, I can tell you that to serve as Sheriff is something special. And to be given the honor to serve as your National President is the crown jewel of my career.

It's going to be a great year. I can't wait to get started. I look forward to the opportunity.

May God bless each of you. God bless the National Sheriffs' Association and God bless the United States of America.



NSA President 2014-2015, Sheriff John E. Aubrey (Jefferson County, KY) gives his inaugural address



NSA President 2014-2015, Sheriff John E. Aubrey and First Lady Bobbie Aubrey



National Sheriffs' Association

Annual Conference & Exhibition

Fort Worth, Texas June 21-25, 2014

Conference Recap

The National Sheriffs' Association is pleased to announce the following members were elected to the Executive Committee during the NSA Annual Conference in Fort Worth, Texas on June 26, 2014.

President – Sheriff John E. Aubrey, Jefferson County, KY
1st Vice President – Sheriff Danny L. Glick, Laramie County, WY
2nd Vice President – Sheriff Greg Champagne, St. Charles Parish, LA
3rd Vice President – Sheriff Harold Eavenson, Rockwall County, TX
Secretary – Sheriff John Layton, Marion County, IN
Treasurer – Sheriff Rich Stanek, Hennepin County, MN
Sergeant-at-Arms – Sheriff Darron Hall, Davidson County, TN
Immediate Past President – Sheriff Mike Leidholt, Hughes County, SD
Immediate Past President – Sheriff Larry Amerson, Calhoun County, AL

There were also two members of the board elected to the Executive Committee, they are:

Sheriff Keith Cain, Daviess County, KY
Sheriff Brad Riley, Cabarrus County, NC

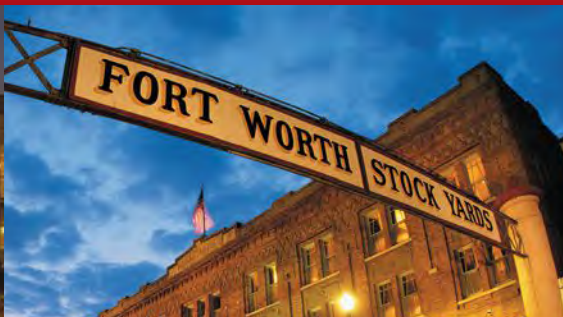
They join the following to fill the executive committee:

Sheriff Michael Brown, Bedford County, VA
Sheriff Stanley Glanz, Tulsa County, OK
Sheriff Vernon Stanforth, Fayette County, OH

And newly elected to the NSA board of directors is:

Sheriff Paul Babeu, Pinal County, AZ
Sheriff William Bohnyak, Orange County, VT
Sheriff Jack "Skip" Hornecker, Fremont County, WY
Sheriff Huey "Hoss" Mack, Baldwin County, AL

For the full list of all members of the NSA board, please visit www.sheriffs.org.



Thursday • June 19th

Major County Sheriffs' Association Met in Fort Worth



Sheriff Dee Anderson, Tarrant County, TX, welcomes the Major County Sheriffs' Association (MCSA) to Fort Worth.



NSA President, Sheriff Mike Leidholt, Hughes County, SD, addresses the MCSA.



Tarrant County Sheriff's Office Honor Guard presents the Colors.





John Pickert moderates the GE Rapid DNA focus group.



Harold Hurt, Director, Office of State and Local Coordination, ICE, discusses the challenges sheriffs face with immigration.



Michael Benevento, General Manager, GE Healthcare, speaks about the GE Leadership Development Program.



Ron Ruecker, Assistant Director, Office of Law Enforcement Coordination, FBI, gives the MCSA an update.



Sheriff Sandra Hutchens, Orange County, CA and Michael Benevento, General Manager, GE Healthcare, sponsor of the welcome reception.

Friday • June 20th



NSA President, Sheriff Michael Leidholt, Hughes County, SD, welcomes guests to his reception sponsored by Target.



Greg Coleman, Marketing Coordinator, Harris Corporation, presents a grant to John Thompson, NSA Deputy Executive Director for MCSA and NSA.



Jennifer Anthony, FBI, gives a threat picture update.



NSA Executive Director, Aaron Kennard, addresses the MCSA and is presented with a gift from the association by Vice President, Sheriff Sandra Hutchens, Orange County, CA.



Saturday • June 21st



Host Sheriff Dee Anderson, Tarrant County, TX, welcomes everyone to Fort Worth.



Ted Freeman, Undersheriff, Monmouth County, NJ is presented with the First NSA Volunteer of the Year Award



NSA President, Sheriff Michael Leidholt, Hughes County, SD; NSA Executive Director, Aaron Kennard; Ted Freeman, Undersheriff, Monmouth County, NJ; NSA Deputy Director, John Thompson.



Seminar E3 – Making Your Words an Asset, Not a Liability presented by Kimberly Miller, Ph.D, Licensed Psychologist and Law Enforcement Consultant.



Seminar G2 – Sheriff's Institute for Ethical Leadership Development (SHIELD) presented by Sheriff Newell Normand, Jefferson Parish, LA

Board of Directors Event at the Cowboy Hall of Fame

NSA President, Sheriff Michael Leidholt, Hughes County, SD welcomes everyone to dinner



NSA Executive Director, Aaron Kennard



Sheriff Greg Champagne and wife Alice, St. Charles Parish, Louisiana, line dancing



NSA President, Sheriff Michael Leidholt and wife Betty learning how to line dance



Jeff Favitta, Verizon, Dinner sponsor

Sunday • June 22nd • Prayer Breakfast

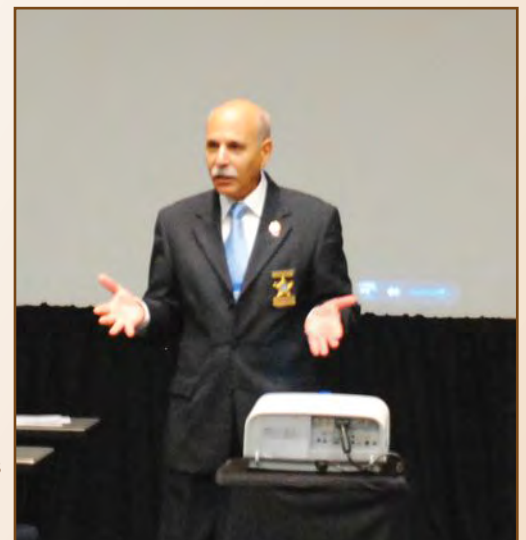


Rick Ferguson, LaSalle Corrections and Correct Solutions Group, the breakfast sponsors, introduces the special guest



Bishop Gary Oliver, Tabernacle of Praise, performs during the prayer breakfast

Seminar



Confronting Hate, Bullying and Homeless Assaults: A Task Force Community Approach presented by Sheriff (ret.) Al Lamberti

Sunday • June 22nd • Seminars



The Important Role of Sheriffs in Sentencing and Corrections Reform. From left to right: Sheriff Gary Raney, Ada County, ID; Edmond Caldwell, Executive Director, North Carolina Sheriffs' Association; Sheriff Kevin Thom, Pennington County, SD; Richard Jerome, Project Manager, The Pew Charitable Trusts



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Rethinking Community Policing presented by Executive Chief Deputy John M. Ray, PhD, Tarrant County, TX



Blue Courage: The Heart and Mind of the Guardian presented by Michael Nila, Aurora Police Department, Greenville, SC and Lynda Leventis-Wells, BJA/Carolinas Institute for Community Policing

Sunday • June 22nd • Opening General Session



Presentation of Colors by Tarrant County, TX Honor Guard under the direction of Chaplain Harold Elliott

Sunday • June 22nd • Opening General Session



NSA President, Sheriff Michael Leidholt, Hughes County, SD leads the Pledge of Allegiance.



Hannah Anderson, daughter of host Sheriff Dee Anderson sings the National Anthem



Chaplain Harold Elliott, Tarrant County, TX does the invocation.

NSA President, Sheriff Michael Leidholt, Hughes County, SD gives a welcome address



Maggie Hallbach, Vice President of Government/Education, Verizon introduces the keynote speaker



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Sunday • June 22nd • Opening General Session



Keynote Speaker, Joe Theismann, entrepreneur and former star quarterback, Washington Redskins

Scholarship Winners



Columbia Southern University and Waldorf University graciously donate three scholarships each year to NSA members. NSA brings two of those scholarship winners to the annual conference to be recognized during the Plenary Session

Joe Saitta, Program Director, Criminal Justice, College of Safety and Emergency Services for Columbia Southern University presents the Executive Director's Scholarship for a Master's Degree to Investigator David Hulshizer from Natrona County Sheriff's Office, Wyoming

Right: Joe Saitta, Program Director, Criminal Justice, College of Safety and Emergency Services for Columbia Southern University presents the President's Scholarship for a Bachelor's Degree from Waldorf University to Deputy Latif Whitsett, Tulsa County Sheriff's Office, OK



Monday • June 23rd • Exhibit Hall Opening



Exhibit hall grand opening and ribbon cutting ceremony with NSA President, Sheriff Michael Leidholt, NSA Executive Director, Aaron Kennard, and host Sheriff Dee Anderson, Tarrant County, TX



Host Sheriff Dee Anderson and NSA President, Sheriff Michael Leidholt visit the Harley-Davidson Motorcycles booth



Sheriffs visit with a vendor in the exhibit hall



K9 officers visiting the exhibit hall



Attendees visit with an exhibitor



Monday • June 23rd • Pro Shooters Challenge



Monday • June 23rd • 2nd General Session



The Verizon Hopeline grant is presented to Sheriff Dee Anderson and One Safe Place



Tuesday • June 24th • Spouse's Brunch



Gift baskets sponsored by the Texas Sheriffs' Association



NSA First Lady, Betty Leidholt, welcomes the spouses



Names are drawn for the gift baskets



Line dancing lessons during the spouse's brunch



Tuesday • June 24th



Andy Pilgrim, professional racecar driver and president and CEO of The Andy Pilgrim Foundation presents a seminar on distracted driving.



K9 officer in training

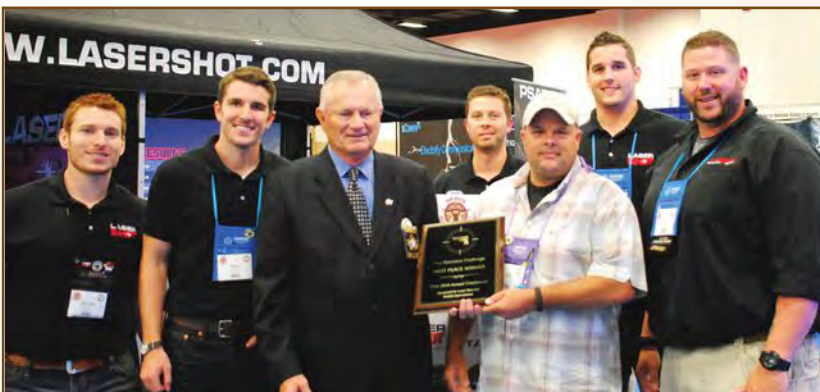


Sheriff Vanessa Crawford, City of Petersburg, VA participates in the pro-shooters challenge



Corrections Special Technical and Tactical Briefing by US C-SOG Special Detachment Unit

Pro Shooter Challenge Winners



Tuesday • June 24th



Members of the Board of Directors are sworn in



NSA Sergeant at Arms, Sheriff Rich Stanek, Hennepin County, MN announces the winners of the Board of Directors election



ICE Blackbox talks with attendees about the new Neighborhood Watch Now app



Phil Chalmers, author of "Inside the Mind of a Teen Killer," presents during the Deputy Symposium Super Session.



Kevin O'Neil, from Telmate, sponsor of the reception for deputies and law enforcement officers

Security Technology Alliance, sponsor of the NSI and FBI National Academy graduates reception



Wednesday • June 25th • Banquet



Heather French Henry, Miss America 2000, sings the National Anthem



NSA President 2013-2014, Sheriff Michael Leidholt gives his farewell address



Honorable Martin E. Johnstone, Deputy Chief Justice (ret), Supreme Court of Kentucky administers the oath of office to president-elect, Sheriff John E. Aubrey, Jefferson County, KY.

Wednesday • June 25th • Golf Tournament



The winning team, Sheriff Eavenson's son??; ???; Sheriff Chris Kirk, Brazos County, TX; Sheriff Harold Eavenson, Rockwall County, TX



2014 NSA President's Award

Sheriff Mike Brown Bedford County, VA

The President's Award is given to an individual or individuals in recognition of their contributions to, and support of, the NSA President during his year in office.

If you find a person with vision and the ability to act, you have found an extraordinary person who will accomplish great things, and will inspire others to also do great things. This year I have found such a visionary.

In 1997, in a world where most had never heard of the internet, Sheriff Brown knew that those who wish to do harm to others will most certainly be the first to jump into the World Wide Web.

Armed with one deputy, Sheriff Brown pursued funding to allow for online investigations. In 1998 Sheriff Brown's small sheriffs office in central Virginia became one of only ten Internet Crimes Units in the Country. With caseloads growing every day, it became apparent that without the education of potential victims, these predators would run rampant.

The start-up of a non-profit seemed like the logical avenue to raise funds from private and corporate donations and utilize these funds for educational purposes in schools, churches, and civic groups, at no cost to the recipients. Anyone and everyone wanted to learn how to best protect themselves and more importantly protect the children, from those who lurk online looking for their next child victim. The Safe Surfin' Foundation (The Foundation) was established and was granted 501(c)(3) status in the year 2000.

Sheriff Brown convinced Moose International to step up and raise funds to provide computer equipment that meets the high standards of the Department of Justice Internet Crimes Against Children (ICAC) program. As a result, the web of protection across the country has increased significantly. The Foundation and Moose added to the vast network that ICAC is today by supplying over 65 agencies with the equipment needed for them to join the ICAC program. More Cops online have equaled more child predators in jail.

Further educating thousands of children, parents and teachers coast to coast came next with the help of celebrities such as Erik Estrada, Shaquille O'Neil, and Kathy Ireland to name a few. With the help of Moose International again, the EZ ID kits program was born. This kit allows the taking of digital fingerprints and photographs of children, and burned on to a CD for the parents' safe keeping in case of an emergency, and again this turned out to be a national success. To date, 72 of these 'kits' have been distributed across the country and over 100,000 children have been ID'd through safety events held in numerous states.

But, it did not stop there. When Sheriff Brown learned that there are over 200,000 law enforcement officers who do not have ballistic protective vests the Foundation began the "Protect the Protector" program. Again, with the help of Moose who love



their local law enforcement, the initial program provided 65 ballistic vests to needy officers in 8 different states.

When the Virginia Attorney General heard about this effort, he encouraged the Sheriff to apply for asset forfeiture grant money to supply the over 500 officers in the Commonwealth of VA in need of ballistic vests. The Sheriff accepted the award of \$245,000 for ballistic vests for Virginia law enforcement and his staff jumped into action. Soon there were pallets of vests being delivered to the office for distribution. The "Protect the Protector" program has supplied agencies over 643 ballistic vests.

All of these projects have been initiated as Sheriff Brown proudly highlights the Office of Sheriff in the United States, and underscores the immense support given by the National Sheriffs' Association at every presentation. He further has represented NSA as the Chair of our CJIS Technology Committee for over a decade, insuring we are represented on UCR decision and emerging technologies.

Sheriff Brown is proud to be part of so many great projects, but he has not stopped dreaming, and is looking forward to the next task he will undertake to continue to protect our nation's kids and its law enforcement officers.

During my travels this year as president, I have heard several sheriffs say that their office has been directly impacted by Sheriff Brown's vest program and that their deputies have been given more tools to recognize and deal with internet crimes against children.

Executive Director's Award



The Executive Director's award is given to recognize outstanding contributions to NSA and its executive director. The 2014 Executive Director's Award is presented to the NSA Staff but with special recognition to four staff members: John Thompson (Deputy Executive Director), Ross Mirmelstein (Director of Meetings), Dianna Dix (Executive Assistant), and Jenny Williamson (Accounting Specialist).

Executive Director, Aaron Kennard said the following: "Knowing that this would be the last award I would be giving as NSA's executive director, I wanted to put a great deal of thought into my selection.

Several months ago, I started jotting down the names of people who supported and helped me during my tenure as executive director. I wanted to make sure that I considered every possible person!

After looking at my list it became apparent that this selection was not going to be easy. The list just kept growing! But, then it became very apparent who I was going to give this award to.

This evening, I am humbly honored to present the 2014 Executive Director's Award to not one person, but to the entire NSA staff!

My heartfelt thanks to you all and thank you for your support, dedication and hard work on behalf of the NSA!

During my search, it also became apparent that a few staff members on my list have for seven years, consistently stood by me, challenged me and offered me their advice.

More importantly, these individuals would consistently console me during some of my hardest times, both professionally and personally! They would never leave my presence or get off a phone call with me without saying something comforting or funny. They always had a way to make me feel good!

I would like to honor those staff members who have gone above and beyond for me, both professionally and personally!

Jenny Williamson – One of the worker bees, a no-nonsense most important lady, the one who makes sure everybody gets paid, loyal, honest, has no agenda and a lady of great integrity.

Ross Mirmelstein – I've known Ross for 23 years, he is Mr. NSA, the one everyone goes to for questions. He steps with me, has no side agenda, a man of impeccable integrity who does what is good for NSA and who never worries about recognition.

Lady Di – I've known her since I was president in 2004-2005. She is faithful, my right hand support, her loyalty is unshakeable and she has no agenda. She knows that everything I do, is for the good of NSA. She is dedicated and honest.

John Thompson – Our deputy executive director and chief of staff. He is the brains of NSA. He is the reason we have been successful the last seven and half years, he has kept NSA out of the red. He is a personal confidant, honest, loyal with no personal agenda. He has the highest integrity, I give him tremendous personal and professional respect.

As I close, I would like to share a story with you that I once read. It was about a great leader named Moses.

When Moses' hands grew tired, Aaron and Hur took a stone and put it under him so he sat tall.

Then they held his hands up - one on one side, one on the other - so that his hands remained steady till sunset.

To the NSA staff, each of you, at some point, have held up my arms and have offered me a stone to sit on. For that I will be FOREVER grateful. Thank you all for your support and friendship! God Bless!

Ferris E. Lucas Award for Sheriff of the Year

Sheriff Douglas C. Gillespie Clark County, Nevada

NSA is pleased to announce that Douglas C. Gillespie, Sheriff of Clark County, Nevada has been selected as the recipient of the 2014 Ferris E. Lucas Award for Sheriff of the Year.

Sheriff Gillespie is currently serving his second term as Sheriff of Clark County. He worked his way up through the ranks at the Las Vegas Metropolitan Police Department and was elected Sheriff in 2007. Sheriff Gillespie is a 30-year law enforcement veteran. He has been a member of the Nevada Sheriffs' and Chiefs' Association for the past 9 years. During this time, Sheriff Gillespie has been an active member of his State Association and has contributed greatly to the law enforcement endeavors of his county and the State of Nevada.

His leadership has won the Department national recognition for its community policing strategies, which led to lower violent crime in targeted areas. His commitment to the community and work on children's issues won him "Child Advocate of the Year" in 2009.

The City of Las Vegas is one of the top tourist attractions in the world. As sheriff of the Las Vegas Metropolitan Police Department, Sheriff Gillespie's agency services a population of close to two million residents and forty million tourists annually. Over seventy percent of the state population lives within his jurisdiction. Under the leadership of Sheriff Gillespie, the Las Vegas Metropolitan Police Department leads the way in law enforcement throughout the State of Nevada.

As a member of the State Homeland Security Commission, Sheriff Gillespie's attention to detail and his passion for information sharing has made the Southern Nevada Counter Terrorism Center one of the finest in the Nation. Sheriff Gillespie has played a major role in ensuring that the State of Nevada is safe and prepared for potential acts of terrorism. His partnerships with local, state and federal agencies and his relationship with the community have helped make this possible.

Sheriff Gillespie is a member of the National Sheriffs' Association and sits on the Board of Directors and Executive Committee. He is also a member of the Association's Governmental Affairs Committee and the Immigration and Border Security Committee.



The National Sheriffs' Association established the Ferris E. Lucas Award in 1995 to recognize an outstanding sheriff of the year for contributions made to improve the Office of Sheriff on the local, state, and national levels, and for involvement in the community above and beyond the responsibilities required. The award is given in memory of Ferris E. Lucas, NSA Past President (1944-46) and executive director (1964-82), who completed 50 years of distinguished service and leadership in law enforcement. This year's award is sponsored by Pursuit Products, Inc.

Charles “Bud” Meeks Merit Award for Deputy of the Year

Detective John Bourque Kennebec County, ME

NSA is pleased to announce that Detective John P. Bourque, with the Kennebec County, Maine Sheriff’s Office, has been selected as the recipient of the 2014 Charles “Bud” Meeks Merit Award for Deputy Sheriff of the Year.

Detective John Bourque began his tenure with the Kennebec County Sheriff’s Office in 1997. During this time, he has held various positions within the agency including patrol deputy, detective and narcotics investigator. He has been extremely successful in investigating local drug dealers and users, where he has composed complex cases, managed confidential informants, maintained contact with other agencies, and used the resources available to put offenders behind bars and, ultimately, interrupting the drug trade.

Detective Bourque also has a unique drive and determination needed to fulfill the role of an undercover detective. As a result, he has made numerous sacrifices at the expense of his personal life; all of this to benefit the citizens in the communities he serves. In 2010, Detective Bourque was afforded the opportunity to join forces at the federal level by being assigned as a Task Force Agent within the Drug Enforcement Administration. Detective

Bourque was selected based on his success and dedication as a local drug investigator as well as his reputation to aggressively hunt and capture the very people involved in the narcotics enterprises that poison society.

He has since been instrumental in the successful investigation and prosecution of numerous federal level offenders; some having ties in the drug world all over the United States. Detective Bourque’s efforts have resulted in lengthy prison sentences and the collapse of organized syndicates and yielded nearly three million in assets.

Detective Bourque has also been a key player in managing the Drug Take Back Initiative for Kennebec County. This initiative targets the surplus of unused prescription drugs found in so many medicine cabinets in households across the state. This effort keeps these drugs out of the hands of children, abusers, and the ecosystem.



The Charles “Bud” Meeks Award for Deputy Sheriff of the Year was established to recognize deputy sheriffs who have demonstrated conspicuous bravery in the performance of their duties. The award is given in memory and honor of Charles Bud” Meeks, who served as executive director of the National Sheriffs’ Association from 1989 to 1997 and in 2000. This year’s award is sponsored by Motorola, Inc.

Charles "Bud" Meeks Valor Award for Deputy of the Year

Deputy William Dunford San Diego County, CA

NSA is pleased to announce that Deputy William Dunford, with the San Diego County, California Sheriff's Department, has been selected as the recipient of the 2014 Charles "Bud" Meeks Valor Award for Deputy Sheriff of the Year.

In February 2013, Deputy Dunford was involved in an incident where two of his fellow deputies were injured by shotgun blasts from a deranged suspect who had a history of drug abuse and negative interaction with law enforcement. Deputy Dunford's ability to both think and perform under stress greatly contributed to the successful outcome of the incident and ensured that the deputies who were involved survived their injuries.

The incident began when deputies responded to the home to contact a vehicle theft suspect. Upon arrival, deputies located the suspect hiding in the attic of the home. The homeowner indicated that her son (the suspect) was not armed and had no access to weapons. Previous contacts with the suspect suggested the same.

Deputies on scene used various tactics and negotiation techniques to persuade the man to voluntarily come down from the attic. None of their efforts proved successful. Ultimately, a plan was made to deploy pepper spray into the general area where the suspect was believed to be hiding. As Deputy James Steinmeyer stood on a table to access the ceiling panel, birdshot pellets penetrated Deputy Steinmeyer's face and head.

Deputy Dunford saw the wound and immediately assisted with a tactical retreat. Deputy Dunford reassured Deputy Steinmeyer that he was going to be fine and was not seriously injured. Paramedics arrived on scene and provided Deputy Steinmeyer with the appropriate care.

With no method of accurately identifying the location of the suspect, deputies established a perimeter around the home. Deputy Colin Snodgrass positioned himself in a neighboring yard unaware that the suspect could see him through a vent. The suspect pushed the barrel of the shotgun through the vent and shot Deputy Snodgrass, striking his right knee and leg. Deputy Snodgrass fell to the ground and was unable to retreat due to massive vascular and structural damage caused by the shotgun round.

Deputies Justin Cheney and Amber Reeves immediately put themselves in the line of fire to aid Deputy Snodgrass. Both attempted to stop the bleeding but were unable to. Deputy Dunford arrived shortly after and observed the profuse bleeding.

The Charles "Bud" Meeks Award for Deputy Sheriff of the Year was established to recognize deputy sheriffs who have demonstrated conspicuous bravery in the performance of their duties. The award is given in memory and honor of Charles Bud" Meeks, who served as executive director of the National Sheriffs' Association from 1989 to 1997 and in 2000. This year's award is sponsored by Motorola, Inc.



Deputy Dunford then formulated and communicated an exit strategy that would pose the least risk to all involved. Deputies Cheney, Reeves, and Dunford carried Deputy Snodgrass out of the line of fire so he could receive medical attention.

As this was occurring, Deputy Steinmeyer heard the radio traffic calls for help. He exited the ambulance to assist his partners whom he believed were still being shot at. Deputy Steinmeyer took a perimeter position with an AR-15 rifle.

Several units from the San Diego County Sheriff's Department and allied agencies arrived on scene. Deputy Dunford coordinated perimeter positions and noticed from afar that Deputy Steinmeyer appeared to be having difficulty. Without concern for his own safety, he ran to Deputy Steinmeyer and unloaded and secured his rifle and again ran with Deputy Steinmeyer across open space to a position of safety.

Deputy Dunford immediately returned to perimeter position and directed the placement of personnel while waiting for the arrival of the Sheriff's Special Enforcement Detail (SWAT).

When SWAT and the Crisis Negotiation Team arrived, they attempted to convince the suspect to surrender. During negotiations, the suspect took his own life. Deputies Steinmeyer and Snodgrass recovered from their injuries.

Deputy Dunford demonstrated calm, supreme leadership in the face of extreme danger and his actions during this critical life or death incident epitomize everything associated with the word courage. His actions during this incident are a testament to his dedication and courage as a law enforcement professional.

Law Enforcement Explorer Post Advisor of the Year Award

Deputy James Butterfield Pinellas County, FL

NSA is pleased to announce that Deputy James Butterfield of the Pinellas County Sheriff's Office in Largo, Florida has been selected as the recipient of the 2014 Law Enforcement Explorer Post Advisor Award.

Deputy Butterfield has been employed by the Pinellas County Sheriff's Office since October 2001. He became the lead advisor for the Pinellas County Sheriff's Office Explorer Post 900 in 2011. At the time, 18 active explorers were enrolled. Today, the Post has a new vision with an emphasis on "making a positive impact on kids." Due to the efforts of Deputy Butterfield's recruitment, the Post currently has 53 explorers.

Knowing that communication is key to maintaining a solid organization, Deputy Butterfield works with other members of the agency to ensure that current and prospective members, their parents, school administrators, and agency members will receive the calendar of events, news, membership information and contact information. Deputy Butterfield oversees a website that highlights all of this important information.

The post meets weekly for two and half hours. Meetings include physical training and law enforcement training, which involves practical exercises and scenario based training. The post is comprised of several teams including the State Competition Team, Shooting Team, Honor Guard Team, and Drill Team. Each team attends several competitions each year except for the Honor Guard which is called upon to perform at special events. All explorers are given the opportunity to perform community service by working "details" for the post. These "details" give the explorers valuable experience in performing law enforcement functions while giving back to their communities. The "details" are usually related to performing security or traffic control at sheriff, county or city events. Deputy Butterfield coordinates the "details" and works alongside the explorers.

Deputy Butterfield has made a dramatic difference in the structure, success, and reputation of the Pinellas County Sheriff's Office Explorer Post. He has worked varied and endless hours to provide a program with as much opportunity for the members as possible. He has built strong relationships, not only with his chain of command, but also with the Boy Scouts of America, municipal



leaders, local businesses, range facilities, youth associations and various other organizations to gain support for the Explorer program. Deputy Butterfield makes himself available to his Post members at any time and can be trusted to deal with sensitive issues in the most professional way. He is a mentor, counselor, trainer, coach and one of the best advocated the members could ever expect.

NSA established the Law Enforcement Explorer Post Advisor Award in 1988 to recognize a post advisor for outstanding contributions to a law enforcement explorer post sponsored by a sheriff's office. Candidates are judged on their recruiting efforts, size of post and tenure of explorers, written program plans, explorer training, and post activities. This year's award is sponsored by Global Tel * Link.

Chaplain of the Year

Sergeant Brian Boyer Berks County, PA

NSA is pleased to announce that Sergeant Brian Boyer of the Berks County Sheriff's Office in Pennsylvania has been selected as the recipient of the 2014 Chaplain of the Year.

Sergeant Boyer's first career was as a police officer for 15 years. He received a calling to serve a higher purpose and became a pastor. After 10 years as a pastor of his own congregation, he was hired as a deputy in 2007 and was appointed chaplain in 2009. In 2012, Deputy Boyer was promoted to sergeant. In addition to his law enforcement duties, he provides counseling services when requested by office personnel and participates in memorial services as a member of the Office's Honor Guard. Sergeant Boyer is unique in his ability to counsel as he himself experiences what law enforcement officers experience. In December 2010, Deputy Boyer was helping employees of the Sheriff's Office deal with the unexpected death of Deputy Kyle Leshner who was killed in a car accident before Christmas.

Just six months later, he was called upon to perform the hardest thing he has ever had to do. It was his duty to knock on the door of Deputy Kyle Pagerly's home and tell Alicia Pagerly, just six weeks pregnant with the couple's first child, that her husband had been shot. Deputy Boyer knew nothing of Deputy Pagerly's condition and tried to keep Alicia calm as they rushed to the hospital. At the hospital, they had learned that Deputy Pagerly had died from his injuries. All through that harrowing night and into the numbing months that followed, Deputy Boyer had put his own feelings aside so he could counsel others struggling to deal with the swirling emotions surrounding this tragedy.

For his actions during and following the deaths of Deputies Leshner and Pagerly, Deputy Boyer was awarded the Meritorious Service Award. Sergeant Boyer believes that a realistic approach is always better than a canned response one might expect from a member of clergy. Sergeant Boyer says his approach helps him connect with those who need counseling. His counsel following the deaths of Deputy Leshner and Deputy Pagerly remind him of a message he preached to his congregation following the events of September 11, 2001. He says people should not filter their emotions and that it is okay to feel outraged by events difficult to imagine let alone having to live through. Sergeant Boyer's commitment to people, law enforcement and community is evident in his approach to not only the employees in his office, but those in the holding cell who have

become distraught over actions that made them part of the criminal justice system. He is approachable and looks uniquely



at each situation before him. His past experience also includes counseling troubled youth and tells of an instance when a troubled child climbed a tree to get away from him. Sergeant Boyer climbed up the tree after him. There were several follow-up meetings with the child and they all took place in the tree.

Sergeant Boyer is a valuable member of the Berks County Sheriff's Office. The fact the Sergeant Boyer has a background in law enforcement as well as chaplaincy allows him to understand the emotions of law enforcement to be able to more effectively counsel them.

This year's award is sponsored by Global Tel * Link.

Corrections/Jail Innovation Award

Deputy John Russell Yavapai County, AZ

NSA is pleased to announce that Chief Deputy John Russell, of the Yavapai County, Arizona Sheriff's Office, has been selected as the recipient of the 2014 Corrections/Jail Innovations Award of the Year.

One of the greatest challenges facing the criminal justice system throughout the nation is the pervasive incidence of mental health issues among criminal defendants. It has been estimated that as many as three quarters of state, federal and county jail inmates meet criteria for either mental health or substance use problems. Constitutional requirements demand that defendants be sufficiently competent mentally so they can understand legal proceedings and participate in their defense. Mental health treatment is among the most costly areas of healthcare, and the need to restore competency imposes a significant burden on corrections systems already facing severe budget constraints.

Chief Deputy Russell partnered with the Yavapai County jail healthcare provider, Wexford Health Sources, to develop a jail based Restoration to Competency (RTC) program. Under the program, defendants undergo up to date treatment from skilled clinical staff to regain mental competence in preparation for their appearance in court. RTC enables the Yavapai County Sheriff's Office to provide these required mental health services to detainees in its own facility, significantly cutting costs on inmate security, transportation and hospital bed fees. The program became fiscally feasible when Yavapai County reached agreements with most other Arizona counties to also have their detainees treated at the Yavapai jail. The program has been an undisputed success, restoring competency for 79 percent of inmates at a savings to taxpayers of more than \$6.75 million.

Chief Deputy Russell is an Arizona native and has lived in Yavapai County for over 40 years. He is a 27-year law enforcement veteran and has spent the last 25 years with the Yavapai County Sheriff's Office. He started his career working patrol in outlying areas of the county and currently manages the law enforcement and detention divisions.

He has worked in or supervised nearly every aspect of the law enforcement field, to include patrol, criminal investigations,



SWAT, traffic, animal control, and detention. Chief Deputy Russell has instructed officers nationwide in the traffic enforcement related fields of alcohol and drug impairment and has testified in court as a drug recognition expert.

Highlights of his career include a one-year internship with the Department of Justice and NHTSA in Washington, DC. He is also a graduate of the FBI National Academy. Command assignments include SWAT commander, Northern Arizona Regional Transit Academy Commander, Law Enforcement Operations Commander, and the Detention Services Commander.

This award is new to NSA. It was created to recognize an individual for their innovative contributions made to their jail or correctional facility. The award is sponsored by Aramark Correctional Services.

Court and Judicial Security Award

Deputy John Demase Palm Beach County, FL

NSA is pleased to announce that Deputy John Demase, of the Palm Beach County, Florida Sheriff's Office, has been selected as the recipient of the 2014 Court Security Professional of the Year Award.

Deputy Demase is an eleven-year veteran of the Palm Beach County Sheriff's Office. He has been assigned to the Court Services Division for the past two years. The Division is comprised of one main courthouse and four satellite courthouses. Deputy Demase is currently a Field Training Officer and is responsible for training all new personnel assigned to the Court Services Division.

Recently a new security company took over the entry screening process for all Palm Beach County courthouses. Deputy Demase has trained the security screeners in proper screening techniques from a law enforcement perspective. He has trained the screeners uniformly at all five courthouses and taken screening techniques to a new level of professionalism and responsibility.

Deputy Demase redesigned the screening lanes and layout making entry into the building quicker, safer and more efficient. His design also ensures that in the event of an emergency people are able to evacuate in a more direct route. Due to Deputy Demase's focus and concern to security screening, the implementation of his ideas has created a more secure environment in the courthouses.

Deputy Demase also completely revamped the evacuation plan for the main courthouse seeking minimum guidance and supervision. He was able to incorporate Palm Beach Sheriff's Law Enforcement, Corrections and the Palm Beach County Clerk of Court Office into one usable plan eliminating confusion and contradictions during an evacuation.

Deputy Demase took it upon himself to create a database for all keys issues to all courtroom deputies. It minimizes the cost of cutting new keys and added key control for all assigned courthouse keys. This database is another step to increase and improve the security throughout the courthouses.

As a unit training officer for courtroom security, Deputy Demase is constantly updating and improving the training program for



new deputies assigned to courtroom security. He has developed training briefs issued to the deputies as an educational resource to learn their duties and responsibilities. He has also redesigned the daily evaluation form, which is utilized to assess the progress deputies make as they advance through their training.

All of these accomplishments and ideas, along with his daily duties make Deputy Demase a true court security professional.

Reserve Deputy of the Year Award

Reserve Officer Bill Coyle Jacksonville, FL

NSA is pleased to announce that Reserve Officer Bill Coyle, with the Jacksonville, Florida Sheriff's Office, has been selected as the 2014 Reserve Deputy Sheriff of the Year.

As a reservist, Officer Coyle volunteers his time at the Jacksonville Sheriff's Office and the City of Jacksonville. Officer Coyle was presented with the Jacksonville Sheriff's Office "Medal of Merit" in June 2013 for his help following a November 2012 traffic crash. The Medal of Merit is awarded exceptional meritorious action. The nominee must demonstrate exceptional courage by performing a voluntary action in an extremely dangerous situation.

On November 22, 2012 after a regular workday, when most were enjoying the Thanksgiving holiday with their families, Reservist Coyle put himself in harm's way to help others. He witnessed a van hit several vehicles and pedestrians and shear off a gas pump. Reservist Coyle ran over to help and get all of the victims out of harm's way as fire began to spread.

After taking care of the victims, Coyle contacted dispatchers to request assistance and to provide information about the incident. He also managed the scene until patrol and rescue arrived. Coyle provided patrol officers with a detailed description of the suspect who fled the scene. Patrol officers were able to locate and arrest the suspect.



Triple Crown Award

Sheriff Gary Wilson Denver County, CO

The Triple Crown Award was established by NSA to recognize those sheriff's offices that achieve simultaneous accreditation from The Commission on the Accreditation of Law Enforcement Agencies; The American Correctional Association's Commission on Accreditation for Corrections; and, the National Commission on Correctional Healthcare.

Achieving these accreditations individually is a daunting task.

Earning all three at the same time is an extraordinary feat.

In fact, the Triple Crown distinction is so rare, that since the establishment of the award in 1993, fewer than 40 sheriffs' offices have qualified for the Triple Crown.

This year one additional sheriff's office has joined the list of Triple Crown winners: Denver County, Colorado, Sheriff Gary Wilson.



J. Stannard Baker Award

**Sheriff Dennis J. Conard of
Scott County Iowa**

**Program Director Joanne
Thomka of the National Traffic
Law Center, National District
Attorneys' Association**



The National Sheriffs' Association presented the J. Stannard Baker Award for Traffic Safety to Sheriff Dennis J. Conard of Scott County Iowa and Program Director Joanne Thomka of the National Traffic Law Center, National District Attorneys' Association. They are the first-ever double recipients of the lifetime achievement award in Traffic Safety.

Sheriff Conard began his career in law enforcement in 1973 and became sheriff of Scott County in 2001. Sheriff Conard credits his excellence in traffic safety to good hiring practices that have recruited deputies who have a commitment to traffic safety and holds his officers accountable to practicing traffic enforcement. He implemented hot spot report to dictate increased traffic enforcement areas. Additionally, he uses grant and sheriff budget funds to encourage and orchestrate joint effort; multi-jurisdictional traffic enforcement projects in Scott County and encourages media participation. Sheriff Conard was instrumental in instituting a uniform crash reporting system statewide for analysis, violations, and reporting. He dedicates manhours to youth education programs and seatbelt enforcement efforts, alcohol related traffic violations, and is dedicated to Bi-State regional commission on roadway engineering. He also implemented the DDACTS program in Scott County, overlaying crime and crash data for a preemptive approach to traffic issues.

The second recipient, Director Joanne Thomka, came recommended to this award by several means: The State of Missouri Office of Prosecution Services states that

“From her time as an assistant district attorney with the Onondaga County District Attorney’s Office through her present position...Ms. Thomka has dedicated her career to the prosecution and prevention of impaired driving... Joanne is also recognized as a passionate advocate for the victims of these crimes.” Additionally, “Joanne first spent more than fifteen years in public service in the District Attorney’s Office in Syracuse NY. For most of that time she specialized in the prosecution of Vehicular Crimes.” She spent her time training in the correct method to investigate and prosecute crimes involving vehicles. She also spent her time preventing deaths on the roads by systematizing DWI prosecution in her office to deter others from making those fatal choices. She helped implement standards and policies to better hold the impaired driver accountable for actions. In 2006, she moved to the National Traffic Law Center and expanded her impact nationally and brought law enforcement and prosecutors together for training. Ultimately, the compassion in which Joanne teaches LEO’s and prosecutors on how we must treat our victims and their families sets her apart. “Joanne continually stresses the importance of prosecutors and law enforcement officers working cohesively as a team in traffic investigations” and “She created a first-of-its-kind national Expert Witness Databank” says the Idaho Prosecuting Attorney’s Association. Ms. Thomka also came recommended by the Tennessee District Attorneys General Conference; the Traffic Safety Resource Prosecutor for Iowa; the New York State Police; and the Texas District and County Attorneys Association.

Sponsored by the National Sheriffs' Association, the National Highway Traffic Safety Administration, Nationwide Insurance, the Northwestern University Traffic Institute, and OnStar, the prestigious J. Stannard Baker Award for Highway Safety annually recognizes individual law enforcement officers and others who have made significant lifetime achievements in highway safety.

Crime Victim Services Award

Arapahoe County, CO Sheriff's Office

The NSA Crime Victim Services Award was established in 2005 with funding support from the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. Since 2008, the award has been generously sponsored by Appriss, Inc. NSA's Crime Victim Services Committee administers this award program, which recognizes "outstanding achievement by a Sheriff's Office in support of victims." The award recipient for 2014 is the Arapahoe County, Colorado, Sheriff's Office, headed by Sheriff Dave Walcher, who succeeded Sheriff (ret.) Grayson Robinson on February 1, 2014.

The Victim Assistance Program (VAP) at the Arapahoe County Sheriff's Office provides immediate crisis intervention and comprehensive follow-up to crime victims, witnesses, family, friends, and other individuals impacted by critical events. The VAP has one full-time coordinator, Kathleen Beebe; two full-time staff; and approximately 30 volunteers. It serves a population of over 175,000 residents, covering over 800 square miles that comprise both metropolitan and rural communities. As a predominantly metropolitan law enforcement agency that also serves rural communities, where services can be scarce, the Sheriff's Office has to be creative with resources and referrals. Accordingly, VAP staff have developed many working relationships with allied professionals in an effort to provide comprehensive services to rural crime victims.

The VAP is available 24 hours a day, 365 days a year. The dedicated staff and volunteer members of the unit ensure that victims are aware of their rights and are provided appropriate resources and referrals to aid in their recovery. Volunteers are required to attend a monthly training meeting to keep current and competent in their skills. In addition, the VAP conducts an annual training academy with over 60 hours of classroom instruction in victim assistance and crisis intervention.

In 2013, the VAP provided direct services to over 3000 crime victims and persons-in-need. Every victim is personally contacted for follow-up by a VAP staff member. Furthermore, in addition to serving its own jurisdiction, the VAP also provides back-up and agency assists for police departments in the cities of Aurora, Englewood, Glendale, Greenwood Village, Littleton, and Sheridan, as well as to the Colorado State Patrol.

In 2012, the VAP was involved in the immediate response to the July 12th theatre shooting in Aurora. The VAP provided crisis intervention as well as aftercare, including aftercare to families whose loved ones were murdered in the shooting.

Also, in 2012, the VAP had a book and cell phone drive that collected over 5,000 books which were donated to battered women's shelters, the local child advocacy center, and other



Pictured (from left to right) are 2013-2014 NSA President, Sheriff Mike Leidholt; Victim Assistance Coordinator Kathleen Beebe; Tom Siegle, President, Public Safety Services Group, Appriss; and Captain Larry Etheridge.

agencies in need. The more than 100 cell phones collected were sent to the 911 emergency phone bank for persons in need of emergency communication. In 2010, the VAP developed a booklet that addresses death and provides a wide variety of information and resources for surviving family members. The booklet has been used by other VAPs in their own departments.

The VAP has also been involved in a project to create a statewide mass crisis response toolkit. The toolkit contains easy access to information, forms, and other documents to aid in the quick response to mass crisis situations. The Toolkit for Response for Advocates in Colorado: A Victim Assistance Guide to Planning and Responding to Critical Incidents can be found at www.trac.state.co.us.

And, every year the Sheriff's Office participates in National Crime Victims' Rights Week (NCVRW); and for several years now, the VAP has sponsored poster contests in the schools incorporating that year's NCVRW's theme.

In summary, the Victim Assistance Program at the Arapahoe County Sheriff's Office has provided crucial services to the residents of Arapahoe County and the State of Colorado for many years. The staff and volunteers provide a sense of security and assistance to victims while maintaining quality services and dedication to the VAP's mission. They are the quiet and calm in the storm.

NSA Launches Neighborhood Watch NOW!

National Neighborhood Watch

A Division of the National Sheriffs' Association



National Neighborhood Watch – A Division of the National Sheriffs' Association (NSA)

NSA announces the launch of the Next Generation National Neighborhood Watch program. You know us as USAonWatch.org – Neighborhood Watch Program, but we are now rebranding ourselves as the National Neighborhood Watch – A Division of the National Sheriffs' Association.

USAonWatch was begun in 1972 with funding in part by the National Sheriffs' Association (NSA), through a grant from the Bureau of Justice Assistance, Office of Programs, US Department of Justice. The funding from the grant has come to an end but NSA is happy to continue with this great program.

Our nation is built on the strength of our citizens. Every day, we encounter situations calling upon us to be the eyes and ears of law enforcement. Not only does neighborhood watch allow citizens to help in the fight against crime, it is also an opportunity for communities to bond through service. The Neighborhood Watch Program draws upon the compassion of average citizens, asking them to lend their neighbors a hand.

The **National Neighborhood Watch** is the nation's premier crime prevention and community mobilization program. Visible signs of the program are seen throughout American on street signs, window decals, community block parties and service projects.

The **National Neighborhood Watch** program empowers citizens to become active in community efforts through participation in Neighborhood Watch groups.

Become a National Neighborhood Watch Member

We need your help! Join the National Neighborhood Watch as a member to help us keep bringing you all the great resources you expect from the Neighborhood Watch program.

With your membership you will receive access to resources such as:

- How to start a Neighborhood Watch group
- Suggested meeting topics
- Sample meeting agendas, planning checklists and observation logs
- How to re-vitalize a Neighborhood Watch
- Newsletters covering various topics concerning Neighborhood Watch and Crime Prevention
- Access to the Abenity discount program, which provides discounts to Southwest, Regal Cinemas, Sears, Firestone and hundreds more!
- Many more resources to come!

● To start a group membership please email: lhopkins@sheriffs.org

www.nnw.org

What's the SAME?

- The same principles, practices and policies
- The solidness of our program with tried and true programming that works
- The resources we offer
- The FREE online access to find a Neighborhood Watch Group or Law Enforcement Agency
- The FREE online access to register a Group.



What is NEW?

- NEW Neighborhood Watch NOW – Next Generation Neighborhood Watch Portal – a Mobile App to deter crime and increase safety
- NEW Membership Category to provide you with members-only access to Neighborhood Watch toolkits and other great resources to re-vitalize your Neighborhood Watch or to start a new one.
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Effective Sentencing and Corrections Reform: Sheriffs Getting Involved

By Sheriff Kevin Thom,
Pennington County, S.D.

Like many law enforcement professionals, I used to feel uneasy when people talked about reforming the criminal justice system. To me, *reform* was often code for going easy on bad guys at the expense of public safety.

But over the past two years I've participated in a different kind of reform in my home state of South Dakota. The experience showed me that there is an effective, proven process to help states reduce crime, hold offenders more accountable and control costs – and that sheriffs must play a role in such efforts.



First, a bit of background.

Between 1977 and 2011 South Dakota's imprisonment rate climbed steeply, exceeding that of neighboring states. Naturally, corrections spending rose too, and by fiscal year 2011 reached \$100 million, up from just \$26 million in 1991.

To accommodate more growth projected over the next 10 years, we faced the need to build and operate two more prisons at a cost to taxpayers of \$224 million.

Meanwhile, we weren't seeing the payoff in crime reduction we would hope for with such an increase in corrections spending. While crime fell by 21 percent nationally between 2001 and 2011, it only dropped 11 percent in South Dakota over the same period.

In mid-2012 Gov. Dennis Daugaard and other leaders created a work group to take a long, hard look at our state's sentencing and corrections system and

propose changes to reduce crime, hold offenders more accountable and control costs. I was named the police and sheriffs representative on the panel, which also included prosecutors, defense attorneys, legislators, judges and mental health and substance abuse treatment providers.

Ultimately, our review led to legislation that passed with overwhelming bipartisan support in the Senate and the House and became law in February 2013. The Public Safety Improvement Act will focus prison space on violent and career criminals while strengthening less costly, more effective alternatives for nonviolent offenders.

So what was special about this process? And why should sheriffs take notice and, more importantly, look for similar opportunities in their states?

Looking back, I'm convinced that the strength of South Dakota's reform experience was its reliance on indisputable facts. This wasn't a bunch of folks sitting around a conference table trading opinions and using anecdotes to argue their case.

Rather, our 18-member panel – known as the Criminal Justice Initiative Work Group – was guided by data mined from our very own corrections and criminal justice system and analyzed by technical experts from the Pew Charitable Trusts. Through their Public Safety Performance Project, Pew, along with the Justice Department's Bureau of Justice Assistance, has helped a long list of states examine their corrections and sentencing policies to better understand the factors that are shaping prison populations and driving costs.

That's just what unfolded in South Dakota. With help from Pew, we spent five months examining data as well as discussing our state's criminal justice programs, policies and practices. We also reviewed input from more than 400 stakeholders who testified at 36 meetings held around South Dakota, and we consulted with folks in other states that had traveled this path before.

I won't detail all our findings here, but one key highlight was the large proportion of prisoners in South Dakota – 81 percent of those newly admitted in 2012 – who were incarcerated for nonviolent crimes. That same year 62 percent of admissions were imprisoned for a violation of their parole or probation supervision.

As our work group crafted the policy changes that eventually became law, I sensed concern among sheriffs and police that state reforms would simply push the problem – and the costs – down to the county level. From my front row seat, I was able to assure them that ongoing oversight would ensure our reforms reduced not just state prison numbers, but jail populations and related county costs as well. To increase their comfort level, our legislation established a funding structure to reimburse counties that wound up incarcerating additional offenders locally.

I also pushed for using some of the funds saved through reduced prison costs to help victims. Others agreed, and we created the Statewide Automated Victim Information Network (SAVIN), which will gear up this year under leadership by our Attorney General's Office.

Despite my positive experience with reform, I know some of my brethren in law enforcement will remain wary. But more than 20 states – from Mississippi to Georgia, Texas, Kentucky and Ohio – have now worked with Pew and its partners to pass criminal justice improvements that make good common sense.

With public safety always the paramount goal, and with data serving as the foundation for change, this process can deliver meaningful results.

As sheriffs, we must make sure our voices aren't left out.

Thom, who has worked in law enforcement since 1978, is running unopposed in November for his second term as Sheriff of Pennington County, South Dakota. ☆



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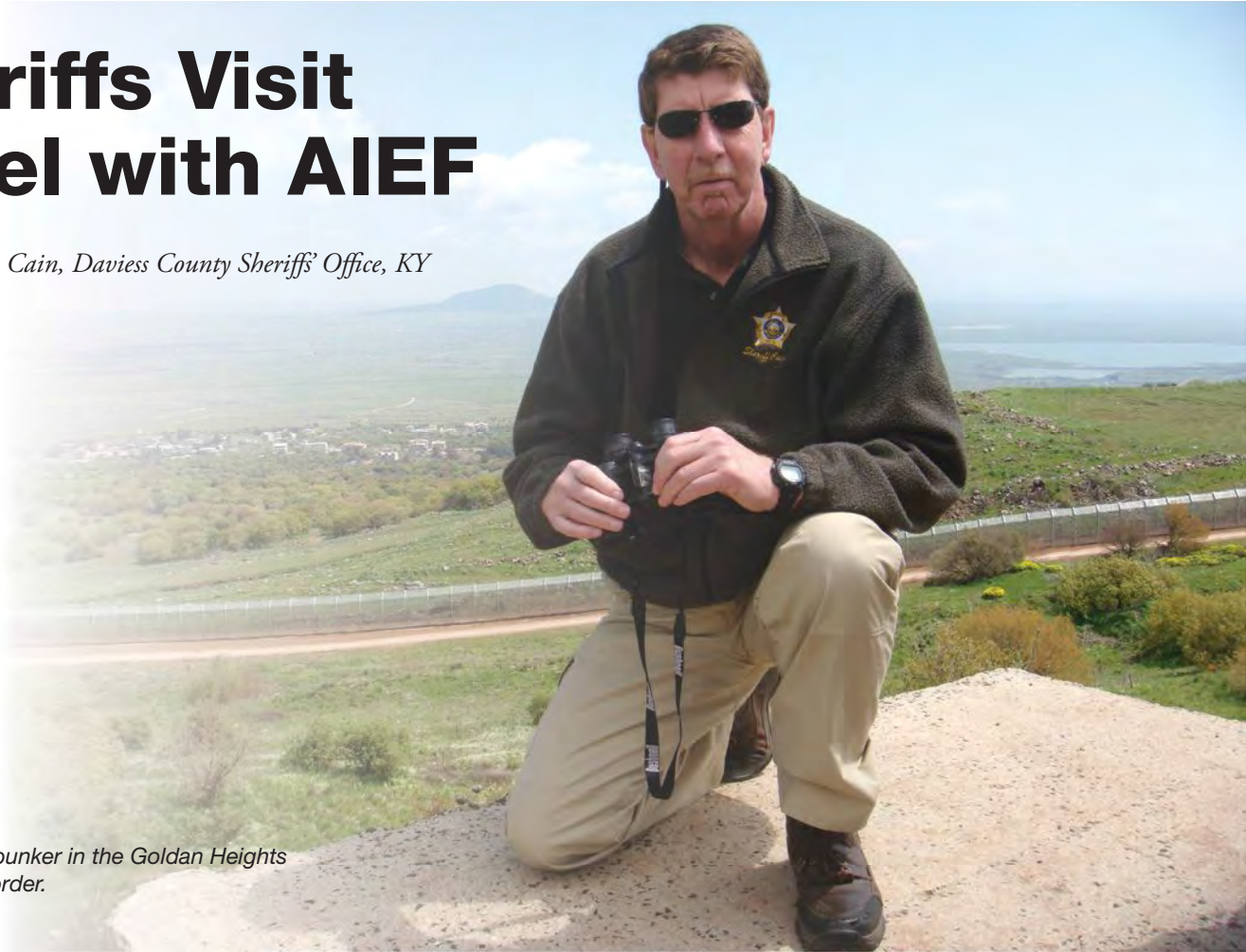
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Sheriffs Visit Israel with AIEF

By Sheriff Keith Cain, Daviess County Sheriff's Office, KY



Sheriff Cain on bunker in the Golan Heights on the Syrian border.

Recently, I had the privilege of traveling to Israel on an educational mission sponsored by the American Israel Education Foundation (AIEF). While my expectations for the trip were high, I took off for Tel Aviv knowing very little about Israel or the broader Middle East beyond the conflict and turmoil that's always highlighted in the press. I could not have been fully prepared for this life-changing, meaningful, and instructive experience. I returned to Kentucky with a deep appreciation for the Israeli way of life, an understanding of the shared values of Americans and Israelis, and, most importantly, feel I am better equipped to perform my duties in the service of my constituents.

Throughout the trip, I was constantly struck by the resolve of the Israeli people. Israel is a tiny country surrounded by enemies who seek its destruction. But Israeli society isn't just *surviving* – it is *thriving*. Driving north on the Mediterranean coast from Tel Aviv, it's easy to see why this area is affectionately referred to as *Silicon Wadi* – Wadi is the Arabic word for valley – Israel has more high-tech startups per capita than any country on earth. National pride among Israelis is palpable: mandatory military service for both men and women is considered a privilege rather than an obligation. Israelis do not take the existence of a Jewish state for granted and they are deeply committed to serving their country.

As we were being briefed in the Golan Heights on the Syrian Border, I heard the unmistakable sound of distant artillery barrages and automatic small arms fire, and quickly realized that I hadn't heard "the sounds of war" since I served in Vietnam decades ago. It left me humbled to recognize the constant war zone that is a reality for Israelis. When we traveled south to Israel's border with Gaza, we toured a playground in a fortified bunker and I felt grateful that my own son and grandchildren never had to live in fear of rocket fire growing up in Kentucky. Once again, I was struck by the resiliency and determination of Israeli citizens.

While Israel's borders are constantly under threat from terrorist organizations including Hamas (Gaza Strip) and Hezbollah (Lebanon), Israel also faces the existential threat of a nuclear-armed Iran. When I visited Yad Vashem, Israel's Holocaust Remembrance Memorial, I understood the meaning of "Never Again," and Israel's insistence that Iran be denied a nuclear weapons' capability became incredibly clear.

When we prepare for emergencies in Kentucky, we do so with the understanding that these occurrences are, thankfully, typically isolated incidents. When I met with my law enforcement and emergency management counterparts in Israel, it was clear that these types of emergencies are everyday occurrences for them. While I will hopefully never have to respond to a



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David Kreizelman briefs Sheriffs' from Kibbutz Nir Am overlook into the Gaza Strip.



Dome of the Rock and Western Wall Plaza in Old Jerusalem

Rocket debris at police station in community of Sderot.

terrorist attack in my role as your sheriff, I feel it paramount we plan for that we pray will never occur. After learning from Israeli experts who handle these threats every day, I am confident in my ability to better serve and protect the people of Daviess County.

Americans and Israelis have a unique bond. Both nations were founded by pioneering refugees seeking political and religious freedom. We share a commitment to our core values of freedom, democracy, the rule of law, and the dignity of human life. Beyond our shared value system, we have many shared interests: national security, economic development, and technological and scientific research and development. Just as Israel benefits from its strong partnership with the United States, the United States benefits from its relationship with Israel. If we continue to work together and increase cooperation in these important arenas, the U.S. and Israel will continue to be beacons of democracy and freedom. 🌟



Health Coverage Linked to Reduction of Crime

By Lt. Kathleen Carey, PIO Newport News Sheriff's Office,
Newport News, Virginia

*Joint press conference
for "Fight Crime: Invest
in Kids" to extend health
insurance to cut crime
and prison costs.*



When "Fight Crime: Invest in Kids" sent a press release linking health care coverage and crime rates, local media took notice.

A news conference held at the Newport News Sheriff's Office February 26, 2014, was covered by WAVY (NBC affiliate); WVEC (ABC affiliate), the Daily Press (Tribune newspaper), and the Richmond Times-Dispatch (Berkshire Hathaway, Inc.). Sheriff Gabe Morgan and Petersburg Police Chief John Dixon represented law enforcement leaders throughout the state. They used their collective voice to urge legislators to welcome federal funding to extend health insurance to low-income parents and uninsured Virginians.

Whether the General Assembly elects to expand federal health coverage does not change the facts of how crime is connected to care. And legislative action or inaction will not change Sheriff Gabe Morgan's position, "If low income families receive medical insurance, they are more likely to be routinely screened and treated for their health problems such as substance abuse, depression, or excessive aggression."

Up to two-thirds of child abuse and neglect cases involve a parent with a substance abuse problem. In one study, being abused or neglected almost doubled the odds that a child would commit a crime as a juvenile, compared to youth from similar backgrounds. "If we know that doubles the odds, said Sheriff Gabe Morgan, "We're predisposing a child to failure. It's heartbreaking."

Chief Dixon remarked how there is "nothing more difficult than being called to a home where children have been harmed." He also noted how children with behavioral and aggression issues "who can't get screening or treatment for those problems too often end up in the criminal justice system."

Dixon recounted a true story about a case in his city where a seven-year old who put a puppy in a microwave oven ended up

having several arson cases. "Ultimately, he started a fire in his residence where his two year old sister was killed."

Sheriff Morgan and Chief Dixon used hard numbers uncovered in research to validate their stance. "Fight Crime: Invest in Kids" is a non-profit group made up of nearly 5,000 police chiefs, sheriffs, prosecutors, other law enforcement leaders, and survivors of violence. They know from the front lines against crime, and from analysis, that health coverage for Virginia's low income and uninsured citizens can help reduce child abuse and neglect – and later crime.

Natasha O'Dell Archer, J.D., National Director Fight Crime: Invest in Kids noted that they've worked on Medicaid expansion in several states "and actually our work in Michigan helped see that expansion through last year," she said.

Information released in the Fight Crime organization's report called "Virginia Law Enforcement Leaders: Cutting Crime & Prison Costs" was extensive. Much of that material is cited in this article prepared by the Newport News Sheriff's Office.

In addition to reducing child abuse and neglect, health coverage can also lead to fewer cases of fetal alcohol syndrome. According to the National Institutes of Health, "prenatal alcohol exposure is the leading preventable cause of birth defects in the United States." A child exposed, in utero, to drugs or alcohol is at a higher risk for committing later crime. By getting more women insured, we can reach them with opportunities for screening, counseling, and treatment before they become pregnant. By the time many low income women know they are pregnant and can sign up for insurance, most of the serious damage to the baby from drugs or alcohol has already been done.

Another goal behind health care expansion is to reach children and teens who have aggression problems, or substance

SAVINGS FROM MEDICAL TREATMENTS FOR YOUTH WITH AGGRESSION OR SUBSTANCE-ABUSE PROBLEMS

Proven Interventions	Program Costs	Net Savings to Taxpayers & Victims (after subtracting the cost of the program)
Aggression Replacement Training	\$ 1,510	\$ 29,740
Functional Family Therapy	\$ 3,261	\$ 30,706
Multisystemic Therapy	\$ 7,370	\$ 24,751
Multidimensional Treatment Foster Care	\$ 7,922	\$ 31,276

Washington State Institute for Public Police (2012)

abuse problems of their own. Medical interventions typically cut future arrests in half or more and save an average of \$25,000 to more than \$30,000 per child served.

Aggression Replacement Training (ART) is designed for seriously aggressive youth. Juveniles returning to their communities following custody who did not receive ART were almost three times more likely to be re-arrested for a crime than those who went through ART.



Newport News Sheriff Gabe Morgan flanked by deputy sheriff's and Petersburg police officers at "Fight Crime: Invest in Kids" press conference.



Newport News Sheriff Gabe Morgan and Petersburg Police Chief John Dixon.

Functional Family Therapy (FFT) works with parents and their children to develop more productive behaviors. One study found that the intervention cut re-arrests in half among participating youth.

Multisystemic Therapy (MST) is similar to FFT but is more intensive and can be used with youth who have more extensive histories of breaking the law. MST has been shown to reduce the days youth were held in juvenile justice facilities, psychiatric hospitals or other out-of-home placements.

Multidimensional Treatment Foster Care (MTFC) helps parents who are not in a position to fully participate in treatment initially. Children are placed in specialized foster care homes where the program is followed, while the biological parents or caregivers are trained to take over once the child returns home. MTFC cut the percentage of boys who had two or more criminal referrals for violent offenses from 24 percent to five percent. Girls not served by MTFC experienced three times as many days in locked settings and were 62 percent more likely to become pregnant.



News camera records Petersburg Chief of Police at press conference.

Sheriff Morgan urged lawmakers not turn their backs on uninsured Virginians, 70% of whom come from working households. “We have to be smart on crime. What we’ve been doing in the past is not working. We know that. What we want to do is use the taxpayer’s dollars the best we can to ensure that we change the trajectory of children so they do not end up in facilities like mine [jails/prisons] across the nation.”

What we see time and time again on the streets -- and it’s backed by research -- when an individual has both mental illness and a substance abuse problem, their odds of engaging in violence is 26 times higher than people not dealing with these problems,” Morgan continued.

“Every baby who grows up to become a troubled youth, who drops out of school, who abuses drugs and becomes a career criminal, costs society an average of \$2.5 million dollars,” read Morgan from research. “Yet as profiled in our report, intervention for troubled youth can save an average of \$25,000 to more than \$30,000 for each child served.”

“If we want to protect our citizens from trauma and the cost of crime, we have to do much more to prevent crime in the first place,” Morgan added. “Providing affordable health care coverage is a vital step in doing so. I encourage legislators to read the report and act on this matter.”

Chief Dixon said, “Everybody deserves equal opportunity to equal healthcare. We’ve shown with all sorts of data, if you can catch a child early and divert them early on -- intervene with some kind of treatment early on -- they will be less likely to be involved in later crime.” Dixon emphatically stated, “This is about saving lives. If we divert a young person from crime, we’re saving lives. If we can get in front of that, it’s the right thing to do.”

(At the time this article was submitted for publication, the Virginia Assembly presented Governor Terry McAuliffe with a budget for review. The Governor had not yet had an opportunity to say whether or not he would sign it into law.) ★

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Two Alternative Methods to Police Interrogation

Christopher Capsambelis

With the proliferation of television shows such as *CSI: New York*, *CSI: Los Angeles*, and the *Forensic Files* and the Investigation Discovery network devoted to criminal investigations, many TV viewers assume that investigators must find physical evidence at a crime scene to convict a defendant. Whether one believes there is a so-called CSI Effect or not, defense attorneys are quick to point out to juries when it is lacking at trial. Although it is advantageous to have physical evidence tying a suspect to the victim and crime scene, interviewing victims and witnesses and interrogating suspects to gather information, seek the truth, and elicit a confession, is still an essential component of any criminal investigation process. Snook and House (2008) pointed out that “police interviews of suspects, accused persons, witnesses, and victims is one of the most fundamental aspects of criminal investigation” (p. 10).

An interrogation is defined as questioning that is intended to elicit incriminating information from a suspect with an ultimate goal to obtain a confession. A confession can be the culmination of an investigation and the final piece to the puzzle when attempting to solve a crime. Gudjonsson (1992) referred

to confessions as the most powerful evidence of guilt in a criminal trial. This is the reason police interrogators must ensure that when a suspect does confess, his or her confession is, in fact, the truth.

The False Confession

A false confession is one in which the suspect, who is actually innocent of a crime, confesses to it. It is difficult to understand why someone who is not responsible for a crime would tell investigators that he committed it. What we do know is that it occurs all too often. The Innocence Project (www.innocenceproject.org) reports that in about one-fourth of all DNA exonerations, innocent defendants made incriminating statements or outright confessions to the crimes for which they had been incarcerated. Meissner and Russano (2003) stated that “although there are a number of factors that may contribute to a false confession, the interrogation techniques employed by policing agencies appear to account for a significant proportion of these instances” (p. 54).

There are three generally recognized explanations for false confessions (Kassin & Wrightsman, 1985). The first explanation is referred to as the *voluntary false confession*. This confession comes from a suspect who claims responsibility for a crime he did not commit without any pressure or coercive tactics by the police. A person may voluntarily confess to protect someone else, to gain fame or notoriety, or because he has some mental defect that prevents him from distinguishing reality from fantasy.

A second explanation for giving a false confession is termed the *coercive-compliant false confession*. This individual confesses for some immediate or short-term gain such as a need to escape the pressure of the interrogation, a belief that he will be treated more leniently by the criminal justice system, or thinking he will be allowed to go home after making the confession. The suspect has no real understanding of the long-term effect of his decision.

The third explanation is the *coerced-internalized false confession*. This person actually begins to believe that he is responsible for the crime of which he has been accused. This acceptance of responsibility could be due to age, mental capacity or the individual's physical or psychological state. In addition, a suspect who is prone to suggestibility may be easily persuaded by investigators who claim they possess some false evidence of his guilt, like saying his fingerprints were found at the crime scene. Most research regarding false confessions points to two factors related

to the coerced-internalized false confession. These factors have included police interrogation techniques that psychologically manipulate the suspect and differences among individuals that make some subjects more vulnerable to the effects of persuasive interrogation techniques than others may be (Kassin & Gudjonsson, 2004). In either of these cases, it is important for the interrogator to understand that persons who can be easily manipulated may be providing unreliable information.

The Reid Technique

The Reid Technique is a method of interviewing and interrogation that is most widely used in the United States. Inbau, Reid, Buckley, and Jayne (2013) describe the technique as a nine-step process of interrogation that is used on suspects whose guilt seems reasonably certain. Below is a brief description of each of the steps.

Positive confrontation – the investigator informs the suspect that the evidence demonstrates the person's guilt and then pauses to evaluate the suspect's verbal and nonverbal responses. These responses give the interrogator an indication of how to proceed in the interrogation.

Theme development – the investigator presents a moral justification or "theme" for the offense related to why the crime occurred and possibly offers some moral blame on another person or circumstance that led to the criminal act.

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Handling denials – the investigator discourages allowing the suspect permission to make denials to the accusations and continues to return the focus of the interrogation to the moral excuse theme.

Overcoming objections – when attempts at denial are unsuccessful, the suspect may make objections to support his claims of innocence using economic, religious, or moral reasons why he could not or would not commit the crime. The investigator should use these objections to further develop the theme.

Regain and retain the suspect's attention – after the denials and objections are ineffective, the investigator regains the suspect's attention so the suspect refocuses on the investigator's theme. This is often accomplished by the interrogator positioning oneself in physical closeness to the suspect.

Handling the suspect's passive mood – the investigator intensifies the theme and concentrates on the central reasons he is offering as psychological justification. The investigator continues to display an understanding and sympathetic demeanor while urging the suspect to tell the truth so the suspect begins to weigh possible benefits for telling the truth.

Presenting an alternative question – the investigator presents the suspect with two choices to develop as a logical extension from the theme with one alternative offering a better justification for committing the crime.

Having the suspect orally relate various details of the offense – once the suspect has accepted one alternative (admission of legal guilt), the investigator responds with a statement of reinforcement that acknowledges this admission.

Converting an oral confession to a written confession – the investigator converts the oral confession into a written and/or recorded confession.

The Reid Technique has not been without its critics. Moore and Fitzsimmons (2011) questioned the accusatory nature of the technique that they said can create a “slippery slope” leading more vulnerable innocent suspects to confess. Because the technique relies on the detection of verbal and nonverbal cues from the suspect, Leo (2013) argued that the behavioral cues that police rely on are not diagnostic of deception and investigators cannot distinguish truth from false claims of guilt at any rate greater than chance. Additionally, Bond and DePaulo (2006) stated that scientific methods have found that reliance on nonverbal behavioral cues or analyzing verbal cues from a suspect's language style to be unreliable.

The PEACE Model

Unlike the Reid Technique which is confrontational and guilt-presumptive during the interrogation phase, the PEACE Model uses an information-gathering style. The PEACE Model originated in Great Britain in response to cases of wrongful convictions, several of which involved coerced false confessions. In 1984, the Police and Criminal Evidence Act (PACE) was enacted which required police investigators to be more careful during interrogations, particularly when dealing with suspects who may be vulnerable to manipulation from coercive tactics by investigators. In 1993, a Royal Commission on Criminal Justice observed further instances of coercive tactics leading to the adoption of the PEACE Model. In the model, the interrogation is conducted in a “conversational” interview style between

the suspect and an investigator who is on an information-gathering mission. Persuasive techniques like the use of theme development, behavioral observation questions, and alternative questions that are all parts of the Reid Technique are discouraged in the model. The five parts of the model correspond to the acronym PEACE and are explained below.

Preparation and Planning – interviewer must be properly prepared by having an extensive knowledge of the case and the interviewee, the objectives he wants to accomplish in the interview, a list of prepared questions and a plan for the interview process he will use with the suspect.

Engage and Explain – the interviewer must explain to the interviewee the reasons for the interview and the objectives he would like to accomplish. He also attempts to develop a rapport and trust with the interviewee and encourage the interviewee to engage in conversation with him. Anything that the interviewer can do to reduce the anxiety of the interviewee will increase his ability to concentrate and access his memory.

Account – the interviewer attempts to obtain an account of the events of the crime using a conversation management approach that is useful with the less cooperative interviewee. Interviewer will use appropriate questioning and an active listening technique permitting the interviewee to provide an uninterrupted account of the event. Once the interviewee has provided his account, the interviewer should begin asking more probing open-ended questions to deal with specific details he is seeking, asking any unanswered questions he may have or challenging contradictory statements that the interviewee may have made. The challenging of an interviewee's account and the discrepancies that the interviewer has found should be accomplished in a non-accusatory or non-aggressive manner that invites the interviewee to add, change, or correct any of the interviewee's statements.

Closure – the interviewer ends the interview when he believes all questions have been answered by summarizing the interviewee's account of the events of the crime and gives the interviewee an opportunity to confirm, alter, clarify, correct, deny, or add to any parts of his statement. The interviewer should close the interview in a professional and courteous manner that may reduce any resentment that the interview may have caused for the interviewee who may be asked to speak with investigators again in the future.

Evaluate – the interviewer evaluates all of the information that he has obtained in the interview and how it affects the continuation of the investigation. Additionally, the interviewer should evaluate his own performance when conducting the interview.

Because the PEACE Model has not been used to any great extent outside of Great Britain, research regarding its effectiveness is limited. Most people who have been critical of the model have come from within the law enforcement community who have claimed it to be a soft approach that does not challenge suspects and relies too heavily on the cooperative interviewee.

Conclusion

This article is not intended to suggest that police investigators make a choice from either of these methods of interrogation. There may be a place for a hybrid model of interrogation

using both of these methods. Police investigators are trained to “size up” their suspect prior to beginning an interrogation. Investigators should have knowledge of the suspect’s background including marital status, education level, occupations, and criminal history. Just as investigators sometimes employ the feather verses sledgehammer technique better known as “good cop/bad cop,” the PEACE Model may be attempted first before moving to the more confrontational Reid Technique if the suspect has not been cooperative. Additionally, it is important to determine if the suspect may be an emotional offender who shows remorse and mental anguish over the crime or a non-emotional suspect who displays no troubled conscience. The PEACE Model may work for the interrogator with the emotional offender, but the more traditional persuasive Reid Technique may be in order for the non-emotional offender.

Regardless of the method of interrogation that a police investigator chooses to use, it is imperative that he not rely solely on a confession. The competency of the suspect who confesses to a crime and credibility of the confession he has given must be evaluated. As previously stated, confessions are strong evidence and juries find them very persuasive. The fear of a false confession should make every investigator work to gather as much independent corroborating evidence as possible to support that confession. The investigator should ensure that the details provided in the confession correspond to other details of the investigation. Police investigators must be confident that the right person has been charged with the crime and has been put behind bars. ★

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Tactical Medical Training

By Charles Brewer, Branch Chief, FLETC



Training includes the use of commercial, as well as improvised occlusive dressings.



Each student is evaluated on multiple scenarios specific to their employing agency.

While on routine patrol, you receive a call from dispatch that a 911 call has been made by a neighbor who has heard shouting and screaming from the house next door. You respond to the residence five blocks away. Upon arrival you observe several people outside the residence with one individual restraining another on the ground. As you exit your vehicle to get a closer look, three shots ring out with the final shot wounding you in the thigh. What are your next actions?

Approximately one year ago, the Federal Law Enforcement Training Centers (FLETC) began incorporating the Tactical Combat Casualty Care principles in all basic training programs to answer that question. The implementation was in direct support of a decision memorandum from Dr. Alexander Garza, Department of Homeland Security assistant secretary for Health Affairs and chief medical officer. This document directed the inclusion of tactical medical training in all basic law enforcement training for DHS law enforcement personnel. It also directed the delivery of standardization of the tactical medical training across the Department of Homeland Security. The primary focus was, and remains, bleeding control, self-care and buddy-care. The utilization of an Individual First Aid Kit

(IFAK) was also introduced. This standardization of policy was guided by the combined efforts of other federal law enforcement agencies, the DHS Office of Health Affairs, and the DHS Emergency Medical Services Training, Education and Advisory Committee. Currently, the FLETC is working with the Committee to finalize a standard first aid kit to be issued to all basic students. Lessons-learned briefings from other law enforcement officers involved in actual situations requiring a tactical medical response were also incorporated. Additionally, working groups from other training programs (i.e., Active Shooter Response and Law Enforcement First Responder) were utilized to glean potential training objectives. It is this collaborative effort that has allowed FLETC to focus on the key principles directly linked to basic law enforcement functions and support the law enforcement mission.

It has long been recognized that law enforcement officers face a multitude of issues upon arrival as first responders; whether it is a motor vehicle accident, assault or mass casualty violence event. Part of being a first responder dictates that immediate care is provided to those who require it. Unfortunately, some of those emergency situations include when officers must provide



CIS students Tactical Combat Casualty Care principles in a FLETC basic training program

medical care to themselves. It is just recently that tactical medicine has been included as part of the basic law enforcement training curriculum.

Traditional law enforcement training has primarily focused on two areas of care: citizen responder CPR and first aid training. While the principles of responder aid remain valid, the complex situations in which law enforcement officers operate often dictate a more hastened approach. Lessons-learned committees for both law enforcement and military have cited excessive blood loss as the leading cause of death with traumatic injuries and have urged a more immediate tactical approach for officer care. For example, in a law enforcement confrontation involving a wound, officers do not have the luxury of steadily escalating through all methods of bleeding control with a tourniquet being used as a last resort. Based on the situation and mechanism of injury, a tourniquet may actually be the first step for controlling bleeding. This allows officers to continue their law enforcement mission and not stop to render aid. The most important piece of this new philosophy is the increased focus on self-care. In reflecting upon a confrontation where a serious wound was received, numerous officers have remarked that they did not provide self-care because it never entered their mind nor were they ever trained to provide it.

Not being trained in tactical first aid may sound even more puzzling when law enforcement special response teams have been receiving this training for years. Over the past 50 years the training curriculum for special response teams has continu-

ously evolved in order to prepare the teams for new adversaries, weapons, tactics and venues. Although it has been a common practice to train members of specialized response teams with tactical medical instruction, this has not been true for the majority of uniformed law enforcement officers. While some members of the law enforcement community would argue that law enforcement officers should not be taking on the role of emergency medical providers, the introduction of tactical medicine is not intended to fill the role of the Emergency Medical Service community. It is designed, however, to equip law enforcement officers with the knowledge, skills and abilities to provide urgent, lifesaving care in a potentially hostile environment.

The integration of tactical medicine and self-care does not stop with basic training as numerous advanced programs also send graduates to high risk areas or conduct high risk operations. These programs focus on the Tactical Combat Casualty Care principles as well as standardized curriculum developed through the Emergency Medical Services Training, Education and Advisory Committee. The training is conducted in conjunction with several training divisions within FLETC to ensure consistency in the delivery. The enforcement methodology and tactics are utilized during the scenarios. This concept is paramount given the core law enforcement mission. This approach also allows specific tactics and techniques to be evaluated by the appropriate subject matter expert, which in turn, allows

FLETC to continue the desired multi-disciplinary approach to training.

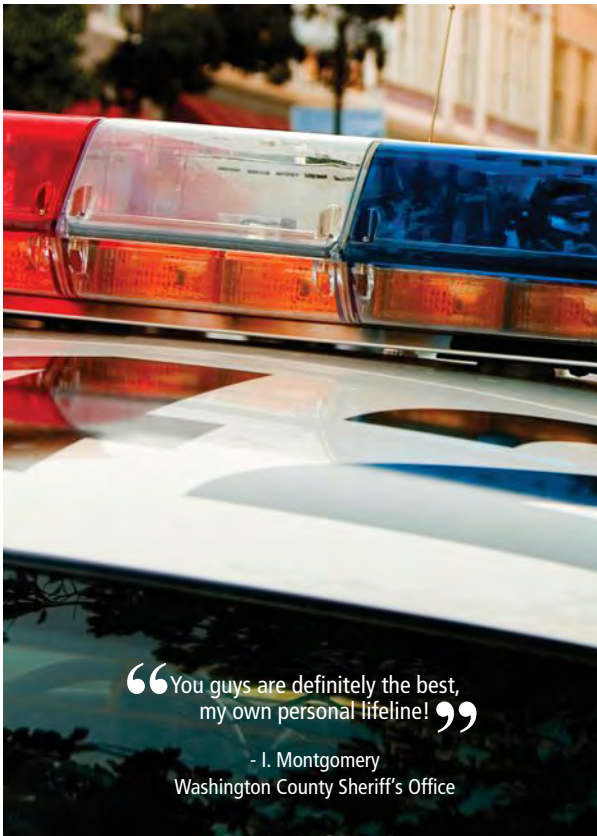
The training community has always used the motto “train the way you perform on the job.” Keeping this in mind, tactical medical training utilizes realistic scenarios based upon Tactical Combat Casualty Care principles and focuses on the law enforcement mission for each agency. This aspect is important, since most law enforcement officers are not currently carrying first aid supplies as part of their normal duty gear. The delivery methods and objectives are designed to be universal, which facilitates consistent training to be delivered at the state, local, rural, tribal and territorial levels and improves interoperability for joint task force efforts without diminishing the integrity of the training.

FLETC mission is to “train those who protect our homeland” and part of that training includes survival skills to complete the mission. Whether those skills are employed to assist suspects, bystanders or fellow officers, the goal is the same. By introducing these concepts early in basic training and reinforcing them throughout training, the skills will become second nature for the first responder in times of stress. This new addition to the training curriculum reinforces the ultimate goal recognized by officers and agents around the world – the ability to return home safely at the end of the shift. ★

Biography

Charles Brewer has more than 26 years of experience with the federal government serving in both the U.S. Department of the Treasury and the Department of Homeland Security, Federal Law Enforcement Training Centers (FLETC). He currently serves as the chief, Health and Fitness Branch, Physical Techniques Division.

He is a graduate of the FLETC Criminal Investigator Training Program (CITP), the Firearms Instructor Training Program (FITP), Drivers Instructor Training Program (DITP), Non-Lethal Control Instructor Training Program (NLCITP) and the Physical Fitness Coordinator Training Program (PFCTP). Brewer has also served as a commissioned reserve police officer, as well as an emergency medical technician-tactical. While serving as an EMT-Tactical he provided support, directly and indirectly, to numerous federal, state and local police agencies.



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American Association of
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Police & Dog Encounters, Your Next Public Relations Nightmare

By John Thompson, Deputy Executive Director

Nationwide, stories of law enforcement officers shooting pet dogs are on the rise, and what is most disturbing are the constant claims that the dogs were shot although they posed no threat to the officer/s responsible. In February 2014, the *Pittsburg Post-Gazette* noted that videos of these events regularly go viral, with several receiving millions of hits on YouTube. Radley Balko, who writes *The Washington Post's* "The Watch" blog on criminal justice issues, commented: "When I started logging cop-shoots-dog incidents on my blog (under the probably sensational term 'puppicide'), people began sending me new stories as they happened. Cops are now shooting dogs at the slightest provocation. As of this writing, I'm sent accounts of a few incidents each week."

As recently as June 29, 2014, incidents in Utah and in West Virginia have sparked public outrage and intervention by legislative officials. June 19, 2014, the *Baltimore Sun* carried the story of one of the city's police officers slitting the throat of a dog that had already been restrained by a dog-control pole and therefore of no further danger to anyone. The officer responsible currently faces charges of animal cruelty, aggravated animal cruelty and malfeasance in office.

A new documentary (entitled Puppicide) is currently in the planning stages. This film will complement the many websites that document instances of dog shootings by police (including maps covering state-by-state incidents), and Facebook pages such as "Dogs Shot by Police".

Dog shootings/killings by law enforcement officers are on the increase, and these events are attracting increasing amounts of outrage in the public. Randall Lockwood, senior vice president with the American Society for the Prevention of Cruelty to Animals, has been studying the issue for about 15 years. Nearly every day, he said, he runs into a new case of a police shooting of a pet dog.

This situation is already a huge problem for law enforcement agencies across the nation, and all indicators suggest that unless urgent action is taken, this explosive issue will continue to build momentum and to erode the public's trust in its law enforcement officers. It is an issue that hits at the heart of the American home, where the family dog is considered to be a part of the family.

Law enforcement must understand the problem, embrace change and receive training that is readily available. Training should include understanding animal behavior and use of non-lethal options for handling them. Executives must provide alter-

native equipment such as: catch-poles, nets, batons and Tasers. In fact, a powder based (rather than CO2) fire extinguisher is an excellent non-lethal alternative to a gun.

Law enforcement should work closer with animal control and animal advocate groups to tap into their knowledge and expertise on animals. Executives must establish clear departmental procedures with the use of force continuum to reduce the automatic shooting of an animal as a response to tense situations.

Law enforcement must address this issue before it hits their door steps, erodes the public trust in their agency and becomes one of the most public relations nightmares they could face!

As I mentioned, there has been a lot hype about law enforcement needlessly shooting dogs. I was very happy to read about an incident on June 30th in Arlington, Texas, where 2 officers responding to a call were flagged down by some citizens for an aggressive dog roaming through a neighborhood, behaving violently and stalking people. The citizens reported that a dirt-covered, white pit bull was chasing them in an "aggressive" manner. One woman was yelling out "This dog is so vicious, please get him." This would be enough to put any officer on alert and could have been the set-up for another tragedy. But, because both officers had been trained in law enforcement/dog encounters and were very much aware of how dogs act, they were able to calm the dog down, put him into the back seat of their car, take him to a shelter, and reunite him with his owner.

The actions of these two officers should be proof that awareness and training on law enforcement/dog encounters can make a difference. Law enforcement executives must see the importance of training their officers in differentiating between a dog that is a threat, and one that is scared.

After reading hundreds of stories about dogs getting shot by officers, this story gives me hope and is proof that awareness and training do work! Sgt. Gary Carter and Officer Heather Gibson, Great Job!

For additional information go to <http://cops.igpa.uillinois.edu/resources/police-dog-encounters>. ★

County/City Cooperation Cleans Crime from Community

By Keith Jentoft, Videofed



The 36th Street Trailhead in Tucson is the gateway to the beautiful Pima County trail system but it had become a threat to neighboring residents and a crime magnet in the community. The remote parking lot offered young adults an unsupervised venue that encouraged drugs, parties and other crime and left the neighborhood frustrated and fearful. The remote site was difficult to protect; isolated all by itself at the extreme edge of law enforcement patrols. The trailhead became popular as the hangout of choice and things degraded further when vandals chained a truck to the access gate and pulled it into pieces of twisted metal. The parking lot was overrun with litter, bottles, paraphernalia and graffiti; these leftovers from a constant stream of parties welcomed any who attempted to access the county trails.

Beyond the logistical challenges of the remote location high in the hills on the edges of Tucson, there were jurisdictional complications that also made this site particularly difficult to deal with. The raucous clamor of wild parties carries long distances across the barren desert hills to the neighborhoods at the edge of Tucson. In the spring of 2012, residents began complaining to the authorities and these complaints grew louder as things decayed; but these upset citizens ran into jurisdictional problems. The access road and the parking lot

belonged to the city of Tucson and their police dept. but the moment a shoe left the asphalt it was in the county park and fell under the jurisdiction of the Pima County Sheriff. The situation was aggravated in that the 911 calls for a community disturbance typically happened on weekend nights when the police patrols were giving priority response to life threatening situations in their patrol area. Community disturbance was low on the list. Because the trailhead was isolated at the extreme edge of the patrol area, it was often three and four hours before a patrol car arrived and the crowds had already left. By the summer of 2012, the residents went to Pima County Sheriff demanding action. The project ultimately fell to Pima County Risk Management director, Sarah Horvath, to resolve. Sarah contacted Sgt. George Economivis of the Pima County Sheriff's Office to put together a plan that used a combination of technology and a strong collaborative approach bringing together the Sheriff's office and the Tucson Police to make the project successful.

Sgt. Economivis contacted Captain Ramon Batista of Tucson Police Department regarding the trailhead parking area. A quick inspection showed that leaning up the site itself was a priority. Captain Batista assigned new Tucson police academy graduates, Erin Winans and Isaac Grenandos, to the 36th

Trailhead project to fulfill their community service requirement. The new graduates launched themselves into the effort. They recruited support from local businesses and reached out to the local high school for volunteers. Ultimately they organized a “clean-up day” that got the job done. Local businesses donated pizza for lunch, the county supplied brooms, cleaning supplies as well as paint and brushes. Sarah Horvath, Sgt. Economivus, and Captain Batista led a team working with high school students to remove trash, repaint over graffiti and parking lines. By the end of the week they also replaced the entry gate; the 36th Street Trailhead was a clean slate to welcome hikers in to the county park system.

While the commitment to solve the problems was strong, budgets were limited. CCTV cameras and DVRs were simply too expensive and too vulnerable to install in such a remote location. Gunshots were routinely heard and posed a threat to expensive camera systems. Instead, Sarah worked with a local integrator and chose a wireless video alarm system that had already proven successful at protecting remote electrical substations and communications towers. The technology solution was unique because it was not “surveillance” in the typical sense but an event-based video alarm; a wireless system that combines a motion sensor and a night vision camera into a single device the size of a coffee cup and operates years on a single set of AA batteries. When the sensor trips, the video alarm sends a 10 second clip of what caused the event over the cell network to a monitoring station for immediate review and dispatch. Up to 24 individual sensor/cameras communicate wirelessly to the battery-powered hub the size of a laptop; in this case the weatherproof hub was attached high on a nearby power pole (*see illustration*). The hub has an internal cell modem that sends the video alarm to the monitoring station. The entirely battery-powered system was simple to deploy and the fist-sized



motionviewer sensors were easy to hide in the surrounding area. One motionviewer was inserted into a convenient woodpecker hole in a nearby saguaro cactus – the cactus cam (*see illustration*). Saguaro cacti are protected and it would be impossible to install wired cameras in or on the cactus. The technology solution would provide timely alerts on activity at the site as well as the scale of the activity itself.

While the video alarm system belonged to the county, the job of protecting the newly rehabilitated park entrance fell on the Tucson Police Dept. because the asphalt still belonged to the city. Working with Sgt. Economivus of the Sheriff’s office, Captain Batista changed the response policy of his patrols to raise the priority of response to the 36th Street Trailhead. Sgt. Economivus worked with the security company actually monitoring the alarms coordinating the response at the PSAP. When the monitoring center would call in the video alarms to the call taker in the 911 center, the monitoring operator would describe the activity they actually saw at the 36th Street Trailhead, acting like a remote eyewitness. The 911 dispatcher would then broadcast the event with the description to the patrols. Even though the activity itself might not have been life threatening, Captain Batista instructed his patrols to give high priority response to a trailhead event. It is extremely important to note that because there was a video eyewitness, the responding officers were able to tailor their response to the specific situation and call in backup as needed. There were many times where the monitoring station would indicate eight or ten cars at the trailhead allowing the responding officers to radio for backup before approaching the site. This was especially important as gunshots and gun activity was a common issue at the trailhead. The video confirmation meant that the extra patrols called in were not wasted on a false alarm or single intruder. The county worked hard not to waste the police resources.

The statistics tell the story of what happened during the next few months. Over 30 arrests for a cross section of crimes



including DUI, minor in possession, narcotics, robbery, carjacking, criminal damage, guns, and stolen vehicles. The impact to the community went far beyond the arrest of a few dozen individuals, the crime patterns themselves changed and the trailhead was restored. Apparently social media among the perpetrators broadcast the fact that the 36th Street Trailhead was no longer the party destination, the crime stopped or went elsewhere. The surrounding community noticed. The calm and improved sense of security was tangible to the residents who sent letters and emails to both the Sheriff's Office and the Police Dept. thanking them for what had happened. Pima County Natural Resources Parks and Recreation was pleased with how the city/county cooperation transformed a significant eyesore and safety risk into a welcoming park entrance that enhanced their entire trail system.

The success of the project was a combined effort of county and city that benefited their common citizen. Without the ability to verify the activity in such a remote site, timely response would have been difficult if not impossible. In addition, the potential of a single patrol car arriving to find crowds and guns increased the risk for the responders. Ultimately, the wireless video alarm was an affordable technology tool to make this success possible. According to Captain Batista, the video alarm itself was never discovered or vandalized. The battery powered camera/sensors were small enough to blend into the overall environment and functioned as "covert" even though the cameras themselves were off-the-shelf products. Sarah Horvath of Pima County Risk Management has expanded this project and there are now two additional "mobile" video alarm systems, deployed as situations and risks change. Currently one of these systems is being responded to by Pima County Sheriff deputies and the other by Tucson police officers but this changes depending upon the locations being protected. ✪

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Communication Between Prisoners and News Media

By Gary W. DeLand

Questions are often raised during the training classes I have conducted around the country regarding prisoner communication with the news media. Do members of the news media have a right to conduct face-to-face interviews with prisoners? Do prisoners have a right to visit face-to-face visits with reporters? Is the written or spoken communication between prisoners and the news media confidential? Who qualifies as a member of the news media?

There are actually two answers to whether the news media can have face-to-face interviews or visits with prisoners and whether their communication is privileged. The first answer is easy; state lawmakers can adopt such rights by statute and, of course, jail officials can certainly extend those benefits to prisoners and members of the news media if they choose by adopting and implementing policies and procedures. The second question requires a review of the Supreme Court's rulings on the topic evaluating the claims made by the news media and prisoners.

Evaluating Prisoners' Claimed Rights

Prisoners have been unsuccessful in convincing the Supreme Court that they have a right to speak face to face with reporters and other members of the news media. Prisoners have claimed that the freedom of association and speech clauses in the First Amendment entitle them to have visits with the news media.

In rejecting the prisoners' claims, the Supreme Court ruled, "We start with the familiar proposition that '[I]n lawful incarceration brings about the necessary withdrawal or limitation of many privileges and rights, a retraction justified by the considerations underlying our penal system.'"¹ The Court further explained "[F]reedom of association is among the rights least compatible with incarceration."² Prisoners' First Amendment demands cannot be granted if they are inconsistent with the realities of incarceration and the legitimate penological objec-

tives of the jail. "Thus, challenges to prison restrictions that are asserted to inhibit First Amendment interests must be analyzed in terms of the legitimate policies and goals of the jail."³

The Supreme Court in *Turner v. Safley* provided a four-factor test for evaluating First Amendment claims. The first factor requires, "In determining reasonableness, relevant factors include whether there is a valid, rational connection between the regulation and a legitimate and neutral governmental interest put forward to justify it."⁴ Prison officials in the Pell case justified disallowing prisoners to have face-to-face visits by asserting "that unregulated access by the media would infringe inmate privacy, and tend to create 'jail celebrities,' who in turn tend to generate internal problems and undermine jail security."⁵ In *Houchins v. KQED* the Sheriff "contended that unscheduled media tours would disrupt jail operations . . . [and] that unregulated access by the media would infringe inmate privacy, and tend to create 'jail celebrities,' who in turn tend to generate internal problems and undermine jail security . . . [and] that unscheduled media tours would disrupt jail operations."⁶

Evaluating News Media's Claimed Rights

Since it is well established that prisoners have no right to face-to-face visits with reporters, what about the rights of the news media to conduct interviews with prisoners? The news media claims generally rely on the First Amendment's freedom of the press clause. The news media's claims have fared no better than those made by prisoners. The U.S. Supreme Court has upheld prison-imposed restrictions prohibiting face-to-face interviews with prisoners by reporters ruling, "The right to speak and publish does not carry with it the unrestrained right to gather information."⁷ It has generally been held that the

1 **Pell v. Procunier**, 417 U.S. 817, 822 (1974), quoting, **Price v. Johnston**, 334 U.S. 266, 285 (1972).

2 **Overton v. Bazzetta**, 539 U.S. 126, 131 (2003). Also see **Jones v. North Carolina Prisoners Union, Inc.**, 433 U.S. 119, 125-126 (1977); **Hewitt v. Helms**, 459 U.S. 460 (1983).

3 **Pell v. Procunier**, 417 U.S. 817, 822 (1974).

4 **Turner v. Safley**, 482 U.S. 78, 89 (1987).

5 **Pell v. Procunier**, 417 U.S. 817, 827 (1974).

6 **Houchins v. KQED**, 438 U.S. 1, 5 (1978).

7 **Pell v. Procunier**, 417 U.S. 817, 835 n. 9, (1974), quoting, **Zemel v. Rusk**, 381 U.S. 1, 16-17 (1965).

First Amendment does not guarantee the press a constitutional right of special access to information not available to the public generally.

The court has clearly stated that the news media has a right to publish information that it acquires; however, “newsmen have no constitutional right of access to prisons or their inmates beyond that afforded the general public.” According to the Supreme Court the Constitution does not impose “upon government the affirmative duty to make available to journalists sources of information not available to members of the public generally.” “It is one thing to say that a journalist is free to seek out sources of information not available to members of the general public It is quite another thing to suggest that the Constitution imposes upon government the affirmative duty to make available to journalists sources of information not available to members of the public generally. That proposition finds no support in the words of the Constitution or in any decision of this Court.”⁸

Alternative Means Available for News Media to Communicate with Prisoners

The Supreme Court in ruling that neither prisoners nor reporters were entitled to face-to-face visits focused on the other alternatives that remained open for communication between prisoners and the news media. For example, prisoners could make telephones to reporters or correspond with them by mail. Members of the media could also interview family members or other person who visited the prisoner.⁹

Prohibiting face-to-face visits to the news media does not extinguish communication where alternative methods exist. “[W]e regard the available ‘alternative means of [communication as] a relevant factor’ in a case such as this where ‘we [are] called upon to balance First Amendment rights against [legitimate] governmental . . . interests.”¹⁰ Prohibiting face-to-face interviews clearly restricts only one manner of communication. Prisoners have the opportunity to communicate with the press through their families, friends, clergy, or attorneys who are permitted to visit them at the jail. Thus, this provides an alternative avenue of communication between prison inmates and persons outside the prison.¹¹

A key factor in the Turner decision also focused on the availability of alternative to exercise basic constitutional rights. According to the Supreme Court, “A second factor relevant in determining the reasonableness of a prison restriction . . . is whether there are alternative means of exercising the right that remain open to prison inmates. Where ‘other avenues’ remain available for the exercise of the asserted right courts should be particularly conscious of the ‘measure of judicial deference owed to corrections officials . . . in gauging the validity of the regulation.’”¹²

8 **Pell v. Procunier**, 417 U.S. 817, 834-835 (1974).

9 **Pell v. Procunier**, 417 U.S. 817, 825 (1974).

10 **Pell v. Procunier**, 417 U.S. 817, 824 (1974), quoting, **Kliendienst v. Mandel**, 408 U.S. 753, 765 (1972).

11 **Pell v. Procunier**, 417 U.S. 817, 825 (1974).

12 **Turner v. Safley**, 482 U.S. 78, 90 (1987), quoting, **Pell v. Procunier**, 417 U.S. 817, 827 (1974) (internal citations omitted).

While prisoners and reporters might find such alternatives to be inadequate, the Supreme Court ruled that, “Alternatives to visitation need not be ideal, however; they need only be available.”¹³

No Right of Privacy if Visit is Authorized

Privacy is not extended to the general public when communicating with prisoners; thus, it is not available to reporters or other members of the news media. A jail or prison “shares none of the attributes of privacy of a home, an automobile, an office, or a hotel room.”¹⁴ “We strike the balance in favor of institutional security, which we have noted is central to all other corrections goals.” Any communication with the news media is subject to monitoring by jail officials. Privacy or privilege status can be afforded to the news media; however, by jail policy or by state law.¹⁵

Who Qualifies as a Member of the News Media

Another justification for denying face-to-face visits with the news media is the problem of defining who is a member of the news media. Determining who should qualify as a member of the news media is an increasingly difficult process. In the past, members of the news media could generally be defined as persons who were employed by organizations that:

- A. Publish newspapers with a local or national circulation;
- B. Broadcast on television or radio; and/or
- C. Publish magazines or other periodicals.

With the advent of the Internet and the countless blogs and other nontraditional publishing entities, it has become much more difficult to clearly define who qualifies as a member of the news media and who does not. The issue of who or what qualifies as *news media* becomes much less important; however, if visits are limited to “members of prisoner’s family, the clergy, their attorneys, and friends of prior acquaintance.”¹⁶ ★

13 **Overton v. Bazzetta**, 539 U.S. 126, 135 (2003).

14 **Lanza v. New York**, 370 U.S. 139, 143-144 (1962).

15 See for example, Texas Administrative Code, § 291.2(2)(iv).

16 **Pell v. Procunier**, 417 U.S. 817, 824-825 (1974).

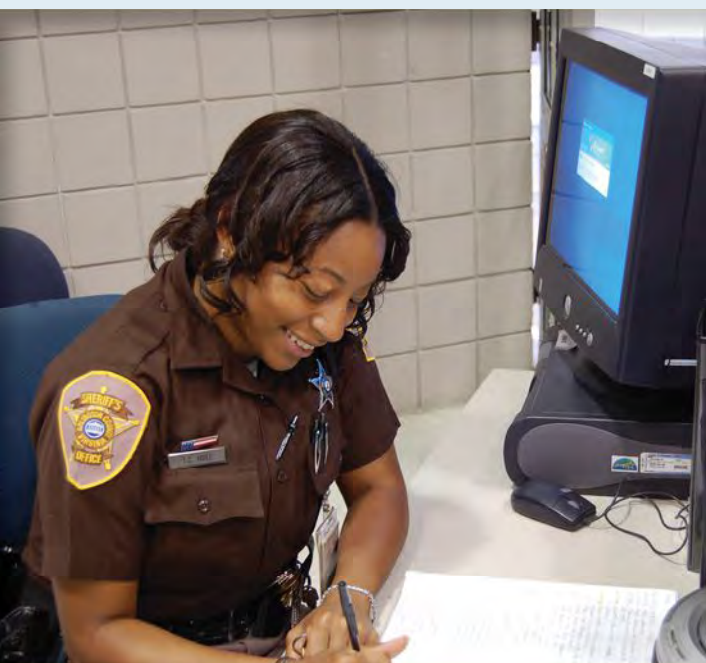
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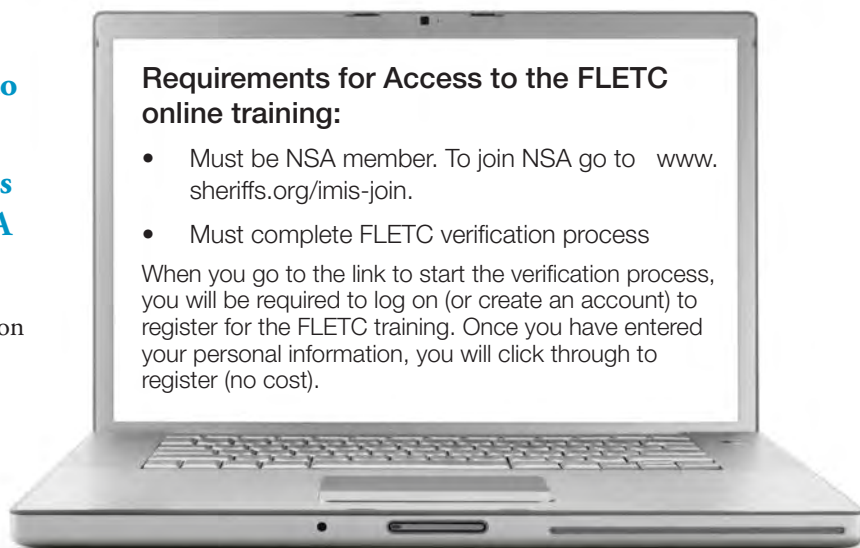
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Religious Head Coverings for Inmates

*By Sheriff Rich Stanek,
Hennepin County, MN*



Leading the State of Minnesota, in March of 2014, the Hennepin County Sheriff's Office (HCSO) announced the addition of its formal policy regarding religious head coverings. Absent a threat to safety and security, the inmates will be allowed to wear jail-issued religious head coverings while in custody. Religious head coverings can include but are not limited to: a yarmulke, hijab, and kufi.

The Hennepin County Sheriff's Office operates Minnesota's largest jail with approximately 36,000 bookings annually. It is a pre-detention facility with an average length of stay of seven days. HCSO has received recognition for its innovative operations at the jail, and is the only jail in Minnesota accredited by the American Correctional Association. As Sheriff, I am committed to treating all individuals in our custody with compassion, dignity and respect and I am extremely proud of our current efforts to recognize the religious rights and beliefs of all inmates. This policy addition was an opportunity to be proactive, rather than reactive and enhances our efforts to be more culturally aware.

Hennepin County is the most diverse county in Minnesota with over 1.2 million residents. As a result of that great diversity, our agency runs a Community Engagement Team made up of both licensed personnel and civilian employees who represent our diverse community. They are fluent in a second language and understand the history and culture of the communities for whom they serve. As one example, Hennepin County has the

largest Somali population in the United States and we work very hard to listen to the concerns from the Somali community. As a result of many roundtable discussions and input from citizens of all faiths, we began to understand the importance of religious head coverings in the jail. Before making any final decisions, we also discussed the religious head coverings policy with our Community Advisory Board, made up of a cross-section of residents who either work or live in the county and who provide invaluable advice and guidance to the Sheriff's office.

Fartun Weli, Executive Director of Isuroon, a Somali women's advocacy group and a member of the Sheriff's Community Advisory Board described the change in policy as an important step. Weli said, "it's part of our identity and an issue of great importance, I sincerely appreciate the Sheriff's leadership on this issue."

Historically, our detention personnel accommodated religious head covering requests from inmates on a case-by-case basis. In collaboration with the Hennepin County Attorney's Office and subject matter experts, we begin doing thorough research of how other law enforcement agencies from across the country were addressing this issue and took into account how the legal framework regarding religious head coverings was being established. HCSO's religious head covering policy adheres to the constitutional and federal requirements of the Religious Land Use and Institutionalized Persons Act (RLUIPA).

RLUIPA:

The Religious Land Use and Institutionalized Persons Act (RLUIPA), 42 U.S.C. §2000cc-1 (a) was enacted in 2000, and is the controlling legal precedence for issues regarding religious practice for inmates. Its purpose is to protect the religious rights of those incarcerated. It does not matter whether the inmate is in detainee or convicted status. The Supreme Court has yet to rule on the “guts” of RLUIPA. The first case, *Holt v. Hobbs*, is scheduled to be heard before the high court in October of 2014. Until the Supreme Court weighs in on the issue of the applicability of RLUIPA, it remains the controlling legal precedence.

The official HCSO policy was implemented to accommodate those inmates who wear religious head coverings as part of the exercise of their faith. To avoid an allegation of violating the Establishment Clause, HCSO chose a religious head covering policy that is neutral in application, neither promoting nor inhibiting one religion over another. As with all decisions, professionalism of staff and respect for religious exercise is warranted.

Key highlights of the religious head covering policy include:

Religious Head Coverings:

- Religious beliefs of inmates shall be accommodated and not substantially burdened absent a compelling governmental interest.
- The policy applies to all jail facilities, the courthouse or other facilities operated or controlled by HCSO.
- Professionalism and respect are required at all times by HCSO staff.
- Absent a threat to safety and security, individuals in custody of the HCSO will be allowed to wear religious head coverings.
- Jail-issued religious head coverings are available upon intake for inmates arriving at the facility wearing a religious head covering.
- Inmates are not allowed to retain their personal religious head coverings while in custody.
- If a jail-issued religious head covering is unavailable, the inmate is allowed to retain their personal religious head covering until such time as a jail-issued religious head covering is available.
- The religious head coverings are the same color for uniformity and to avoid use as gang identifiers.
- Absent an exigent circumstance, an inmate will not be asked to remove their religious head covering or viewed without the religious head covering in front of other inmates or staff members of the opposite gender.
- The rationale for denying the inmate’s religious head covering must be documented. If the wearing of a reli-

gious head covering is denied, the decision is based on safety and security reasons, not because it is religious in nature.

- If the religious head covering is denied or the request is under consideration, the inmate is still allowed to exercise their religious beliefs, albeit without the religious head covering.
- Procedures are in place for inmates who did not enter the facility wearing a religious head covering but wish to make a formal request through the chaplain at a later time.

Private Area/Same Gender:

- Inmates are escorted to a private changing area, where the religious head covering is removed, searched, inventoried and a jail-issued religious head covering is given.
- Only staff members of the same gender are present during removal of the religious head covering.

Searching:

- The religious head covering can be searched as any other article of clothing, in a private area with a staff member of the same gender.
- The religious head covering may be removed when an articulable belief presents that the religious head covering may contain weapons and or contraband.
- Photographs:
- The inmate shall be allowed to wear their religious head covering for the booking photo.
- This is a unique departure from many Sheriff’s agencies that require the inmate to remove their religious head covering and have an officer/deputy of the same gender take the requisite photo.
- In those circumstances, both photos are utilized for various institutional purposes.
- HCSO opted to allow the inmate to remain wearing the religious head covering for the requisite photograph. This way, both male and female deputies can assist.
- Female inmates wearing a hijab or a scarf shall push back the religious head covering to reveal the hairline and both of their ears.

Housing:

- The inmate shall be allowed to wear the religious head covering at all times. (This is also a departure from the way many jails operate their religious head covering policy.)
- There is no need to differentiate between a head covering worn for modesty purposes or religious purposes.

Loss of the Privilege:

If the religious head covering is altered or used for anything other than its intended purpose, the inmate is subject to losing the privilege of wearing the religious head covering. Several examples include, but are not limited to:

- Hiding contraband;
- Gang Identifier;
- Given to another inmate;
- Damaging jail property or equipment;
- Threatening the safety and security of the facility.

If the inmate loses the privilege of wearing their religious head covering, the inmate is still allowed to exercise their religious beliefs, albeit without the religious head covering.

Release:

The inmate will be allowed to retain the religious head covering upon release unless the inmate has a personal religious head covering in their inmate property.

Grievance:

An inmate always has the option to utilize the jail’s grievance system at any time while incarcerated.

Consistent with the Prison Litigation Reform Act, the grievance policy gives the jail notice and the opportunity to resolve the issue at the lowest possible level.

Conclusion:

The United States Supreme Court has confirmed the importance of deference to correctional officials. Specifically, that maintaining safety and order at these institutions requires the expertise of correctional officials, who must have “substantial deference” to devise reasonable solutions to the problems they face. With religion, it requires balancing the religious exercise of the inmate, the requirements of the First Amendment and RLUIPA while maintaining the safety and security of the institution.

The Hennepin County Sheriff’s Office recognizes the religious rights and beliefs of all inmates. We accommodate inmates with specific religious needs such as religious dietary requirements, providing religious literature, and organizing religious leaders from a variety of different faiths to volunteer in the jail. The formal implementation of the religious head covering policy is another step towards meeting the needs of our inmates while balancing the need to maintain safety and security at the Hennepin County Jail. Demonstrating

respect for individuals in our custody enhances security for Sheriff’s Office personnel, inmates, and visitors at the facility. And there are benefits gained outside of the jail. Implementing proactive, respectful policies builds trust between law enforcement and members of faith communities that we serve. I am extremely proud of the men and women of the HCSO who continue to lead this agency along the path of excellence. ✪

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Government Affairs Update

(As of July 2014)

By Breanna Bock-Nielsen, M.S., Director of Government Affairs

113th Congress – 2nd Session

This update covers the period of April 18, 2014, to July 8, 2014. To read the full text of NSA letters cited here, visit <http://www.sheriffs.org/content/government-affairs-correspondence>.

NSA Attends White House Meeting on Immigration

On May 13, the White House hosted a comprehensive immigration reform briefing for law enforcement associations that included remarks by President Barack Obama, Security Secretary of Homeland Security Jeh Johnson, Deputy Secretary of Homeland Security Alejandro Majorkas, Associate Attorney General Tony West, and members of the White House staff. NSA President Mike Leidholt (Hughes County, SD), NSA Past President Paul Fitzgerald (Story County, IA), and NSA Executive Director Aaron Kennard attended the briefing on behalf of NSA.

ICE Acting Director Meets NSA Leadership

On June 3, Principal Deputy Assistant Secretary Thomas S. Winkowski met with NSA Executive Director Aaron Kennard to discuss issues of importance to NSA's membership. Executive Director Kennard and Secretary Winkowski were able to speak on a wide range of issues and challenges related to ICE's mission.

Secretary Winkowski was appointed to lead U.S. Immigration and Customs Enforcement (ICE) on March 16, 2014, after serving at U.S. Customs and Border Protection (CBP) and its predecessor agencies for nearly four decades, including as Acting Commissioner.

Blue Alert, BVP Blocked on Senate Floor

On May 15, Senators Leahy and Cardin asked unanimous consent for the Senate to take up and pass S. 357, the "National Blue Alert Act of 2013," and S. 933, the "Bulletproof Vest Partnership Grant Program



Reauthorization Act of 2013." Despite praise for the bills from members of both parties, Senator Tom Coburn, MD (R-OK), objected to both requests. With objections to both bills, it was not possible for the full Senate to vote on either measure. ★

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The U.S. Marshals Service, Strategic National Stockpile Security Operations:

Protecting and Securing Delivery of the Nation's Vital Medical Countermeasures Through Law Enforcement Coordination, Cooperation, and Training

By Senior Inspector John Wojtowicz, United States Marshals Service, Tactical Operations Division

In 2002 the United States Marshals Service (USMS) was tasked by the Centers for Disease Control and Prevention (CDC) to protect something else of great value to the nation; the Strategic National Stockpile (SNS). The CDC's Strategic National Stockpile has large quantities of medicine and medical supplies to protect the American public if there is ever a public health emergency (terrorist attack, flu outbreak, earthquake) severe enough to cause local supplies to run out. Once federal and local authorities agree that the SNS is needed and the Stafford Act is declared, medicines will be delivered to any state in time for them to be effective. Each state has plans to receive and distribute SNS medicine and medical supplies to local communities as quickly as possible (<http://www.cdc.gov/php/stockpile/stockpile.htm>). The SNS includes medications such as doxycycline and ciprofloxacin (used to provide protection to the population in the event of an Anthrax attack), as well as Tamiflu/Relenza (retroviral drugs), vaccines, personal protective equipment, and many other medical countermeasures.

The USMS SNS Security Operations (SNSSO) program was developed to assist with securing these medical countermeasures via a Memorandum of Agreement between the USMS and the CDC. SNSSO has Chief Inspectors in major metropolitan areas that are responsible for Senior Inspectors throughout the country who provide the SNS with law enforcement protective services for high value and priority medical countermeasures. The pillars of the SNSSO mission are:

1) Law Enforcement – The SNSSO protects Strategic National Stockpile assets valued at nearly \$6 billion including properties and materiel. The unit secures both high-value and high-priority SNS medical countermeasures being researched, developed / manufactured, transported, stored, and distributed. During missions, exercises, and training, law enforcement services are provided for facilities, product, and designated SNS personnel. SNSSO Inspectors conduct criminal investigations or administrative inquiries, as required.

2) Physical Security and Risk Assessment – In accordance with mutually agreed upon standards, SNSSO Inspectors conduct physical security surveys and risk assessments at SNS leased, owned, and proposed facilities. Assessments include threat, vulnerability, and criticality evaluations.

3) Liaison – The SNSSO coordinates with federal, state, and local law enforcement agencies and first responders to enhance preparedness and response to SNS facilities and in support of the Division of State and Local Readiness. This mission would be impossible without the state and local officers who provide vital manpower, local area knowledge, and other resources.

4) Intelligence – SNSSO constantly reviews threat and vulnerability documents to identify relevance to the SNS. Actionable intelligence from local, state, and national levels is transmitted within protocols established between the USMS and the CDC's Office of Safety, Security and Asset Management (OSSAM). SNSSO Inspectors are assigned to the Federal Bureau of Investigation (FBI) Joint Terrorism Task Force operations, and State Fusion Centers, and Cargo Task Force units. SNSSO personnel work closely with FBI Weapons of Mass Destruction personnel who are tasked with responding to and investigating nuclear/biological/chemical/radiological events.

One of the main services that SNSSO provides is the law enforcement liaison necessary to form relationships with state and local agencies before a terrorist event or outbreak occurs. SNSSO Senior Inspectors work with other CDC agencies to secure SNS warehouse locations and materiel and to protect CDC personnel during deployment. Once the local supplies of drugs for treatment are determined to be inadequate, the SNS is requested. SNSSO personnel in conjunction with state and local law enforcement ensure timely delivery of the product from SNS warehouses to designated state receiving sites, escorting the trucks if necessary. Tracking and escorting



SNS delivery trucks is asset intensive and only possible through the use of pre-established procedures. In addition to ensuring the security of the materiel, SNSSO personnel collaborate with law enforcement to assure the timely delivery of materiel to the designated state warehouse. Further, SNSSO personnel work with state and county law enforcement for the protection of SNS warehouses, which store the medical countermeasures on a daily basis.

Since its inception, the SNS has been a valued and time-tested national asset. The security of its storage facilities has always been of great concern for the national level senior leadership and the departments and agencies tasked to carry it out. CDC and the USMS determined that a joint effort specifically designed to exercise each site individually was needed. A comprehensive and progressive exercise program has been developed that standardized this effort in a series of discussion and operations based exercises. These exercises are well planned, controlled and objectively evaluated. Typically these exercises are completely run at the state/city/county level through a collaboration of public health, emergency management and law enforcement agencies. A typical scenario will involve a terrorist scenario with an intentional release of anthrax or other Category 1 bioterrorism agent (others include botulism, plague, smallpox, tularemia and viral hemorrhagic fevers). The lead time for planning a state/city level full scale SNS exercise can be as long as eighteen months, and is in accordance with the Homeland Security Exercise and Evaluation Program (HSEEP), as per Presidential Directive 8. Chief Inspectors, Senior Inspectors, and Collateral Support Deputies are exercised in multiple security areas. The multi-hour security exercises revolve around an initial transportation security event, concerns at the sites, and followed by a major security issue. The exercises culminate with interagency cooperation with local tactical teams responding to active shooter situations. The latest exercise conducted was the largest to date for the program and consisted of 146 participants from multiple local, state, and federal agencies. It tested and validated the SNSSO Standard Operating Procedures in regards to site security specific roles and responsibilities during an activation and emergency response. Further, it evaluated the site security force's policies and procedures in regards to recognition and response to potential threats, changing threat conditions, and interaction with the establishment and flow of command and control.

In all of these missions/situations, the key to success is interagency cooperation and communication. In the build up to a full scale exercise, SNSSO Senior Inspectors will liaise with state and local law enforcement, representatives of state/city public health agencies, and federal/state/city emergency

management personnel. In accordance with HSEEP, there are then a number of other opportunities for interaction including initial/midterm/final planning conferences and table top exercises. Once the planning for the full scale exercise is complete, all law enforcement involved will typically meet offline and decide to what extent the agencies involved want to play in the exercise, based upon available resources and exercise objectives. Law enforcement training objectives during an SNS exercise might include escorting SNS delivery trucks or responding to a breach/civil disturbance at a receiving warehouse. SNS exercise scenarios by their nature usually involve scenes of mass chaos and major public health hazards, so there is always relevant material for law enforcement. The relationships built during the preparation for and execution of full scale exercises carries over to other activities in which SNSSO personnel are involved.

During its existence, SNSSO Senior Inspectors have deployed to Hurricane Katrina and responded during the H1N1 Flu Pandemic of 2009. Senior Inspectors have also staffed National Security Special Events (NSSE) with their state, local and other federal partners on a regular basis. A NSSE includes, but is not limited to, the Democratic and Republican National Conventions, Presidential Inaugurations, and the Super Bowl. These events also have an eighteen month planning cycle prior to "game day" and provide further experience working with multiple agencies. As in every agency, the mission has the pressure of competing resources and very few agencies have the ability to carry out major operations by themselves. The success of the SNSSO mission requires establishing the law enforcement relationship, training together, and being ready to operate as one when the nation demands. ✪



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- **Herzing University Online** - www.herzingonline.edu/nsa
- **California Southern University** - www.calsouthern.edu
- **Bethel University** - www.bethelcj.net
- **Allied American University** - www.allied.edu
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STRATEGIES TO ENHANCE THE OFFICE OF SHERIFF

Marketing Your Agency: “You’ve Polished Your Badge, Now Let it Shine”

By Dave Weisz

Over the past few years, we have seen a tremendous amount of change in the way law enforcement agencies must provide services to their communities. This change is not expected to stop as the economy will always be a factor as well as the strategy to re-invent government and streamline some of the old processes to enhance operations continues.

This article will introduce you to the value of marketing and how it is an important function in the modern day Sheriff's Office whether you are trying to raise much needed funds, enhance relationships with the community, or recruit qualified candidates.

The role of media relations is extremely critical as part of an overall marketing strategy not only as it pertains to handling the media during major incidents, but just as important, how to work with the media to build a better working partnership. We have seen too often how poorly managed communications with the media has led toward image problems that very often can lead toward the end of a career which up until then, had been a very notable one.

For many years I have been speaking at association meetings, with individual senior officials, my neighbors, and just about anyone who I can “corner” to share the passion I have for getting marketing to be more integrated into the strategic action plan our law enforcement executives develop.

Having led Motorola's law enforcement marketing, along with my work in all major marketing functions including responsibility for their global public relations, I know the value marketing brings. Traditional marketing which corporations rely on to meet their business objectives can be implemented to help those responsible for public safety, support their own goals.

Why Marketing?

Marketing efforts can support the mission of any organization and law enforcement agencies have been using marketing principles on an increasing basis in order to reach their diverse set of stakeholders. Some law enforcement agencies have already developed a “Chief Marketing Officer” type role in order to take full advantage of this discipline. Now non-sworn personnel who have marketing and/or communications experience are the type of leader being brought in for this position.

Some may find it unnecessary to consider the citizens they serve and protect in the same way a corporation considers their consumers since they do not have a choice of which agency will respond when they dial 911. However, the support of these citizens is necessary and they can indeed be influenced with targeted marketing activity.

Marketing not only serves to communicate key messaging to these audiences (both external and internal), but also plays a key strategic role in meeting the objectives of any organization whether commercial or governmental.

Functions include areas of emphasis you are already doing such as:

- Government Affairs
- Advertising
- Public/Media Relations
- Community Relations
- Internal Communications
- Sponsorship Marketing

Developing a strategic marketing plan takes the individual efforts of different groups or individuals and leverages that power to create more powerful results. Corporate America has learned this over time and those companies that are implementing marketing with a full 360-degree approach fully aligned with the business plan have been able to excel and grow during these tough economic times.

Law Enforcement Marketing Results

County agencies have seen improvement in many areas important to their operations including; increased budgets, new technology, enhanced media and community relations, and increased employee morale.

In the same manner a corporation will develop a marketing plan, I suggest you can do the same. The first step is to establish marketing strategies that will align with your operational objectives.

Developing a marketing plan that can then be implemented with measurable objectives will touch all of the divisions of the Office of the Sheriff so that such a plan can impact all of the appropriate areas of operations.

The following components of the marketing plan as I outlined earlier, will generate positive results for your employees as well as those you serve.

Brand Management

The brand of an organization is not simply the name or logo, but what the organization stands for. Treat your agency as a brand with traditional brand marketing to meet your objectives.

Examples of issues that are detrimental to your organization would be:

- Lack of public trust- Misconduct taints all deputies
- Perception of revenue gathering from citations

Brand management as an important component of marketing can help tackle these issues. However, any organization, whether a government entity, corporation, or not-for-profit, cannot gain a positive image from marketing alone, they must earn respect from their actions. In other words, you and your organization make or create the image or brand, marketing tells the story.

Every brand message has, to some extent, three effects:

- Strengthen relationship by adding value
- Reconfirm current relationship
- Weaken brand relationship by reducing brand value!

The ideal goal of brand management is to form an emotional link with those you serve. It is based on an integrated marketing business model meaning... Everything an organization does and sometimes what it doesn't do sends a message.

Advertising

Used to convey brand and issue messaging in a controlled medium

Can impact recruitment, enhance Neighborhood Watch activity, and build employee morale

- Some tactics beyond traditional means:
 - Public service announcements
 - Theatre preview ads
 - Electronic newsletters

Public/Media Relations

Used to convey messages and information in an editorial fashion and beyond traditional PIO efforts can impact all key audiences. Some tactical examples include:

- Proactive media relations
- Subject matter experts for talk radio
- Speakers Bureau
- Seminars

Social media is exploding and must be used not only for marketing, but for police operations as well

Community Relations used to showcase core values of the agency and its employee and helps establish the emotional bond with those you serve

- Can impact key constituents
- Don't just do good, but follow-through and promote it aggressively

Government Affairs

- Used to establish and build relationships to gain support
- Can impact funding, public image, and policy development
- "Out-of-the box" concepts
- Ride along programs
- Charitable work alignment

Internal Communications

- Used to ensure all employees have complete understanding of the organization's mission, values, goals, etc.
- Can impact employee morale which enhances service to those you protect
- Often not carried through to the full extent or is an afterthought which does not deliver the maximum value it can

Sponsorship Marketing

- Used to deliver not only key messages, but set up experiential marketing to create interactive communications with target audiences
- Can impact the emotional bond with citizens and other stakeholders through tailored leveraging programs
- Creates platforms beyond traditional advertising to engage key audiences

I encourage you to look further at marketing and how it can be used in your agency.

Because this topic is one that is taught either as a brief one hour conference seminar or done as part of a day long working session with a specific agency to begin the development of a specific marketing plan, if this is an area which you are interested in pursuing, I would be more than happy to help provide some guidance on next steps you may wish to take.

My next article I will be covering the implementation of new technology. I encourage anyone who is interested in this and may have a story to share based on new solutions to contact me. ★

Dave Weisz currently serves as a Public Safety Advisor. He welcomes feedback and additional comments for future articles and presentations at: Dave.weisz@comcast.net



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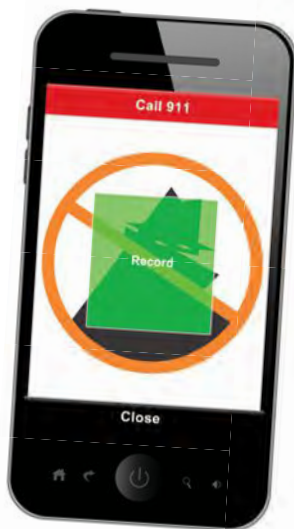
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Project Lifesaver International Only Three Week's Left For Early Bird Registration For the 11th Annual Project Lifesaver Conference!

There are only three weeks left to take advantage of the early bird registration to attend the 11th Annual Project Lifesaver Conference. Our agenda is set and all of our speakers are confirmed. The speaker line up includes SAR specialists, healthcare professionals, and global advocacy organizations all focused on better understanding and protecting "At Risk" individuals who are prone to the life threatening symptom of wandering.

Why you should not miss this year's conference:

1. Special presentation and Q&A on emerging protect and locate technology and how it can be implemented into your program;
2. Opportunity to network with both your colleagues and our presenters and trainers;
3. Receive hands on training and learn effective ways to sustain and grow your local program;
4. Practical tips and techniques that are timely and can be easily put to use in your local program, and last but, not least, location, location, location.....its Orlando, Florida!

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To obtain the Early Bird Registration packet and hotel information visit <http://www.projectlifesaver.org/project-lifesaver-11th-annual-conference/>

Guardian Security Solutions

Great conference NSA! We hope you saw the booth for Guardian Security Solutions.

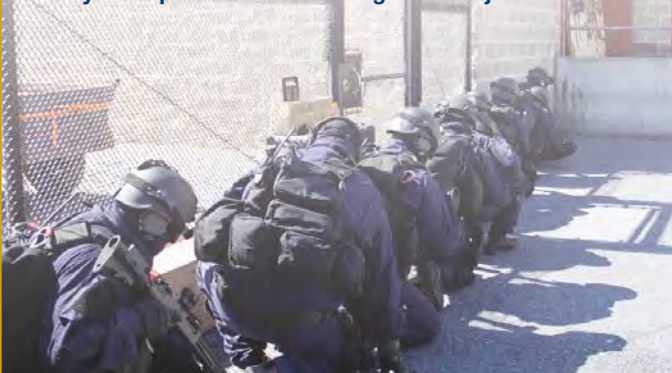
Guardian offers cutting-edge technology in security equipment including IP, HD, Analog and Thermal cameras, custom-built DVR's and NVR's, Touch-Screen Jail Controls, Video Visitation, Metal Detectors, Panic Systems, Access Control and Intercom Systems. Our newest service is Judgmental Training. Be sure to come by and get your FREE security evaluation!



The NSA Center for Public Safety offers an online jail evacuation and planning course at **NO CHARGE.**

The Jail Evacuation course is certified by Department of Homeland Security certified and is designed to address the needs of correctional deputies and officials who might encounter a situation in which their jail must be evacuated. The course provides background information on terrorism and Weapons of Mass Destruction. Exercises and discussions are designed to support and guide participants through the learning processes required to develop a jail evacuation plan.

Take advantage of this online jail evacuation course offered at no cost by visiting the NSA Center for Public Safety at <http://www.sheriffs.org/content/jail-evacuation>



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Aftermath

As the only nationwide company dedicated to crime scene clean up, Midwest-based Aftermath Services has introduced a compliance overview documenting the rules and guidelines which inform the best practices of the

bioremediation industry. These regulations are established by a variety of federal, state and local agencies and serve as the foundation for the processes Aftermath utilizes when performing biohazard remediation services. These same best practices affect those in law enforcement, forensic science and first responders. In the overview, Aftermath examines the complicated rules which govern both people and process: if a business is affected by a biohazard situation, the company owner could potentially be held liable if employees or customers are exposed to risks such as those derived from contact with bloodborne pathogens. To ensure safety, Aftermath employees are educated to adhere to the strictest standards established by these agencies. The guide is publicly available at www.aftermath.com/regulations.

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Meet The Sheriff



Sheriff Richard Devlin, Jr.

Otsego County, NY

Sheriff Richard Devlin, Jr. is a 27-year veteran of law enforcement and was elected sheriff of Otsego County, New York in November 2006 and took office in January 2007. He is currently serving his second four-year term.

Sheriff Devlin began his law enforcement career serving with the United States Army Military Police Corps. After his discharge from the military, he was offered a position with the City of Oneonta Police Department where he was a patrolman for four years before transferring to the Otsego County Sheriff's Office. He joined the sheriff's office in 1992 and has held the positions of Deputy Sheriff, Investigator and Sergeant.

Sheriff Devlin is an Eagle Scout recipient and is very active with the Boy Scouts organization, serving as an advisor for the sheriff's office and local fire department explorer posts. He has been a volunteer firefighter with the Milford Fire Department for over 35 years and served as its Fire Chief for 10 years.

Otsego County is located in the southern tier region of New York and has population of 62,000 within 1,100 square miles. The sheriff's office operates with an annual budget of 3.6 million.

The Otsego County Sheriff's Office is the primary law enforcement agency in the area. The office is responsible for enforcing traffic and drug laws, serving civil process, a correc-

tional facility, and prisoner transport. The correctional facility can house 104 but average occupancy is in the eighties. The office is also in charge of the County STOP-DWI Program, County Traffic Safety Board and the E-911 Center.

The sheriff's office is made up of approximately 100 personnel divided among the following divisions, law enforcement, correctional, administration, and E-911. The office has several specialty teams. There is a K-9 division consisting of a bomb detection team, a narcotics team, and a bloodhound team. There is also a tactical team, accident investigations team, and a search and rescue team.

Sheriff Devlin resides in Milford, NY with his wife of 29 years, Laurie, and has three grown children. ★

Meet the Sheriff is a regular feature of *Sheriff* magazine to get to know Sheriffs from around the country.



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