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NOVEMBER/DECEMBER 2014 • VOLUME 66 • NUMBER 6

The Impact of Illegal Substances on Your Community

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NSA 2014-2015 President's Message



Sheriff John Aubrey
NSA President 2014-2015

My second report to you as your national president is mixed with NSA business and sadness here in our office. As many of you may be aware, I lost my Chief Deputy and close partner to sudden and unexpected death, October 20th.

Colonel Mike Hettich died at the age of 56 after serving 37 years in law enforcement, the last 33 in the Jefferson County Sheriff's Office, rising through the ranks to appointment as my Chief Deputy, January 4, 1999. Mike was a well-known figure in many endeavors including local, state, and national Fraternal Order of Police organizations where he held office of lodge president and national trustee, currently serving in his 13th term of office. Mike was one of those go-to guys whose vast knowledge of the workings of a sheriff's office endeared him to Kentucky sheriffs, judges and lawmakers all across our commonwealth. Colonel Hettich is survived by his wife, Tandeta, son, Dakota, and daughter, Heather.

Mike was an avid hunter, NRA member, and a member of Safari Club International, having completed two successful safaris in Africa. Mike's many honors and accomplishments included recognition as Kentucky Deputy Sheriff of the Year and FOP Member of the Year. In July 2012, Senator Mitch McConnell appointed Michael to the law enforcement congressional badge of bravery board and recently reappointed him to that same board.

Mike's untimely death was a personal loss for me and many others and a huge loss of a constant, positive voice for all of law enforcement on the local, state, and federal level. Perhaps Senator Mitch McConnell said it best, calling Mike a "giant of public service." He will most certainly be missed.



Colonel Mike Hettich

I was able to attend the Committee of Presidents and Executive Directors of State Sheriff's Associations October 5-8, 2014 at Point Clear, Alabama. I want to personally thank Steve Casey, the chair of this committee and executive director of the Florida Sheriff's Association for inviting me and also to all that were in attendance for their hospitality. Attending the conference gave me an opportunity and outstanding reason to bring my wife, Bobbie, with me as October 6th was our wedding anniversary, and what a better place to celebrate than Point Clear. Bobby Timmons, the



Sheriff®

NOVEMBER/DECEMBER 2014 • VOLUME 66 • NUMBER 6

ILLEGAL SUBSTANCES

8 The Spice of Death

By Tom Monson

12 Heroin Antidote – NARCAN

By Sheriff Rich tanek

ROAD SAFETY

16 A Margin of Safety: Raising “Move Over” Compliance Rates

By Janet Hawkins

FLETC TRAINING

30 FLETC Glynco Employees Volunteer for Local Search and Recovery Efforts

By Alicia Gregory

32 The National Sheriff’s Association has launched the National Law Enforcement Center on Animal Abuse (NLECAA)

By Kaema Akpan

35 Victoria County Sheriff’s Office K9, Rocky

By Lt. Thomas isman

42 Long Live Neighborhood Watch!

By Janet Hawkins



NSA WINTER CONFERENCE

PAGE 24

NEW

49 Deputy and Court Officer insert

See page 49 for Table of Contents

77 NSA’s Webinar Series Launching!

86 Learning from the Past to Build for the Future

By Dave Weisz

80 Meet The Sheriff

Sheriff Mark O. Gower

Departments

2 President’s Message

6 Interim Executive Director’s Commentary

79 NSA Committee Update

84 Government Affair

NSA 2014-2015 President's Message (continued)

Executive Director for the Alabama Sheriff's Association, outdid himself starting with the venue, food and refreshments. I am proud to call him friend and mentor.

The working meeting agenda was full from 8:30 a.m. to after 5:00 p.m. on Monday and from 8:30 a.m. to early afternoon on Tuesday.

In my remarks to the committee, I re-emphasized some of the remarks I made when I was sworn in as President of the NSA in Ft. Worth. One of the priorities that I and the NSA executive board have is to have a more effective flow of information and transparency from NSA headquarters and staff to all sheriffs.

We are in an era of news and information being immediately available through the news media and social media. Our goal is to continue to strive to keep our membership up to date as possible with factual information about the issues and events that face our sheriffs.

One obvious way to do that and also work toward more transparency is by sending current information regarding issues and events that concern all of us, to our executive committee and to all executive directors and state presidents.

I cannot stress strongly enough how much I, as president, and our NSA executive committee members, depend on you to forward information to your membership and encourage them to ask questions about issues they are not sure of, and to also support the consensus once it is determined.

I visualize the executive directors and state presidents as being my eyes and ears and also my most candid critics in areas where there may be differences of opinions.

The NSA is in a unique period since it's beginning 75 years ago. We have a great opportunity and challenge to raise our association to the next level. It is not a one-person assignment, but one that requires every sheriff, who is willing to stand up, make sacrifices for the good of all sheriffs, and work for a common goal.

As president during this period of a national search for a new executive director for NSA, I have engaged what I call my kitchen cabinet: the two past presidents and the three current vice presidents, to review all my decisions to ensure we are on the same page as we go forward.

Our interim executive director, John Thompson cannot be any more supportive of what we are trying to achieve during this interim period and has been a true supporter in these endeavors. He is putting in a lot more than 8 hours a day to help us get through this period and I suspect you realize that by the amount of information coming out of the NSA office to you.

Specific issues of high level of importance:

- National search of executive director
- Our budget for 2013-2014 will come in close
- Critical review of the new budget 2014-2015

- All travel by NSA staff and employees has to be approved by the president
- An in depth look at our Winter and Annual Conference
- Can we make it shorter by a day and still complete necessary business?
- Can we put the exhibition hall in the middle between NSA and MCSA?
- Is the golf scramble a necessary event?
- Do attending sheriffs get their money's worth for coming; can they take something from the conference back to their office

Our interim executive director, staff and I are attending meetings in DC and other places when in the NSA's best interest, having and making contacts with the appropriate staffs and other agencies in the area.

I've got one request, if your state is not a 100% membership state with NSA; consider it a challenge, and an opportunity or a responsibility of your office to work toward that goal.

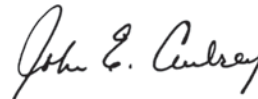
I also want to make sure that you and your staff work everyday to address the critical issues we face today as sheriffs.

- Immigration
- 1033 surplus equipment
- The FCC and the inmate access to a telephone at reduced rates
- PREA (are just a few)

We have a voice at the federal level and the state level. The effectiveness of that voice is directly related to how we stand together and network with our legislators at home.

Happy thanksgiving and I pray you have a blessed, safe and enjoyable holiday season. 🌟

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Executive Director's Commentary



John Thompson
NSA Interim Executive Director

This issue of *Sheriff* contains a number of articles highlighting daily concerns for law enforcement: Impacts to your community from illegal substances, crime prevention, traffic safety, and technological advances to help you address these problems and more.

Our feature article "The Spice of Death" is a must read. Tom Monson has been providing law enforcement with crime and drug prevention solutions for nearly three decades. A longtime supporter of law enforcement, he offers a solution for drug abuse

leading to reductions in crime, domestic violence, sexual assault, and more. This article drills down to the root of the problem for so many of society's ills.

Sheriff Rich Stanek, Hennepin County, MN, provides insight into Narcan and how it helps address the heroin epidemic in the country.

The NSA has partnered with the Humane Society of the United States to add the option of reporting animal abuse through our Neighborhood Watch App, ICE BlackBox. This is an important tool to combat illegal animal cruelty. Animal cruelty is a serious crime and public safety issue within our communities. Overwhelming scientific research demonstrates the close relationship between animal cruelty and other types of crimes, including interpersonal violence, property crimes, and drug offenses. This new technology can help law enforcement catch animal abusers in the act and we encourage everyone who has a smartphone and who cares about their community to download this new app.

Last month, FBI Director James Comey signed off on a decision to include animal cruelty offenses, including animal neglect, in the Uniform Crime Report. It is the first time animal cruelty data will be included in federal crime reports and it affirms at high levels of law enforcement, that animal cruelty is a serious crime. There is now increased incentive for law enforcement agencies to respond to crimes against animals, and the NSA App is an important new tool to help law enforcement.

As I close, I would like to address a current trend that both saddens and concerns me. As I have looked around the internet and social media outlets over the past several months, I have noticed an increase in people expressing a deep dislike and hatred towards law enforcement.

The media seems to be playing to this frenzy, by only reporting one side of the story instead of the facts that surround the incident. Take for instance the recent stories on militarization of our law enforcement agencies and the DOD 1033 program. The media consistently fails to mention that this valuable program supplies many law enforcement agencies with non-military surplus items like tools, generators, and an assortment of other items that are used to save lives during times of disaster. Why is it that I have not seen a report on that?

Over 900,000 sworn law enforcement officers go to work each and every day with the threat that they may not return home and many do not! They deal with the 1.2 million violent crimes each year and make well over 13 million arrests. Just one incident or one bad officer provokes the media to cast a shadow on our entire profession. A Bureau of Justice Statistics report shows citizen complaints about the use of force by law enforcement averaged about 4.5 per 100 full-time sworn officers with only 8% of those complaints being sustained! In Sheriff's offices it was only 3.5 per 10

Law enforcement officers are mediators and protectors; they are good human beings, not warmongers. All across America we see examples of law enforcement doing heroic and positive actions in their communities every day, we just don't see it in the media. Starting in the January issue of *Sheriff*, NSA will be highlighting the positive contributions law enforcement makes in their communities!

As the Holidays approach us, may you and your families have a safe and enjoyable season! ★

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The Spice of Death

By Tom Monson



Our feature article *The Spice of Death* is a must read. Tom Monson has been providing law enforcement with crime and drug prevention solutions for nearly three decades. A long time supporter of law enforcement, he offers a solution for drug abuse leading to reductions in crime, domestic violence, sexual assault and more. This article drills down to the root of the problem for so many of societies ills.



It's called K2, spice, Zombie World, fake weed and many other names. It's synthetic marijuana and it is killing people, filling our psych wards, and causing the number of teen suicides to skyrocket to levels never seen before.

I called my long-time friend, the sheriff of Collingsworth County, Texas only to find out that he had been replaced. After the new sheriff and I exchanged niceties, we finally got to the subject of prevention.

"So what's shaking in Collingsworth County?" I asked.

"Tom! Do you have a video about spice?" He asked.

"What are we taking about, nutmeg, cinnamon?" I questioned half joking.

"It's that fake weed and it's really tearing up our kids," I could hear the hurt in his voice.

"I haven't heard anything about it," I said.

He went on to tell me about an intelligent young man, from a good family who smoked it. After a few hits, he totally lost it. He tried to kill his friend with a baseball bat. He ended up in an institution for the criminally insane. He spent his days perched on the edge of his bed flapping his arms thinking he was a chicken. I could tell Sheriff Riley had a connection with this kid. Maybe it's the same connection we all get when we see a life destroyed because someone profiteers by selling something to a kid not caring about the outcome.

"Tom, the next movie you make needs to be about fake weed. It's terrible stuff" he insisted.

After we hung up, I spent a couple of hours on the Internet, and was startled. What I saw was behavior similar to the bath salts incident where the guy in Florida tried to eat another guy's face off. My initial research showed me this new stuff is worse than the PCP of the 1970's.

I wasn't sure I wanted to spend all the money and devote a couple years of my life to produce another video. I'd worked for the past 50 years, I was pretty sure I was about ready to hang 'em up. (I've always loved that statement, but I have never been quite sure about what it is you are supposed to hang up.) I was in a pretty good place, but I also knew I could make a difference.

I knew prevention worked because in the early 1990's, I had the pleasure of working with a dozen law enforcement agencies, including Sheriff John T Pierpont of Green County, Missouri who helped me design our Community Watch material. I'd seen crime rates plummet in Jackson County, Oregon after Sheriff C.W. Smith and I initiated a Community Watch Program in crime-ridden neighborhoods.

The most impressive success was with *One Family's Battle*. A film about a young man who started drinking, moved on to pot, finally heroin and ended up dead because of an overdose. With the help of hundreds of law enforcement agencies, schools, libraries, hospitals and drug treatment centers, that story touched hundreds of thousands of children across America and helped them understand the dangers of drug use. We even broadcast it on more than a dozen Oregon television stations. The day after the broadcast in Eugene, Oregon two drug treatment centers, Serenity Lane and ACES reported their intake calls for heroin addiction doubled. A couple years later

the Oregon State Medical Examiner reported heroin-related deaths were down more than 50%. This happened because of a collaboration between my group and six law enforcement agencies and the stations.

My favorite story was about 10 year old Nick. He was at the premiere of *The High Times*, my film about five teens out to have a good time and discover how alcohol harms them. After the show, Nick tells his mom that he decided not to drink until he grew up. His mom told him that was a very good choice and asked him how he came up with it. He looked at her like she had a just lost her mind and said, "Didn't you hear the doctor?" I think about all the thousands of kids who drew the same conclusion after watching that film. I know it made a difference.

I knew I could make a difference, and I had to do something about synthetic marijuana.

"Hang 'em up later," I told myself.

In my initial research, I had a conversation with Karen Dobner. Two years earlier, her son Max had smoked spice and ended up driving his vehicle more than 90 miles per hour over the surface streets of Aurora, IL. When the street dead ended, he did not break. His car flew 90 feet through the air and crashed into a house. Max died at the scene. It's a miracle no one else died in the incident. Since her son's death, Karen has become an authority about spice.

She told me that spice is chemicals sprayed on plant material and smoked like marijuana. Similar to bath salts, users have reported seizures, violent hallucinations, elevated blood pressure, addiction, and loss of consciousness. A tragic side effect is illustrated in the case of the young man in Iowa who smoked it, and within minutes took his father's hunting rifle and shot himself.

One of the stories she told me was about a mom in Baltimore whose 15 year-old son smoked spice with a couple buddies. She told me that within a week her son had turned into a zombie.

There's the college student who smoked spice to relax after his college exams. After a few tokes, he believed the devil had possessed his hands and they wanted to kill him. His solution was to put his hands on the red-hot burners of his electric stove. When I first heard this story, I didn't believe it. Further research produced actual photographs from the emergency room.

One of the interviews for the video was near Baltimore, near DEA headquarters. I visited the Synthetic Drug Task Force and the Demand Reduction Unit. We spent several hours talking about what they are doing to combat this national threat. I learned the DEA chief of operations, James Capra, had told reporters that millions of dollars in profits from spice sales were being funneled to terror groups in the Middle East.

Factors Influencing the Plague-like Growth

Five years ago Synthetic Cannabinoids were almost unheard of. Since then, it has spread like a wildfire all across America. Why? Here are several factors fueling the fire:

1. **It's easy to get.** Prior to its recent recognition as a dangerous substance, it was offered by convenience stores, gas stations, and head shops. These stores made thousands of dollars daily by freely displaying and offering samples of their

wares to unsuspecting young people and addicts desperate for their next high. It is still legal in some states and widely available on the internet.

2. **It doesn't show up on standard drug tests.** People on probation, parole, in treatment, or otherwise subject to drug testing believe they can use this drug and not have it show up on a test. In many cases they were right. The chemists who made the drug could drastically change the composition of the drug and fool the standard tests.

3. **It's just marijuana.** Attitudes toward marijuana are becoming more permissive. Decriminalization, acceptance for medical purposes, and downright legalization have caused people to regard marijuana as a safe substance. Like alcohol, they believe it will not cause any harm if used in moderation.

4. **It's inexpensive.** Sold in packets, the average cost of K2 - Spice is about half of what a similar amount of marijuana would cost.

5. **It's legal, it's natural, and it's safe.** A common belief is that since it is sold on the Internet and in stores (in some states), it is legal and safe. Many sellers say it contains "natural herbs."

What's The Answer

After months of interviews, writing, filming reenactments, working with animators, and editing, *K2 - Spice, A Nightmare Without End* is finished. It's a 21 minute film that recounts the four stories mentioned earlier.

Research shows the most powerful drug prevention device is a mom, so we used a mom to introduce the stories. In between the stories she makes several important points. The first is drug dealers only care about making money. The second is you are not only hurting yourself, you could also hurt someone you love. The third is you never know how a drug will affect you until you use it. And the final point is you will have to spend the rest of your life living with the choices you make today!

After several showings, reviews have been very positive. Initially, I thought showing burning hands was over the top but audiences appreciate the realism.

And now the hard work begins. I have been contacting my friends in law enforcement across the United States and Canada to help me take the message to young people so they understand the dangers of synthetic drugs.

We can succeed at teaching our kids about the dangers of fake pot. Proof lies in the number of high school students who smoke pot vs. cigarettes. Only two in ten smoke cigarettes while half of them smoke pot. Why do you suppose that is? Perceived risk. They know smoking cigarettes is dangerous. Why? For years we have had campaign after campaign teaching them about the dangers of tobacco. Have you ever seen a commercial about the dangers of smoking pot?

If it's going to be, it's up to me.

One of our societal problems is the lack of leadership on a national level to combat substance abuse. As a nation, we spend nearly a trillion dollars for criminal justice, medical costs, welfare, insurance and other ills brought on by substance abuse. The very fiber of the quality of our lives are affected by crime, domestic violence, sexual assault, suicide, homelessness and wrecked families caused by substance abuse.

The definition of insanity is continuing to do the same thing expecting different results. Yet we have been following the same drug strategy for the past 50 years. Meanwhile, drug overdose death rates have doubled in the last 10 years, the populations of our prisons and jails increase by more than 400% since 1980.

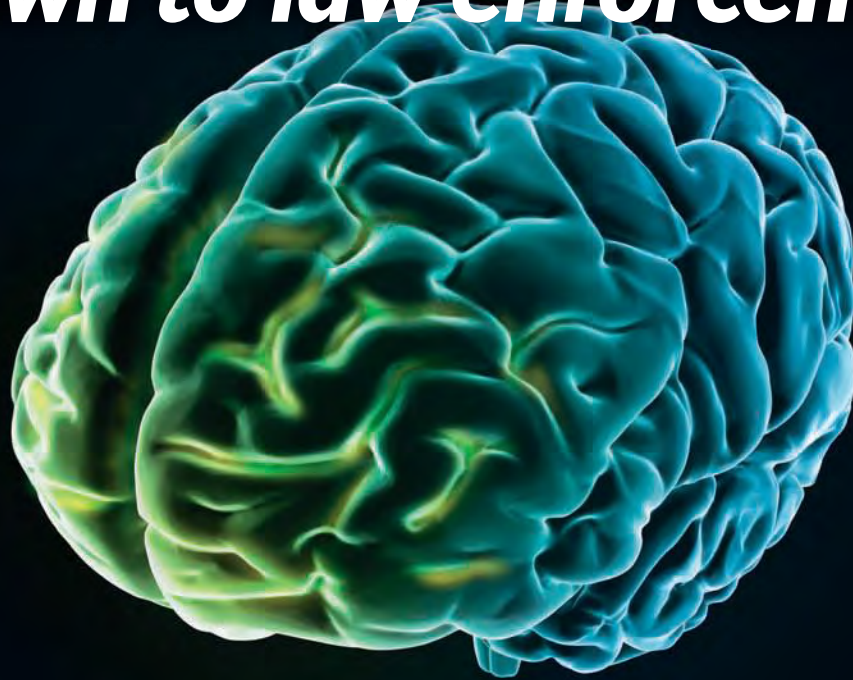
Last year the National Institute on Drug Abuse estimated that more than 125,000 people died from substance abuse (not including tobacco). During the Viet Nam War, we lost approximately 60,000 of our military personnel. If we were engaged in a war, we wouldn't think of sending our troops, out to fight with little or no training. Yet we do very little to teach our children about the dangers of all kinds of substance abuse.

I've taught crime prevention and Community Watch for years and my thought is this - you are either part of the problem or part of the solution! There is no middle ground. If you do nothing, you are leaving your children unprotected. Would you teach them to look both ways before crossing the street? Of course you would. If we don't teach them, someone will. Let's teach our children about the dangers of all drugs and let's be smart about it.

Don't expect the Federal or even the State Government to solve this problem for you. Don't let your community's future be dictated by whimsical government funding. This has to be dealt with on a local level. It is up to you to develop a strategy for the communities you are elected to protect. You know them better than anyone. You know how to communicate with them. You know what they like and what they don't like. You can use this information to help your young people understand the dangers of these deadly substances.

Let me leave you with this thought: "Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better." — Harry S. Truman ☆

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Heroin Antidote – NARCAN

By Sheriff Rich Tanek,
Hennepin County Sheriff's Office,

On August 1, 2014, deputies at the Hennepin County Sheriff's Office headquartered in Minneapolis, MN, became the first law enforcement officer in Minnesota to carry the heroin antidote naloxone, known as Narcan.

Narcan, is a drug that can temporarily counteract a heroin or prescription painkiller overdose.

At the Sheriff's Office we are in the business of saving lives. Training and equipping deputies with Narcan is similar to putting a defibrillator, a tourniquet or other lifesaving equipment into squad cars. Law enforcement officers are often the first people to arrive to an emergency scene and Narcan can help save lives when every second counts. In Minnesota, ambulance crews have been allowed to administer Narcan but allowing law enforcement to do the same could save even more lives at a time when heroin overdose rates are on the rise.

Hennepin County is among many counties nationwide that is experiencing skyrocketing rates of addiction to prescription medication and heroin. In recent years, increases in prescription drug abuse has led to increases heroin use. Many who become addicted to prescription painkillers run out of their supply of pills that had been available in the home medicine cabinet or from the doctor's office. That's when they may switch to heroin, which is typically far less expensive.

In fact, Hennepin County has some of the cheapest heroin in the nation. The heroin sold here has among the highest purity rates in the nation. The combination of cheap and pure heroin – increases the risk of overdose deaths. The number of heroin overdose deaths have been unprecedented. In 2013, there were 56 deaths which resulted in the county's deadliest year ever for heroin related deaths.

In 2014, there have been 34 deaths since August which means we are on pace to repeat another year with a high number of overdose deaths.

We had an urgency to equip our deputies with Narcan yet there were numerous hurdles that had to be overcome;

Minnesota state law had to be changed -- only medical professionals were authorized to administer the prescription drug.

A training program, led by a medical director, need to be implemented to train deputies on how to administer Narcan.

Narcan kits needed to be purchased and procedures were needed to properly store the drug in squad cars.

As an elected Sheriff, I believe that it is my responsibility to advocate for public safety legislation.



Prior to August, 2014, the Minnesota medical practice laws prohibited the prescription of drugs to a person other than the intended recipient (a process referred to as third-party prescription) or to a person the physician has not personally examined (a process referred to as prescription via standing order). Additionally, some prescribers are wary of prescribing naloxone because of liability concerns. And- even where naloxone is available, bystanders to a drug overdose may be afraid to administer it for fear of civil or criminal repercussions.

On December 10, 2013, I joined Minnesota State Senator Chris Eaton at the state capitol during the announcement that the senator would introduce a Narcan bill during the legislative session. I pledged my support for the proposed legislation.

Senator Eaton is also a registered nurse and throughout her career, she has championed public policy related to improving health care. The Narcan legislation was particularly meaningful to her and her family. Tragically, in 2007, Senator Eaton's 23-year-old daughter died from a heroin overdose. Police officers were the first to arrive to the scene but they were not equipped with Narcan.

In the months that followed the announcement of the proposed legislation, there were committee hearings on the issue and I had the opportunity to discuss the public safety benefits of the bill. The Minnesota Chiefs of Police took a position in support of Narcan use for law enforcement. A non-profit group, the Steve Rummeler Hope Foundation, also assisted in lobbying. That advocacy group was formed in memory of a man who had overdosed on heroin following an addiction to prescription pain pills.

At the time when Minnesota lawmakers were considering the proposal in our state, they had the opportunity to examine how Narcan laws were already working elsewhere. Sixteen states and the District of Columbia had already passed laws for law enforcement to use it without fear of legal repercussions. (NM, NY, IL, WA, CA, RI, CT, MA, NC, OR, CO, VA, KY, MD, VT and NJ and the District of Columbia)

Although naloxone is a prescription drug, it is not a controlled substance and has no abuse potential. It is regularly carried by medical first responders and can be administered by ordinary citizens with little or no formal training.

The e is an intranasal version of the drug- which is easy to administer and no bloodborne exposure. The e is no effect if there are no opioids in the body- no little risk of harming someone.

Certainly, we could demonstrate that Narcan was safe and effective. Yet, the process to pass the law came with debate. At one point, blanket immunity was added to the bill. This meant that any person, who in good faith seeks medical assistance for another person who is experiencing an alcohol or drug overdose may not be arrested, charged, prosecuted, penalized, or have that person's property subject to civil forfeiture.



Sheriff Rich Stanek and MN State Senator Chris Eaton in 2013 announcing a proposed law that would give law enforcement officers authority to administer the heroin antidote known as Narcan.

I did not support the blanket immunity and instead I supported the compromise language that stated that immunity would apply only in cases of fourth or fifth degree possession offenses. It was imperative that officers and deputies collect evidence and make arrests. This was a reasonable limit on immunity from arrest. It allowed for calls for help when an overdose had taken place – but it did not allow for criminals to escape arrest and prosecution.

During the 2013 legislative session, Minnesota lawmakers accepted the limited immunity compromise. They passed “Steve’s Law,” which went into effect on August 1st. Under the new law, personnel including law enforcement and firefighters are allowed to administer Narcan.

TRAINING

As soon as the state law passed we immediately began working with Hennepin County Medical Center (HCMC), to develop an implementation plan. This included working on a training plan, identifying order and supply protocols, getting contracts in place for the costs associated with this initiative and writing policy and procedure.

We decided to train deputies in our patrol division, the Enforcement Services Division. They are the first responders that have the greatest likelihood to come into contact with a

citizen in need of Narcan to reverse the effects of opiate overdose. State law dictates that a licensed physician may authorize peace officers to administer naloxone (Narcan).

Hennepin Emergency Medical Services (Hennepin EMS) and Hennepin County Medical Center (HCMC), are providing the Sheriff's Office with necessary physician oversight, education, and support during the Narcan implementation process.

HCMC medical director developed physician orders for deputies to follow, which includes direction regarding appropriate use of Narcan and proper storage of the prescription drug. HCMC developed scenario based training sessions for deputies.

During the first phase of implementation, two dozen Sheriff's deputies in our Enforcement Services Division received the training. In the months ahead, we plan to greatly increase the number of deputies who will be trained to administer the drug. Narcan kits, which hold doses of intranasal Narcan, will be kept in patrol cars and the Enforcement Services headquarters.

During the development of policies and procedures, a number of issues were considered:

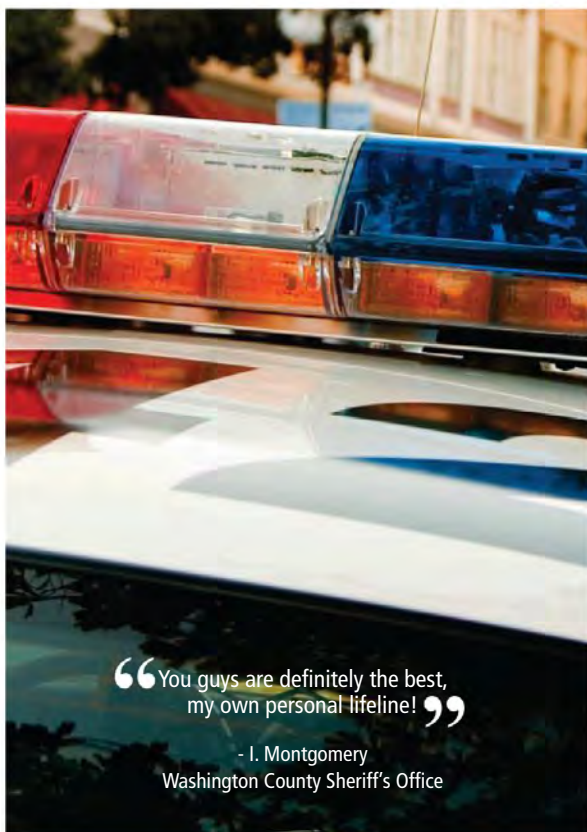
- Narcan must be protected from light because light can inactivate the drug

- It has a shelf life 3 years
- The drug must be stored at 68 to 77 degrees F, excursions permitted to 59 to 86 degrees F

The administration of Narcan does not eliminate the need to get the person immediate medical care. Once the Narcan wears off, the person will be back in overdose.

During the training for deputies at the Sheriff's Office among the speakers was Bill Rummler, the father of Steve Rummler who died of an overdose in 2011 and the namesake of the non-profit group that lobbied for the new law. Bill Rummler thanked the deputies and spoke about the importance of Narcan to the families who have lost loved ones to heroin overdose.

The Hennepin County Sheriff's Office has offered to provide information and support to other law enforcement agencies that plan to equip their officer with Narcan. We know that it won't save every person who overdoses on heroin. But if the antidote saves even one life and gives one person a second chance, I believe it's worth it. ☆



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- I. Montgomery
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A Margin of Safety: Raising “Move Over” Compliance Rates

In force nationwide, Move Over laws safeguard emergency responders and the citizens they are sworn to protect.

By Janet Hawkins



First codified in ancient Rome, the maxim “*Ignorantia juris non excusat*,” or “ignorance of the law is no excuse,” endures as a cornerstone of the American legal system. This 2,000-year-old principle has served well, especially in the traffic enforcement arena when deputies must explain why “But sir, I didn’t know the limit was 35 mph” is not a valid excuse for speeding. Nonetheless, while invaluable, the “ignorance principle” cannot alter the outcome of events when senseless deaths occur due to motorist ignorance or apathy.

Among the most frequently overlooked rules of the road are the so-called “Move Over” laws, state-mandated regulations that require motorists to slow down and, in most jurisdictions, change lanes when passing roadside emergency response scenes. Although all 50 states have enacted Move Over legislation, many drivers remain oblivious to the law¹ or believe changing lanes to be a courtesy, not a legal obligation. All too often, such misunderstanding results in tragedy; according to the National Law Enforcement Officer Memorial Fund (NLEOMF), on average, 15 law enforcement officers and deputies are struck and killed each year.

Improving Move Over compliance rates is a complex but crucial task that requires interagency coordination to motivate drivers via information, education, and enforcement. Sheriff’s offices in collaboration with local and state police, fire and rescue agencies, and other emergency services, play a lead role in ensuring motorists obey the law—for their own protection and to protect the welfare of their fellow first responders and the citizens they serve.

History and Evolution

“Whenever I’m traveling and see Move Over signs along the highway, I smile. It is a good feeling to know that the hard work has paid off” — James D. Garcia, Paramedic

Up until the late 1990s, state legislators defined emergency medical responders as “pedestrians,” affording them negligible legal protection if struck by a motor vehicle while in the line of duty. This definition was finally altered following a January 28, 1994, incident in which James D. Garcia, a Lexington, South Carolina, paramedic, was struck and seriously hurt while working a roadside crash scene. After being declared at fault for stepping into the roadway, and having repeated requests to change the incident report denied, Garcia began lobbying for increased protection for emergency medical responders. In 1996, the state of South Carolina answered by passing the nation’s first Move Over law. Fueled by this victory, representatives from law enforcement, emergency medical service, firefighting and vehicle recovery agencies joined Garcia in taking the fight nationwide to educate lawmakers about the on-the-job hazards that emergency responders confront each day.

The new millennium saw a proliferation of advanced video technology, notably the now ubiquitous dashboard camera, which bolstered the cause by drawing public attention to the “unusually horrific” consequences of secondary crashes. In 2000, law enforcement videotapes of several highly publicized incidents prompted the U.S. Department of Transportation and Federal Highway Administration to address the need for improved emergency response safety standards, which culminated in the 2005 Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users, a \$286.4 billion measure aimed at improving the nation’s transportation infrastructure. In compliance with section 2014 of the act, “First Responder Roadside Vehicle Safety,” and in collaboration with law enforcement, prosecutors, and emergency medical service responders, the National Highway Traffic Safety Administration (NHTSA) developed a series of training materials and a model policy, which was incorporated into the National Committee

on Uniform Traffic Laws and Ordinances (NCUTLO) manual. In 2007, the National Safety Commission, the National Sheriff' Association, and the National Association of Police Organizations founded "Move Over, America," the first nationally coordinated effort to educate Americans about the newly enacted Move Over laws and how they help protect law enforcement personnel.

State by state, lawmakers recognized these efforts and took action. By the year 2003, 24 states had passed Move Over laws. Twenty-three additional states joined the ranks between 2005 and 2009, with Maryland and New York following in 2010 to become the last of the continental United States to adopt Move Over. In July 2012, Hawaii became the fiftieth and final state to pass the legislation after two Honolulu police officers were killed during separate highway traffic stops. Today, only the District of Columbia lacks a Move Over statute.

Although exact stipulations vary, every state law now requires motorists to modify driving behaviors when approaching a roadside emergency scene. For example, Indiana drivers must reduce speed to at least 10 miles per hour below the limit, while drivers in weather-prone Alaska are required to slow to a "reasonable and prudent speed considering the traffic roadway, and weather conditions." Most statutes instruct drivers traveling in the same direction to vacate the lane closest to the response scene if safe and prudent to do so. Penalties for violations range greatly; in Georgia and Tennessee, drivers may be fined up to 500 dollars, while those in Wisconsin are assessed three demerit points on their license and a 249 dollar fine. In Maryland, the base fine is 110 dollars and one demerit point; however, if a violation contributes to a crash that results in death or injury, the penalty increases to 750 dollars and three demerit points. For more information, the American Automobile Association makes available an online synopsis of each state's law at <http://drivinglaws.aaa.com/laws/move-over-law/>.

The Danger Factor

"Our troopers, maintenance workers and others who work on busy highways take every possible precaution to avoid getting hit by vehicles. But we need help from every driver on the highway. When motorists obey the Move Over Law and create a safety zone, they reduce the dangers to themselves and to those who work along our highways."

– Frank J. Busalacchi, Secretary, Wisconsin Department of Transportation (2003-2011)

While not a panacea, Move Over laws provide a degree of control over chaos by encouraging drivers to take certain steps that ensure everyone arrives home safely—from the deputy sheriff investigating the crash site to the soccer mom driving by with kiddos in tow.

Speeding, impaired or distracted driving, and similar unsafe behaviors, coupled with uncontrollable factors such as inclement weather and mechanical problems, amplify the danger emergency service professionals face every day. How serious is the problem? According to NLEOMF data, 136 law enforcement



officers have been killed, and hundreds more have been injured, by motor vehicle strikes during the past decade.² The toll rises even higher when paramedics, firefighters, highway construction workers, HAZMAT teams, tow truck drivers, and other responders are added to the equation. In fact, the Emergency Responder Safety Institute (ERSI) estimates that an average of two emergency workers are struck and killed or injured on U.S. roadsides each day.

Slapped with hefty fines, violators often scoff when told "The law is for your own protection." However, statistics reinforce the fact that Move Over regulations are needed to reduce vehicle occupant fatalities. According to the National Highway Traffic Safety Administration (NHTSA), a total of 609 people—motor vehicle drivers and passengers included—were killed in roadside work and crash sites in 2012.³

Natural human curiosity, or "rubbernecking," is a major factor in secondary crashes that claim motorist lives. One such incident took place in 2012, when a Phoenix, Arizona, driver veered toward an emergency zone and braked to view a minor crash, causing a chain reaction that resulted in a separate crash involving a van, a fuel tanker, and a small passenger car. Two infants, ages 13 months and three weeks old, riding in the car died in the collision.

Spreading the Message

"It is better to prevent a crash than punish someone afterward. Everyone knows it is a good idea to pull over, but they still fail to do it. You can't make people aware of common sense."

– James D. Garcia

A poll sponsored by the National Safety Commission found that 90 percent of Americans believe traffic stops and roadside emergencies are dangerous for responders. However, the same study also revealed that nearly three-quarters of Americans—71 percent—have never heard of Move Over. Clearly, until all drivers are cognizant of the law, we will never achieve full compliance, even with rigid enforcement.

Regrettably, tragedies like the horrendous crash in Phoenix are often the most effective educational tool law enforcement agencies have for raising public awareness of Move Over regulations. “It is unfortunate that the best PR is death or injury,” Garcia said. “We should first take the opportunity to mobilize and support the victim’s family and then say to our community and state that deaths can be prevented. People need to know their role in the law.”

In December 2007, a spate of nonfatal crashes in which a Dane County, Wisconsin, deputy sustained minor injuries and four county squad cars were struck (one of which was totaled) while pulled over during an emergency led Sheriff David J. Mahoney to incorporate Move Over warnings within his agency’s news releases. Along with incident descriptions, the media releases reminded drivers to be aware of poor winter road conditions and to “pay attention, slow down, and Move Over if possible.” To the east on New York’s Long Island, Suffolk County Sheriff’s Office Lieutenant David Sheehan, a roadside crash survivor who recently retired after 27 years, helped raise awareness by participating in a series of local television interviews about his experience and how Move Over prevents others from being injured.

Arguably, the biggest hurdle law enforcement agencies must overcome is convincing drivers that the law exists to protect both vehicle occupants and emergency responders, not fatten county coffers. In Dane County, the sheriff’s office notified local media outlets, giving the public “fair warning” prior to launching enforcement campaigns and, once campaigns conclude, releases data gleaned from its enforcement activities. The agency also routinely disseminates videos and broadcasts safety reminders during radio prime drive time. “I believe these PSAs increase awareness and, thus, increase compliance. We have seen this in other areas outside Dane County, too,” Sheriff Mahoney explained. “We have had two serious crashes and a number of close calls here in Dane County. Every time it happens, we reinforce our Move Over message with the public.”

Enforcement

“Laws are only effective when enforceable.”
 – U.S. Department of Transportation
 Federal Highway Administration

Traffic Incident Management Quick Clearance Laws: A National Review of Best Practices (2008)

“There’s much more danger presented to us every day on a vehicle traffic stop from other passing motorists than there is from there being a gun in the car of the people we stop.”
 – Deputy Brian Grazidei
 Suffolk County Sheriff’s Office

Traffic crashes, mechanical breakdowns, and other roadway emergencies are unpredictable, making it difficult for law enforcement to preplan Move Over saturation patrols. Nonetheless, several sheriff’s offices have achieved success by

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partnering with other agencies to develop dual awareness-building/enforcement campaigns.

Interagency cooperation is particularly important in geographic areas where jurisdictions overlap. In Suffolk County, the sheriff’s office assists other area law enforcement agencies by taking responsibility for conducting Move Over enforcement. “We’re a community and we try to watch out for each

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other,” said Chief Deputy Michael Sharkey. When a district police officer effects a DUI arrest, a deputy sheriff might position his cruiser nearby to stop motorists who fail to slow down and change lanes, he noted. In turn, other government entities reinforce the sheriff’s efforts by building public awareness. For example, the New York Department of Transportation uses flashing highway message boards to remind drivers of the Move Over law. Although New York adopted this law just two years ago, awareness-building and enforcement activities are yielding positive preliminary results, according to Sharkey. “Before, it was rare that drivers moved over. We are seeing a noticeable difference now that the law is in effect.”

The Suffolk County Sheriff’s Office has also harnessed the power of the media to chronicle its Move Over enforcement efforts. This spring, reporters took part in a ride-along interview with Deputy Brian Grazidei, while videotaping a second deputy as he stopped and questioned violators. “Most of the motorists we pulled over were aware of the law but just said at the time they forgot,” said Grazidei. “Now that they got pulled over, they realized they didn’t do the right thing.” The video can be viewed online at <http://www.youtube.com/watch?v=4SuHn1rhfA8>.

The Dane County Sheriff’s Office safeguards emergency responders with a grant from the Wisconsin Department of Transportation. From a specially equipped three-quarter-ton pickup, Deputies Eric Novotny and Bill McGowan take shifts patrolling the “beltline,” a busy 20-mile stretch of State Highway 12/14, to assist stranded motorists, clear roadway debris, and when necessary, direct traffic. This program benefits both motorists and other local response agencies. “The corridor covers five municipalities. We can address a lot of issues without other agencies having to deal with them, which allows them to reallocate resources,” said Sheriff Mahoney. “Without our presence, emergency personnel would have to wait for law enforcement to arrive. Our deputy can initiate response, allowing for faster removal of hazards.”

Lifelong Learning

Ongoing training and education are not just for rookies! According to the NLEOMF, the average age of sheriff’s deputies and police officers killed in the line of duty is 39 years old,⁴ implying that complacency poses a greater threat than inexperience. Also, “Law enforcement officers care so much about helping citizens that they put themselves at risk,” explained NLEOMF Chairman and CEO Craig Floyd. “Too many law enforcement officers take the situation for granted and let down their guard.”

Safety experts encourage law enforcement agencies to implement standard operating procedures, making sure they comply with local, state, and national standards. In guidelines originally intended for firefighters but applicable to all first responders, the Emergency Response Safety Institute recommends that SOPs define minimum training requirements, vehicle inspection and maintenance procedures, safe positioning of vehicles,

traffic management areas, and command responsibilities and procedures.⁵ A useful blueprint for developing agency safety protocols is the ERSI’s Ten Cones of Highway Safety:

1. There is no substitute for training.
2. Multi-agency coordination and communication are a must. Unified command, jointly developed SOPs, and ongoing communication and review are essential.
3. Limit your exposure and time. Responders should work as quickly as is prudent and safe.
4. Give traffic plenty of warning. Use arrow boards, flares, orange cones, and detour signs whenever possible to alert drivers to your presence.
5. Protect the scene with on-site equipment. Position vehicles and heavy equipment to safeguard work crews.
6. Always work away from traffic and be aware of the traffic flow.
7. Be prepared to shut down the roadway. Shutdowns are an unpopular option as they create a domino effect on other roadways, especially residential areas. Designating preplanned detour routes may help ease congestion.
8. Be seen and not *hurt*. Flashing vehicle lights can obscure responders and temporarily blind drivers. Better options including illuminating the entire emergency scene and/or using arrow boards and reflective equipment and clothing.
9. Dress for the occasion. Comfortable reflective or fluorescent gear is essential.
10. Accountability matters. Each responder must do his or her part to ensure the team’s safety. Consider assigning one person the role of safety officer to coordinate emergency scene safety.

Keeping current on the latest scientific research into responder safety, and modifying SOPs accordingly, is also critical. One example is the 2009 U.S. Fire Administration and International Fire Service Training Association report, *Emergency Vehicle Visibility and Conspicuity Study*, which found that contrasting colors on public safety vehicles help civilian drivers spot roadway hazards and that fluorescent yellow-green and orange offer improved daytime visibility. Copies of this report and other research are available on the National Institute of Justice, Office of Justice Programs, webpage (<http://nij.gov/topics/law-enforcement/officer-safety/roadside-safety/Pages/increase-visibility.aspx>).

Training gives personnel the opportunity to review lessons learned from past incidents, as the following case study illustrates: In 2008, a North Carolina sheriff’s deputy and a volunteer assistant fire chief were killed after being struck by a tractor-trailer on a four-lane highway while responding to a motor vehicle collision. Seconds before these individuals were struck, a second deputy was injured when the tractor-trailer hit his patrol car at an estimated 50 mph. Investigators learned

that near-zero visibility conditions due to fog and smoke from a nearby military firing range were a contributing factor. An incident report later determined that the incident could have been prevented or its outcome less severe had the following measures been taken: 1. Ensure responders control traffic first before addressing the emergency. 2. Position emergency vehicles in a manner that protects work areas. 3. In low-visibility situations, the roadway adjacent to the incident scene should be completely shut down, even at low speeds, as traffic may not be able to see emergency personnel or vehicles in time to avoid hitting them.⁶

On the Horizon

Eighteen years ago, emergency responders risked their lives daily with limited legal recourse in cases of injury. Roadside response zones remain inherently dangerous, but today's responders are better protected thanks to the law enforcement professionals dedicated to promoting Move Over compliance.

Move Over laws continue to evolve as new scientific data on topics such as safe speeds and braking distances is uncovered. The definition of "emergency responder" is also becoming more comprehensive. This year, Maryland became the latest state to extend protection to vehicle recovery service providers (i.e., tow truck drivers), while Florida amended its law to include any state government vehicle, utility vehicle, or trash truck on the roadside. Today, tractor trailer drivers are also lobbying for inclusion. When statistical data becomes available, law enforcement professionals believe the numbers will reflect what they have already noticed in the field— Move Over awareness and enforcement efforts save lives. 🌟

Online Resources

AAA "Digest of Motor Laws" (<http://drivinglaws.aaa.com/laws/move-over-law/>)

Dane County Sheriff's Office (www.danesheriff.com)

Emergency Responder Safety Institute (www.responder-safety.com/Resources.aspx). Also available is a database, searchable by month and year, of first responders struck by motor vehicles (www.respondersafety.com/StruckBy.aspx).

"Emergency Vehicle and Roadway Operations Safety," U.S. Fire Administration, Federal Emergency Management (www.usfa.fema.gov/fireservice/firefighter_health_safety/safety/vehicle_safety/). Includes a link to the *2014 Emergency Vehicle Safety Initiative*.

"First Responder Roadside Vehicle Safety" National Highway Traffic Safety Administration (www.nhtsa.gov/Driving+Safety/Enforcement+&+Justice+Services/First+Responder+Roadside+Vehicle+Safety)

Forsyth County Sheriff's Office (www.forsythsheriff.org)
Move Over, America (www.moveoveramerica.com). Provides a link for posting a NHTSA Move Over PSA to law enforcement agency websites.

National Law Enforcement Officer Memorial Fund (www.nleomf.org)

National Safety Commission (www.nationalsafetycommission.com/traffic-safety/campaigns/move-over-america.html)

Suffolk County Sheriff's Office (www.suffolkcountyny.gov/sheriff/move-over.aspx)

(Endnotes)

1 National Safety Commission, Poll of Registered Voters, Mason Dixon Polling & Research.

2 "Causes of Law Enforcement Deaths," National Law Enforcement Officer Memorial Fund, www.nleomf.org/facts/office-fatalities-data/causes.html.

3 *Traffic Safety Facts 2012*, National Highway Traffic Safety Administration, U.S. Department of Transportation.

4 Craig Floyd, National Law Enforcement Officer Memorial Fund, interview.

5 "Safe Positioning While Operating In or Near Moving Traffic," Emergency Responder Safety Institute, www.respondersafety.com/downloadcategories/SOPs_SOGs.aspx.

6 *Best Practices for Emergency Vehicle and Roadway Operations Safety in the Emergency Services*, International Association of Fire Fighters, 2010.



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NSA, ICE BlackBox and the Humane Society partnering for Animals



The National Sheriffs' Association in partnership with ICE BlackBox and the Humane Society of the United States has launched a new feature within the ICE BlackBox app to report Animal Abusers.

This feature will allow anyone to use the app to record abusers in the act. When the video is submitted to the NSA, an agent funded by the Humane Society of the United States will go into action and alert the

local authorities, local county animal services to retrieve the animal and the district attorney to file charges. The process and procedures are currently being developed to make this initiative a very successful deterrent to Animal Abuse.

This is a big step to stopping animal abusers who, according to statistical data, eventually become abusers and killers of people.

For more information on the app and this feature, please visit NNW.org and ICEBlackBox.com.



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January 20, 2015

8:00 AM - 4:00 PM Legal Affairs Committee
Room: Senate (L Level)

January 21, 2015

8:00 AM - 4:00 PM Conference Registration
Room: Capitol Registration B (B Level)

8:00 AM - 4:30 PM Legal Affairs Committee
Room: Senate (L Level)

9:00 AM - 12:00 PM LinX Regional Governance Meeting
Room: Grand Ballroom, Salon III
(B Level)

1:00 PM - 4:00 PM Homeland Security Committee
Room: Grand Ballroom, Salon IV
(B Level)

1:30 PM - 3:00 PM Seminar #1 - DEA
Room: Congressional (L Level)

4:00 PM - 5:00 PM NSA Executive Committee Meeting
Room: Senate (M Level)

6:00 PM - 7:30 PM NSA Welcome Reception - hosted by
NSA President John Aubrey, Jefferson
County, KY
Room: Capitol Ballroom, Salon A-G
(B Level)

January 22, 2015

8:00 AM - 4:00 PM Conference Registration
Room: Capitol Registration B (B Level)

8:00 AM - 10:00 AM Exhibits Set-up
Room: Grand Ballroom, Salon I/II
(B Level)

9:00 AM - 10:00 AM Plenary Session
Room: Grand Ballroom, Salon III
(B Level)

9:00 AM - 5:00 PM International Association of Directors of
Law Enforcement Standards & Training
(IADLEST) Executive Board Meeting
Room: State (M Level)

10:00 AM - 12:00 PM Spouses Lounge
Room: Presidential Suite (Room 1231)

10:00 AM - 2:00 PM Exhibits Open
Room: Grand Ballroom, Salon I/II
(B Level)

10:00 AM - 11:00 AM Coffee Break in Exhibit Hall
Room: Grand Ballroom, Salon I/II
(B Level)

11:00 AM - 1:00 PM Chaplains Committee
Room: Commerce (M Level)

Crime Victim Services Committee
Room: Capitol Ballroom, Salon E
(B Level)

Jail, Detention and Corrections
Committee
Room: Grand Ballroom, Salon IV
(B Level)

11:30 AM - 1:00 PM Seminar #2 - Animal Cruelty and
Fighting in the Spotlight
Room: Congressional (L Level)

12:00 PM - 2:00 PM National Service Associates, Inc.
Board of Directors
Room: Longworth (M Level)

1:00 PM - 2:00 AM Coffee Break in Exhibit Hall
Room: Grand Ballroom, Salon I/II
(B Level)

1:00 PM - 4:00 PM Endorsements/Marketing Committee
Room: Treasury (M Level)

2:00 PM - 4:00 PM Court Security, Transportation of
Prisoners and Civil Process Committee
Room: Capitol Ballroom, Salon D
(B Level)

Crime Prevention/Private Security
Committee
Room: Capitol Ballroom, Salon E
(B Level)

Immigration and Border Security
Committee
Room: Capitol Ballroom, Salon F
(B Level)

3:30 PM - 5:00 PM Seminar #3 - Safeguarding Children of
Arrested Parents
Room: Congressional (L Level)

January 23, 2015

8:00 AM - 4:00 PM	Conference Registration Room: Capitol Registration B (B Level)	10:30 AM - 12:30 PM	Indian Affairs Committee Room: Capitol Ballroom, Salon E (B Level)
8:00 AM - 12:00 PM	Exhibits Open Room: Grand Ballroom, Salon I/II (B Level)		Special Operations Committee Room: Commerce (M Level)
8:00 AM - 9:00 AM	Coffee Break in Exhibit Hall Room: Grand Ballroom, Salon I/II (B Level)	1:00 PM - 2:30 PM	Seminar #5 - Autism and Aspergers Syndrome: Recommendations for Law Enforcement on How Best to React Room: Congressional (L Level)
8:00 AM - 10:00 AM	Domestic Violence Committee Room: Capitol Ballroom, Salon G (B Level)	1:00 PM - 3:00 PM	NSI, Education and Training Committee Room: Grand Ballroom, Salon IV (B Level)
	Governmental Affairs Committee Room: Grand Ballroom, Salon IV (B Level)		Reserve Law Enforcement Committee Room: Hart (M Level)
	Traffic Safety Committee Room: Capitol Ballroom, Salon E (B Level)		Youth Programs and Juvenile Justice Committee Room: State (M Level)
8:30 AM - 10:00 AM	National Coalition on Violence Against Animals (NCOVAA) Executive Committee Room: Commerce (M Level)	2:00 PM - 3:30 PM	Awards Committee Room: Independence (B Level)
10:00 AM - 6:00 PM	National Coalition on Violence Against Animals (NCOVAA) General Meeting and Roundtables Room: Grand Ballroom, Salon III (B Level)	3:30 PM - 5:00 PM	Seminar #6 - Biometrics: Human Recognition Technology for Law Enforcement Room: Congressional (L Level)
9:00 AM - 12:00 PM	International Association of Directors of Law Enforcement Standards & Training (IADLEST) Executive Board Meeting Room: State (M Level)		CJIS Committee Room: Commerce (M Level)
10:00 AM - 11:00 AM	Coffee Break in Exhibit Hall Room: Grand Ballroom, Salon I/II (B Level)		Global Policing Affairs Committee Room: Capitol Ballroom, Salon B/C (B Level)
10:00 AM - 11:00 AM	Seminar #4 - Juvenile Justice Reform: More Public Safety, Better Youth Outcomes – PEW Charitable Trust Room: Congressional (L Level)		Membership Committee Room: Treasury (M Level)
10:30 AM - 12:30 PM	Drug Enforcement Committee Room: Capitol Ballroom, Salon D (B Level)	4:00 PM - 5:00 PM	Constitution and Bylaws Committee Room: Russell (M Level)
		5:00 PM - 6:00 PM	Pegasus Meeting Room: Capitol Ballroom, Salon E (B Level)

January 24, 2015

- 8:00 AM - 4:00 PM Conference Registration
Room: Capitol Registration B (B Level)
- 9:00 AM - 4:00 PM NSA Executive Committee, Board of Directors and Past Presidents (Joint meeting with Committee of Presidents and State Executive Directors for first hour)
Room: Grand Ballroom, Salon III (B Level)
- 9:00 AM - 4:00 PM Committee of Presidents and State Executive Directors (Joint meeting with NSA Executive Committee, Board of Directors and Past Presidents for first hour)
Room: Grand Ballroom, Salon IV (B Level)
- 11:30 AM - 12:00 PM Photo Session - 2014-2015 NSA Executive Committee, Board of Directors and Past Presidents, and Committee of Presidents and State Executive Directors
Room: Grand Ballroom, Salon II (B Level)
- 12:00 PM - 1:15 PM Luncheon for NSA Executive Committee, Board of Directors and Past Presidents, and Committee of Presidents and State Executive Directors
Room: Grand Ballroom, Salon II (B Level)
- 6:00 PM - 8:00 PM President's Reception, hosted by NSA President John Aubrey, Jefferson County, KY
Room: Penn Avenue Terrace (L Level)

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FLETC Glynco Employees Volunteer for Local Search and Recovery Efforts

*By Alicia Gregory, Public Affairs Specialist
U.S. Department of Homeland Security
Federal Law Enforcement Training Center*



A great deal of time and effort goes into ensuring public safety, and in today's economy, volunteers are a key asset in providing these vital services. Staff members at Federal Law Enforcement Training Centers (FLETC) Glynco site are contributing their time and expertise volunteering in support of the local search and recovery squad. The partnership between law enforcement agencies, the community, and volunteers influences the success of recovery operations.

"Volunteers are called out an average of four to five times a year," explained Buddy Webb, equipment specialist at the FLETC. "We are lucky that the folks here are given support from the leadership to take on these requests for help. In most cases our job is recovering evidence from a crime or finding bodies in a drowning."

Webb is one of five FLETC staff members who volunteers on the Glynn County Search and Recovery (SAR) team. Webb and automotive mechanic Howard Henderson are divers. Randy Cochran, supply technician; Shornden McCloud, instructor; and Dianne Ranne, visual information specialist, are team members. The Assistant Chief of the team is Jerry Youngblood, fleet management specialist. There are 27 members, 6-7 of whom are core team members, who perform weather-related, and crime-scene search and recovery operations. There are a

group of non-paid volunteers who come together in a time of need for the local community.

The team started out as the Brunswick – Glynn Rescue Squad in 1957. The name was changed to Search and Recovery team in 1993. Since its inception, the Glynn Brunswick Civil Defense and Glynco County Emergency Management had oversight until 1999, when the Glynn County Police Department took the group under its wing. It falls under the leadership of Jay Wiggins, a captain at the Glynn County Police Department and the Director of the Glynn County Emergency Management Agency.

"We work directly for him on a volunteer basis," explained Youngblood. "When he needs our assistance, he will contact the Chief of the SAR and me via phone. Once I gather the information, I will text the other volunteers or have the 911 center put out a request. I let them know the time and place to meet, and give a briefing of what we are doing once we all gather. I always keep in contact with their every move."

Youngblood said that his main duties are to oversee the operations and to ensure that all squad members are working in a safe environment and have the tools and equipment they need to perform their mission. The group is minimally funded at \$300 a year, so money for much of the fuel, gear (such as flash



lights, gloves, and boating equipment) and repairs to equipment comes out of the volunteers' own pockets.

Search and recovery is different from search and rescue efforts, where there is hope for a successful outcome to a tragedy. When search and recovery volunteers arrive, it is because efforts for a rescue have been abandoned. These types of incidents are difficult for obvious reasons. However, there are still many volunteers who are willing to spend their time helping. Even though the recoveries are difficult they do provide some measure of comfort for mourning families.

"If it was my family member, I would want that closure," said Henderson. "It is hard to have that without finding the body." Henderson said he has participated in the heartbreaking task of looking for children. "This job pretty much sticks with you."

One of the major reasons both Webb and Henderson volunteer is the chance to give back to the community. Each man also has a different personal motivation, but the outcome is the same – to help in any way they can.

In general, volunteers come from a variety of backgrounds. Most are employed and are simply looking for an opportunity to not only help others by sharing their unique abilities, but also learn new skills.

Volunteers are frequently required to search not only for drowning victims, but also for missing objects underwater. Underwater searching by divers is time consuming and can be very dangerous depending upon water depth, visibility, currents, and underwater obstructions.

Volunteers are taught to perform different search patterns with the help of ropes and compasses, and to plan search and recovery operations as a team. According to team members, the painstaking process involves outlining a small area, searching one small step at a time. Once the search of that immediate area is conducted, the line moves one step forward again.

The team must search and cover selected areas, keeping an eye out for evidence, things out of place, or personal effects. Anything that could be considered out of place is collected, then bagged and tagged as evidence. The team then covers the entire area again from a different direction, to ensure nothing was missed.

"Attending to the pain and suffering of those loved ones is our priority in these situations," noted Youngblood. "If we can bring closure to a mother, father, sister, brother, then we know we have done our best."

Often the search area is large because there are no eyewitnesses or the eyewitnesses cannot accurately identify the place where the drowning victim or object was last seen. Large areas are often impossible to effectively search with traditional techniques, and consequently, searches are terminated after several days and recovery is left to chance.

"It's a tough decision for the divers," stated Webb. "There's nothing we want more than to bring closure to the family, all the officers involved, and the community."

The team has received numerous commendations from the city and county for their work. Over the years, FLETC staff received certificates of appreciation from the leadership at Fort Stewart, the U.S. Coast Guard, and other agencies for their volunteer search and recovery efforts.

"There have been many times over the years that I have called on the team and woke them up in the middle of the night for help," said Wiggins. "I could not perform my job if it wasn't for the volunteers on the search and recovery team."

Alicia Gregory is a Senior Public Affairs Specialist in the FLETC Protocol and Communications Office. She arrived at FLETC in 2005, after serving as the U.S. Army Corps of Engineers, Charleston District's public affairs officer. Gregory has more than 20 years working in the public affairs field and has an extensive background in internal communications, and community and media relations. She is a graduate of the Defense Information School in Fort Meade, Maryland. Gregory has a Bachelor of Business Administration from South University. 🌟

The National Sheriff ' Association has launched the National Law Enforcement Center on Animal Abuse (NLECAA)



By Kaema Akpan, Directing Attorney, National Law Enforcement Center on Animal Abuse, National Sheriff ' Association

Reports of animal cruelty and officer-do encounters appear in the news on almost a daily basis and those are only the instances that are reported. With the rise in animal abuse crimes and increase in officer-anima encounters, the need for greater law enforcement understanding of animal cruelty and animal behavior is more apparent than ever. Awareness and understanding of the nature of animal abuse is imperative in creating safer communities due overwhelming scientific research demonstrating the close relationship between animal cruelty and other types of crimes, including interpersonal violence, property crimes, and drug offenses

Law enforcement officer play a unique role in the prevention of, and response to, animal abuse. As a result, steps are currently being taken by law enforcement to better protect communities from animal cruelty offenders Last month, FBI Director James Comey signed off on the inclusion of animal cruelty offenses in the Uniform Crime Report (UCR). It's the first time animal cruelty data will be included in federal crime reports and it affirm at high levels of law enforcement, that animal cruelty is a serious crime.

Recognizing the serious nature of animal cruelty crimes and implications to public safety the National Sheriff ' Association founded the National Law Enforcement Center on Animal Abuse. NLECAA was created to serve as an information clearinghouse and forum for law enforcement on animal abuse issues, including the link between animal cruelty and other crimes, and officer-do encounters. The goal of the center is to provide law enforcement with the resources to develop a better understanding of animal cruelty and animal behavior. By having a greater understanding of animal cruelty, law enforcement office with have the tools to be proactively involved

in the prevention of animal cruelty and enforcement of animal abuse laws.

A variety of state and local resources, including animal cruelty and protection laws, best practices, and training opportunities with be available through NLECAA.

An important aspect of the center will be resources to better understand animal behavior and deal with canine encounters. Dog shootings by law enforcement office are on the rise and with that comes potential erosion of public trust. The e is a strong likelihood that a law enforcement office will encounter

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a dog when responding to a home. It is important that law enforcement officer understand animal behavior to ensure, both, the safety of the office and the safety of the animal. With NLECAA, Law Enforcement officer will have access to a variety of state, local and national resources designed to aid in understanding animal behavior and non-lethal options.

With the assistance of local and national partner organizations like the Humane Society of the United States, American Humane Association, Animal Legal Defense Fund, Animal Welfare Institute, Association of Prosecuting Attorneys, National Animal Care & Control Association, National Canine Research Council, National Children's Advocacy Center, National District Attorney's Association, National Link Coalition, Native America Humane Society, Th George Washington University Animal Law Program, The Michigan State University Animal Legal and Historical Center, and the University of Florida Maples Center for Forensic Medicine law enforcement officer across the nation will have access to resources that will help in the fight against animal cruelty and increase public safety.

Th National Law Enforcement Center on Animal Abuse can be accessed at www.sheriffs.org/nlecca. ★

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Victoria County Sheriff's Office K9, Rocky

By Lt. Thomas isman, Victoria County Sheriff's Office Texas



On September 16, 2013, Rocky, a 9-year-old Belgian Malinois K-9 office was lost to complications from a degenerative medical condition he had fought for over two years. Rocky was a dual-purpose K-9 who joined his handler and partner Corporal Craig Kirkpatrick at the Victoria County Sheriff's Office in Victoria, Texas in 2008. He was used for narcotics detection, tracking, suspect apprehension and office protection.

During his service with the Victoria County Sheriff's Office Rocky assisted Craig in the seizure of over \$7.3 million worth of illegal narcotics and US Currency. The team also made 136 arrests and captured many assault weapons, weapon accessories and body armor used by criminals. Rocky and Craig had also been recognized by the National Narcotic Detector Dog Association. In 2011 Rocky and Craig placed 1st at the NNDDA National competition in West Columbia, TX. Rocky also won 1st for Top Belgian Malinois, 1st for team competition and received the Bark, Bandit, Trooper award. In Vicksburg, MS in 2012, they placed 3rd at the NNDDA Nationals and 1st for Top Belgian Malinois.

Rocky's handler Corporal Kirkpatrick stated, "Rocky was not only a loyal partner and Office , he was also able to deter many types of criminals while remaining a trusted and loved member of my family. He will be sorely missed and never forgotten."

Statistics

The statistics of Rocky's service from 2008 until End of Watch follow:

- Number of Significant seizures: 33
- Sight Arrests: 136
- Marijuana: 2,280 LBS (Street Value \$1,824,000.00)
- Cocaine: 57.4 Kilos (Street Value \$3,726,235.00)
- Meth: 9.2 Kilos (Street Value \$770,000.00)
- Heroin: 1.44 Kilos (Street Value \$129,600.00)
- MDMA: 1500 Tablets (Street Value \$22,500.00)
- Crack Cocaine: 13 Grams (Street Value \$1050.00)
- US Currency: \$890,514.00
- Over 20 assault rifles, bullet proof vests and assortment of illegal accessories.

Total of US Currency and street value of narcotics \$7,364,399.00

Memorial Service Planning and Execution

Soon after Rocky's passing, the Sheriff determined it would be best to cremate his remains. This was done for the Sheriff's Office at no charge by the Dorothy O'Connor Pet Adoption Center.

As soon as Rocky's death was announced to the community several groups/individuals stepped forward to provide donations for a replacement K9.

A local funeral home, Rosewood Funeral Chapels, was approached for input into the service but the staff there took it upon themselves to become active participants in this effort.

Before the ceremony was done, Rosewood and their staff had provided all of the following:

- A framed portrait of Rocky that was at the service and will hang in the Sheriff's Office as a memorial. Several smaller keepsake versions of this portrait were also provided to Rocky's handler for distribution at his discretion.
- 150 professionally developed programs for the event as well as specialty programs for the participants listing their cues to act.
- A memorial floral wreath from McAdams Funeral Florist, a local florist that specializes in funeral arrangements.

Excavation of the Burial Location

Jones Family Monuments was contacted for development and planning of the final monument to be placed over Rocky's remains. The planning went through several iterations and various configurations before the final plan was developed. This plan is to be carried out in similar fashion in any future K9 burials at the Victoria County Sheriff's Office. It calls for:

- The cremated remains of the K9 Office to be sealed in a vault that is then encased in cement under the memorial stone in a "green" area in front of the Sheriff's Office.
- The memorial stone is a 28"X18" cut grey granite laid level with the greenery. It has an opening in the center through which the urn was placed in the vault during the ceremony. Special care had to be taken to ensure:
 - The urn fit in the vault,
 - The vault fit in the excavation,
 - The urn could be placed and sealed in the vault through the opening in the stone, and
 - The bronze plate would completely conceal the opening in the stone once set.
- The stone is then capped by a 24"X14" Bronze marker bearing:
 - The Sheriff's Office's seal centered.
 - Rocky's name and K-9 status listed at the top.
 - Rocky's dates of birth and death below his name but above the Sheriff's Office seal.
 - Rocky's date of first watch and end of watch bracketing the Sheriff's Office seal.
 - "Partner of Cpl. Craig Kirkpatrick" centered at the bottom.

Jones Family Monuments included both preparation of the site and final sealing of the site in their quote for the job. Those tasks included:

- Placing the vault in the burial plot on dry cement powder for the proper height.
- Placing the stone in a temporary fashion for the funeral service and having the bronze plate standing immediately to the rear of the stone.
- Returning after the service to:
 - Activate the dry cement under the vault.

- Set the vault and seal it, then encasing it in cement.
- Permanently setting the stone above the site.
- Permanently affixing the bronze plate to the top of the stone.

The ceremony took place at 1100hrs on 22 May 2014. The chronology of the event follows:

- 0900 hrs – Initial set up in front of Sheriff's Office began, including preparation of the burial site which had been excavated on 20 May.
- 1030hrs – Street in front of Victoria County Sheriff's Office was blocked so folding chairs could be set up in the street and guests could gather for the service.
- 1055hrs – Bagpiper, Dan Sheppard, began playing solemn hymn to set mood of service and prepare attendees for event.
- 1100hrs – Sheriff T. Michael O'Connor made opening remarks from the podium set in front of the Sheriff's Office
- Retired Captain Abel Arriazola gave an opening invocation.
- Lt. Gary Lytle (the former supervisor of Cpl. Kirkpatrick and Rocky) was guest speaker and shared both poignant and humorous stories about Rocky.
- All Office were called to Attention and Present Arms.

- The US and Texas flags that fly in front of the Sheriff's Office were lowered to half mast by two members of the VCSO Honor Guard. The flags remained lowered until morning of the next day.
- The Bagpiper played "Amazing Grace" as fellow K9 Officer, Randall Branecky, carried the urn containing Rocky's remains from a covered table in front of the service to the gravesite. There, he took a knee and placed the urn through the stone, into the vault and returned to his seat.
- Two members of the VCSO Honor Guard who had been standing on station behind the grave throughout the ceremony lifted the bronze plate and placed it over the opening in the stone.
- One of those Honor Guard members returned to post at the grave while the other took a pre-folded Texas flag from the table that had originally also had the urn on it and presented the flag to Cpl. Kirkpatrick before returning to post at the grave.
- As the bagpiper faded into the background, Taps was played live by Charles Hauboldt.
- All Office were called to Order Arms and Parade Rest.
- Sheriff O'Connor shared a few personal stories of Rocky and made closing remarks before all attendees dispersed.

K-9 Burial Protocol – "The Rocky Protocol"

Purpose of Protocol

K9 units have been used in civilian, law enforcement and military applications for almost as long as dogs have been domesticated. Many who work with K9s in a variety of capacities understand that it is a tragic oversight that these selfless and loyal soldiers, officers rescuers and partners are often overlooked by the communities they serve as well as the agencies and organizations that employ them. No human counterpart goes home with their partner, becomes part of the family or is expected to give up their life for their partner, but K9s do this daily, often without any more recognition than any other field asset. This document is an attempt to create a protocol to bring some level of uniformity in honoring these trusted companions when they finally end their vigilant watch over our lives and freedoms. These protocols are guidelines only.

If an agency chooses not to honor their fallen K9s, the memorial process could certainly be undertaken by the handler themselves, any interested group or the community at large. In all cases, the handler's wishes should be taken into consideration before a final plan is determined. In all cases, the public

should be made aware of the loss and the plans to honor the fallen. It is remarkable to note how much may be donated to the cause by members of the community who respect service animals and will contribute funds, supplies or services to aid in honoring a fallen K9.

Definition

- Active Duty Death: When a K9 who is still a working asset dies outside of their normal duties due to injury or conditions not related to their assignment in any way.
- Line-of-Duty Death: When a K9 dies due to injuries sustained while actively performing their duties. This is regardless if the death is due to assaultive actions of criminals/soldiers or incurred accidentally due to the chaos of the situation sometimes called the "fog of war."
- Post Duty Death: When a K9 who has been formally retired from service dies for any reason.

Burial Types

- K9s may be interred intact or cremated as directed by either the handler or agency policy.
- All K9s should be interred (even if cremated) to reduce the likelihood of intentional or accidental desecration of their remains unless the handler or employing agency has determined an appropriate place to scatter their ashes.
- If cremation is chosen, this process should be handled as soon after death as possible. Veterinarians, Pet Adoption Office or Animal Shelters may provide this service locally.
- If intact burial is chosen, the remains should be first enclosed in some form of casket and burial should take place as quickly as possible. If there is any question as to burial timeframe, cremation should be seriously considered.

Honors Bestowed

Honors bestowed on K9s are often comparable to their human counterparts. Any K9s suffering “Post-duty” deaths as defined above may be exempted by their agencies from receiving full honors, although this is discouraged. Any or all of the following guidelines may help in determining which is appropriate for your office, agency or organization.

Honor Guard

Honor Guard members shall be used if at all possible. Their roles may include, but are not limited to the following:

- Guarding the body/ashes until burial/scattering.
- Guarding the gravesite until ceremony conclusion (if applicable).
- All aspects of flag control, movement and/or presentation.
- Gun Salute duties.
- Taps or other music if this is normally handled by Honor Guard at your agency.
- Escort duties to the handler and/or their survivors if needed.

Pall Bearer(s)

Pall Bearer(s) are to be at the discretion/approval of the K9 handler or the handler’s survivors. Recommendations may be made by the employing agency.

It is recommended that the handler or their survivors not act as pall bearers unless they specifically request that responsibility.

If the choice is left to the employing agency, pall bearers will normally be Honor Guard members or other K9 handlers if possible.

Flags

Flags on a permanent flagpole at the main office and/or location of burial shall be lowered to half-mast during the ceremony, beyond that is at the discretion of the controlling party.

Flags not on a permanent flagpole shall be attended by an honor guard member unless presented to another for safekeeping.

The remains of the fallen may be draped in a flag or have a flag displayed near the remains during the ceremony to honor the fallen:

The flag shall be the flag of the state for local and state agencies or the flag of the country for all federal agencies.

The flag shall be folded properly by an honor guard member before or during the ceremony.

The flag shall be presented to the K9’s handler or the handler’s survivors by an honor guard member using appropriate protocols.

A shadowbox may be provided to the flag recipient at the discretion of those hosting the ceremony.

21-Gun Salute

A 21-gun salute is reserved only for those K9s who died “Line-of-Duty” deaths as defined above.

This salute is performed in a normal military fashion:

Seven Honor Guard members with rifles containing 3 blank cartridges each.

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Taps

It is both permissible and appropriate at all ceremonies for a fallen K9 to have “taps” played live on a bugle or from a recording.

Ceremony Progression

1. Immediately upon death of the K9, local administrators should be notified to start this process.
2. At least two persons should be assigned to coordinate efforts for a memorial service.
3. Preparation of the body/ashes should begin as soon as possible (after any necessary investigative processes are complete).
4. The local media should be notified of the loss and plans for memorial service through a formal press release.
5. Funding budget and process must be decided before any substantive efforts can be completed.
6. Quotes must be obtained for both prices and time-frame for any supplies or services as soon as possible so the date of the ceremony can be set. These will include
 - Flags (if need to be purchased)
 - Memorial site as needed. May include any or all of the following:
 - Permits/permissions if needed to scatter ashes.
 - Excavation permission (Also check with 811 well in advance of any excavation).
 - Burial urn or casket.
 - Vault or mausoleum location. (verify fit and size of all components).
 - Headstone or memorial stone and/or bronze plate. (verify style, fit and size of all).
 - Permits to block road, hold gathering or have procession (if applicable).
 - Floral Arrangements.
 - Clergy, Guest Speakers, Officials Honor Guard members, Musicians (Bugler, Bagpiper, etc.).
 - Printing of Programs, Portraits or any other professional printing or artistry needed.
 - Sound system if needed for the event.
 - Additional seating if appropriate for the venue.
7. Once the preparation time of the above considerations have been established, the date can be set.
8. Considerable care needs to be taken to coordinate the efforts of all of the above so that items that have prerequisite steps are not delayed due to poor planning.
9. A list of employees, guests, media, etc. to be invited needs to be generated along with current contact information and a time frame set to notify all parties of the event. One person should be responsible to make sure that all parties are notified in a timely fashion. This notification shall include any dress code requirements.

10. On the day of the ceremony, the order of events is up to the hosting group. Traditionally, services such as this progress as follows:

- Welcome/Introduction
- Invocation
- Guest Speakers / Attendee comments
- Lowering, folding or presentation of flag
- Burial or commitment of remains
- “Gun salute” and/or “taps”
- Closing remarks

“K9 Promise”

My eyes are your eyes,

To watch and protect you and yours.

My ears are your ears,

To hear and detect evil minds in the dark.

My nose is your nose,

To scent the invader of your domain.

And so you may live,

My life is also yours.

Author-Unknown



NSA Launches Neighborhood Watch NOW!

National Neighborhood Watch

A Division of the National Sheriffs' Association



National Neighborhood Watch – A Division of the National Sheriff ' 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 Sheriff ' Association.

USAonWatch was begun in 1972 with funding in part by the National Sheriff ' 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.

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- NEW Next Generation Law Enforcement Portal to deter crime and increase officer safety
- NEW Street Signs and Yard Signs that will protect your neighborhood
- NEW Neighborhood Watch Website –

www.nnw.org



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

www.nnw.org

Next Generation Neighborhood Watch Now – Mobile App Powered By Ice Black Box

Neighborhood Watch NOW is the next generation in community crime defense. With this new tool, watch members can record evidence to a secure server via the ICE BlackBox mobile app. These recordings are visible on the Neighborhood Watch Now Portal. Emergency recordings can notify your emergency contacts and local watch captain. Eventually, participating law enforcement agencies will have the ability to see these recordings when the Call 911 button is pressed. Imagine having law enforcement dispatched within seconds to your emergency while you are explaining your emergency to the 911 operator. This system is not a replacement for 911 services, rather an advance notice to law enforcement to respond faster and to increase deputy/office safety.



Powered by  ICE Black BOX

Long Live Neighborhood Watch!

By Janet Hawkins



JOHN D. FOX
PHOTOGRAPHY

Why do some Watches thrive while others flounder One key to success is strong management that is willing to listen and embrace change.

Rice and three-tiered wedding cake aside, Neighborhood Watch is much like marriage. Both unions begin with pledges of commitment through health and infirmity, through times good and bad, and the success of both depends on fulfillment of this promise. However, whereas adversity tends to strain marital bonds, it fosters solidarity within crime watch groups

intent on correcting a common problem. Conversely, while newlyweds dream of Mayberry and picket fences, crime watch groups tend to grow complacent, or even go dormant, once turbulence dissipates.

Many neighborhood crime watches operate in a cyclic fashion, as illustrated here: A crime is committed => residents rally to form a watch group => the group tackles the problem => member interest wanes. As soon as new crime or quality-of-life issues crop up, the cycle repeats—*ad infinitum*. The flaw of this knee-jerk approach is that it only *delays*, rather than *prevents*, future criminal activity. As leaders, we should, instead, view Neighborhood Watch as a long-term commitment that requires nurturing “in both sickness and in health,” to ensure neighborhood well-being and to prevent that next burglary—or worse—from happening.

At the helm of every Watch group, there should be proactive individuals who listen carefully and who anticipate and accommodate changing community priorities. Detailed below are key concepts decision-makers must address to lead their Neighborhood Watch groups forward and a profile that illustrates one long-serving group’s approach to crime prevention and community-building.

Maintenance vs. Management

First, good leaders must recognize that maintenance and management, while not mutually exclusive, are distinct but equally important tasks. *Merriam-Webster* define the verb *maintain* as “to keep in an existing state; to preserve from failure or decline” and its cousin *manage* as “to handle or direct with a degree of skill as to exercise executive, administrative, and supervisory direction of.” As applied to crime prevention, these two interdependent and fundamental responsibilities are essential at every phase along the Neighborhood Watch timeline.

When establishing a new Watch, organizers are advised to follow five basic steps (summarized below) that appear in the oft-cited *FBI Law Enforcement Bulletin* report, “Neighborhood Watch: A Leadership Challenge”:

- Map out strategies that address the problems in a given area. Identify ways to deal with crime patterns.
- Build a partnership between law enforcement personnel and residents.
- Assess neighborhood needs.
- Select and train an active body of volunteers who are led by organized and motivated leaders.
- Develop meaningful projects.¹

Maintaining an active Neighborhood Watch requires skilled management. A strategy experienced leaders use to promote long-term health is to periodically revisit all five steps, making adjustments as member interests dictate. Whether a group was formed yesterday or is celebrating its third decade, this approach allows leaders to identify, or even anticipate, changes in local crime patterns and community needs (Steps 1 and 3).

Step 2 is equally important because, as Baker notes, law enforcement and residents often are focused on different issues. For example, neighbors may be concerned about bicycle theft or graffiti which, while illegal, are minor from the standpoint of a police department attempting to solve a homicide or appre-

hend gang kingpins. Maintaining an open, two-way dialogue keeps both crime prevention officer and residents current on hot-button issues and encourages them to collectively decide which problems to address and how.

Rolling with the Changes

The final two steps apply to our most valuable resource—the dedicated cadre of volunteers who are the backbone of Neighborhood Watch. Effectively managing volunteers requires an understanding of both psychographic (e.g., personality, values, lifestyles) and demographic (e.g., population increases or decreases) trends. For example, the United States Census Bureau has reported that 35.9 million people—11.7 percent of the U.S. population—moved to different residences between 2012 and 2013.² Such mobility poses a constant challenge to Neighborhood Watch leaders, who must recruit and train new members to replace volunteers who move away.

Regrettably, it is a well-documented fact that communities most in need of Neighborhood Watch programs are the one that find it hardest to keep them. People who live in economically distressed areas often have limited time to contribute due to odd work hours or multiple jobs. Individuals living in crime-ridden neighborhoods may shy away from participation due to lack of trust, or the fear of victimization or retaliation may keep them from interacting with fellow residents.

Like recruitment, member retention is a never-ending task because, even among long-time residents, interest may wax and wane as job-, health-, and family-related issues take precedence over Neighborhood Watch involvement. Without enthusiastic, organized leadership, Watch members may be uninspired to participate or quit out of frustration. Leaders can motivate volunteers to remain active by developing meaningful new neighborhood enhancement projects and events, keeping in mind that *meaningful* signifies different things to different people.

Blogger Melissa Fenn of Get Connected, an Erie-based nonprofit that matches volunteers with organizations, offer additional tips for retaining volunteers. First, organizers should strive to understand why volunteers choose to serve Neighborhood Watch—Are they passionate about crime prevention, looking to acquire professional skills, or hoping to meeting new friends? Next, leaders should take time to brief volunteers on group policies and procedures, dress code, required time commitment and responsibilities, and other pertinent topics. Good managers also encourage volunteer feedback, which according to Fenn, strengthens group cohesiveness by revealing frustrations and concerns before they fester. Additionally, member feedback introduces fresh perspectives and may open doors to increased volunteer responsibilities.

Finally, Fenn stresses that Neighborhood Watch leaders should remember to express their thanks verbally, at special member appreciation events, in newsletters, or via social media. After all, even the most altruistic of volunteers needs to know his or her contribution is valued.³

All-Inclusive Membership

High school hallways are not the only places “mean girls” (or boys, for that matter) hang out. Cliques natural exist in every organization and, while most professional adults do not purpose-



Case Study: East Bayfront Neighborhood Watch

Established in 1993, the East Bayfront Neighborhood Watch covers 25 city blocks directly east of and adjacent to downtown Erie. Mary Orsini, owner of Orsini's Corner Market, a popular local gathering place, founded the group in response to customer complaints about a wave of juvenile crime that threatened the area. Soon after, neighbors Del Birch and Joe Koehle joined Orsini as co-coordinators. A group of 40 to 60 resident volunteers initially met monthly at St. Hedwig's Church and, working in conjunction with law enforcement over the course of the year, identified the perpetrators. Five neighborhood teens guilty of garage and vehicle break-ins, trespassing, and other residential crimes were arrested and sentenced to detention.

Not satisfied with simply discouraging criminal behavior, the East Bayfront Neighborhood Watch regarded this early victory as a stepping stone to further neighborhood enhancement. Birch attributes the group's two decades of successful diversification to good leadership and communication. "One of the things we did right early on was to communicate with everybody. It was a matter of really establishing our Neighborhood Watch as a positive force in the community," he explained. "We decided to be progressive and proactive instead of reactive."

The East Bayfront Neighborhood Watch quickly earned the respect of local government and civic leaders thanks to self-sufficiency, a "can-do" attitude, and esprit de corps. "Instead of complaining to the media or going to the city and saying 'Do this for us,' we would say 'Here's our idea, can you help us?'" said Birch. "The city made significant investments in us when they saw that community members were taking ownership of their neighborhood." Early group projects included establishing an annual cleanup and an "Adopt a Park" project to revitalize Nate-Levy Park, a popular recreational space with tennis and basketball courts. The Erie city government recognized this accomplishment by installing new playground equipment at the park, and Watch volunteers today maintain and protect this investment by trimming trees and removing trash.

When a series of murders took place in East Bayfront during the 1990s, Watch leaders reminded members to call and thank police investigators for their service, and neighbors provided fresh pumpkin bread and beverages to officer mapping out the crime scene. The group continues to support law enforcement by finding grassroots solutions to persistent, hard-to-enforce problems. "We know we can't address absentee owners or "slum lords," but we can take care of litter and encourage neighbors to cut the grass and clean up vacant lots," explained Birch. "Residents have continued to take ownership, and we have good code enforcement in Erie, so we see results. It is a matter of empowering people."

The group also enjoys a productive relationship with corporate and nonprofit partners. In 1998, two neighborhood-based employers, the Erie Insurance Group and the University of Pennsylvania Medical Center, Hamot, joined forces with the East Bayfront Neighborhood Watch to resurrect the Bayfront East Side Taskforce (B.E.S.T.), a nonprofit dedicated to revitalizing its namesake neighborhood. Among its many accomplishments, B.E.S.T. has created housing for low-income, first-time homebuyers; acquired and renovated distressed properties;

fully exclude colleagues, unintentionally cliquish behavior can intimidate outsiders. Leadership development expert Robert Whipple refers to cliques as "trust busters," describing them as "informal groups [that] continuously drain the trust from the larger organization by fostering a culture of exclusivity."⁴

Neighborhood Watch meeting chairs should make newcomers feel welcome by introducing them to the group and vice versa. In addition to promoting acceptance, introductions are an opportunity for all attendees share their skills and experience. Meeting chairs should also encourage mingling. Whipple suggests rotating seating arrangements and conducting team-building exercises with arbitrarily assigned teams to promote interaction.

The *Neighborhood Watch Manual* reminds group leaders not to be discouraged by low meeting turnout or perceived lack of interest. Maintaining a current contact list of residents who live within the Watch area, and continuing to invite and update individuals who are not involved, builds awareness and promotes goodwill communitywide. Many neighborhood groups also boost participation by organizing activities designed to appeal to diverse interests and talents. A drywall contractor who routinely declines meeting invitations might be the ideal person to lead a home construction project, for example. Or, the retired secretary in the corner duplex might relish the opportunity to maintain the group's telephone tree!

The most inspiring examples come not from how-to manuals but from real life. Following is a profile of one of Pennsylvania's oldest and most active crime prevention groups, the East Bayside Neighborhood Watch.

and developed a commercial space where those who live and work in East Bayfront can purchase fresh fruits and vegetables. Watch volunteers and B.E.S.T. staff also co-host recurring special events, including Dumpster day, during which residents can safely dispose of environmental contaminants such as antifreeze and car batteries.

The population of East Bayfront is changing due to an influx of immigrants from Bhutan, Vietnam, the Ukraine, and elsewhere. Neighborhood Watch leaders have tailored special events to attract members of these diverse ethnic communities, including summertime outdoor movie nights, which now feature a Bhutanese film. Cultural dietary requirements also are taken into account during National Night Out, where guests can enjoy roasted corn and other vegetarian dishes.

Birch credits the grassroots efforts of the East Bayfront Neighborhood Watch and its corporate, nonprofit, and law enforcement partners for spurring other citywide initiatives. “A great example is the Sisters of St. Joseph Neighborhood Network. They initially focused on providing social services to Erie’s historic Little Italy neighborhood and have expanded to another underserved area,” he said. These efforts have also inspired other revitalization projects as well as the formation of new Watch groups in Erie County’s other city, Corry. Success, it would seem, is contagious! 🌟

Online Resources

Bayfront East Side Taskforce (B.E.S.T.) (www.besterie.org)

Erie Neighborhood Watch Council (www.erieneighborhoodwatch.org)

Get Connected (www.getconnectederie.org)

(Endnotes)

1 Baker, T.E., J.P. Baker, R. Zezza, Volume 68: Issue 2, February 1999, pp. 12-18.

2 Ihrke, David, U.S. Census Bureau, Population Characteristics, Reasons for Moving: 2012 to 2013, June 2014.

3 Fenn, Melissa, “You’ve Recruited a Great Volunteer, Now How Do You Keep Them?” www.getconnectederie.org/blog/.

4 Whipple, Robert, “Leaders Must Bust up Cliques, Leadergrow Incorporated, www.leadergrow.com/articles/51-leaders-must-bust-up-cliques.

New Resource: Waking in Oak Creek Profiles Law Enforcement-Community Partnerships in the Aftermath of Violence

Not In Our Town’s new film *Waking in Oak Creek* documents the powerful law enforcement and community response to the shooting at the Sikh Temple of Wisconsin on August 5, 2012. After six Sikh worshippers were killed and Oak Creek Police Lieutenant Brian Murphy was shot 15 times by a white supremacist, the town leadership worked together to cultivate new bonds with the Sikh community and guide the community forward toward healing. The film is a strong resource for internal trainings and/or community events addressing best practices for:

- accurately reporting, responding to, and preventing hate crimes;
- supporting victims; and
- strengthening relationships between different groups in the community – and between the community and law enforcement.

Through the *Working Together for Safe, Inclusive Communities* collaboration with the COPS Office, DVDs of the film are available free of charge to sheriff’s offices, together with resources to help plan and lead screenings and training workshops.

Go to <http://www.niot.org/cops/wakinginoakcreek> to watch the trailer.

For more information or assistance organizing a community screening or training, please contact Not In Our Town at cops@niot.org or 510-268-9675.

Additional Resources from Not In Our Town and the COPS Office

All project resources are available for free download at niot.org/COPS. Highlights include:

- **Article: Lessons From a Hate Crime Detective** After 30 years with the San Diego County Sheriff’s Department, a detective distills the most important ideas about hate crimes down to five lessons.
- **Guide: Building Stronger, Safer Communities** Using real-life examples, this publication offers leadership strategies and actionable tactics to help law enforcement agencies work with community stakeholders to create an atmosphere where hate is not tolerated and take positive steps in the aftermath of a hate crime.
- **Network: National Law Enforcement Leaders Network** Join a cadre of law enforcement professionals across the country committed to promoting safe, inclusive communities.



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TRAINING AND LEADERSHIP

INSIDE

- | | | | |
|-----------|---|-----------|---|
| 50 | Leadership in The 21St Century The Role of The Training Academy
<i>Captain Curtis Ruggles</i> | 64 | Does Law Enforcement Need a "Fire Marshal?"
<i>Ron LaPedis</i> |
| 53 | Harris County Sheriff's Office Leading the Way in Tactical Medicine | 67 | A Wicked Rage for Recognition: Making Sense of Extreme Teen Violence
<i>Dr. Stephen A. Diamond, Ph.D</i> |
| 56 | Washington County Virginia Sheriff's Office Partners with Schools to Keep Kids Safe
<i>Sheriff Fred Newman</i> | 69 | A Call for Better Citizen Service & Improved Operations at Buncombe County Detention Facility
<i>Sgt. Joseph Fischbach</i> |
| 58 | Dog Encounters and Law Enforcement
<i>Jessica Howell</i> | 70 | Meet the Deputy
<i>Sgt. Mark Landahl</i> |
| 60 | Gang Codes: edoC drawkcaB
<i>G.S. Glivans</i> | 72 | A Few Thoughts on Training
<i>Mike Martin</i> |

Leadership in The 21st Century

The Role of The Training Academy

By Captain Curtis Ruggles, Training Academy
Director, Harris County Sheriff's Office



When Adrian Garcia took the oath of office for Sheriff of Harris County, Texas on January 1, 2009, he took responsibility not only for the 4,000 plus employees, but their careers, and most importantly, the well being of their families.

Historically, the Harris County Sheriff's Academy has had one function since its inception - training. That training fell into one of three areas: detention officer, peace officer, and advanced training. The training had always been standard fare; current laws, less-lethal weapons, firearms, and a sprinkling of liability classes to name a few. Meat and potatoes. That has all changed.

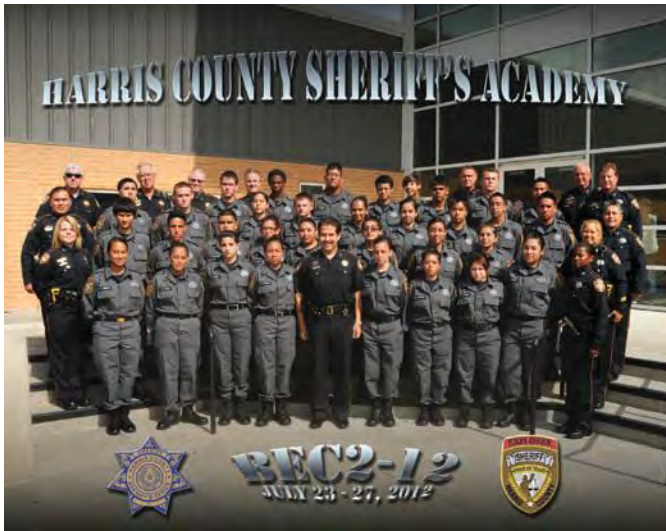
For those that have been in law enforcement for any period of time, the changes have occurred at a furious pace. Jails have gone from indirect to direct supervision, processing centers with numerous cells to something resembling airport waiting areas. Less lethal weapons have gone from saps to Tasers. But the changes are most evident when viewing flesh and blood. As the last of the Baby Boomers move into retirement, they have been replaced with the Millennial. Directly or indirectly, it all affects the training academy.

Never more evident is the employee's desire to own a piece of the pie, to have a say in how he spends approximately 25% of his adult life. In support of this quest, a 40 hour online Leadership Foundation class has been added to those leadership classes already being offered such as Integrity Centered Leadership and Value Based Leadership. In the past, leadership classes were only offered to those with years of experience. Sheriff Garcia seeks to change this trend by giving ownership of the leadership function to ALL HCSO employees by providing the first step towards doing so with this class. But it

is only that, one step. What are the others as they pertain to the training academy? Is this Leadership Foundation simply the frosting on the cake, or more? Do our words accurately portray our actions?

Do we truly support the employee, family, and community as we espouse? What are the actions behind the words? Has the training of Sheriff's Office employees grown to address the concerns of today? Immensely! Classes are offered constantly to address concerns, both to officer and civilian employees. Some of the classes now offered are Understanding and Managing Fear, Emotional Intelligence, and Time Management and Organizational Skills. These classes are offered to reach the employee at the personal level. Not only does the Academy address mind and body, but spirit. A recently added class is titled Office Involved Shootings; Though the Eyes of the Officer. This two day class includes taped interviews with those present at office involved shootings such as the Internal Affairs Division and Employee Assistance. It goes a step further by interviewing officer that have fired their weapons, officer that have been shot, and sadly, an interview with a spouse of a slain officer. This is a very somber class, taught by those that have been there.

Many of the officer seek to improve their knowledge while time permits. This is accomplished through the Academy's online training. There is an extensive library that the Sheriff's Office has produced, designed to address a wide range of issues, from Police on Police Encounters to Bath Salts. Two of the newest examples of online training are Prison Rape Elimination Act (PREA) and Lesbian Gay Bisexual Transgender Intersex (LGBTI). The majority of the classes have been approved



Explorers BEC2-12

for credit by the Texas Commission on Law Enforcement (TCOLE), the state governing law enforcement agency.

As mentioned above, agencies must be concerned with the total employee package, and that includes their health. The Academy oversees the functioning of three gyms, one each at the main jails and a third at the Academy. Not only does the Sheriff offer it to his employees but to all Harris County employees and all law enforcement officers. Officers from other agencies attending classes are often seen working out during lunch time. In addition, a fitness instructor is available to discuss fitness regimens and proper nutrition.

What about the officer's family? Face it, it's difficult for an officer to concentrate on the business at hand during a disaster when he cannot protect or even communicate with his family. While the department recommends the family leave the affected area and even has the information on the relocation point, that's not always possible. For those that cannot leave, the Academy has been designated as a "safe zone" – a home away from home – for the families and pets of affected officers.

In a recent Leadership Development Institute Course, a fifth agency core value was added; Develop, encourage and care for our Sheriff's Office family. Classes are offered to family members addressing self defense to CPR. A new class entitled Law Enforcement Families bluntly discusses how a person often changes when they get into a career in emergency services including divorce, alcoholism, and suicide.

Taking the Academy's responsibility a step further includes the community. If you have their support the officer's job becomes much easier. It can be summed up in one word, involvement. Because Harris County encompasses 1,800 square miles, much but not all of the community involvement occurs at the Academy; some is taken to the resident in unincorporated Harris County. Some of these classes involve chaplaincy training of which the Sheriff's Office has more than 60 paid

and volunteer for law enforcement alone (not to mention those assisting in detentions), the Explorer Program (second largest in the nation), the Junior Mounted Posse, and the Citizens Police Academy.

Another example of community involvement is providing the Academy and personnel for high school law enforcement student competition. Scenarios involve misdemeanor traffic stops, felony traffic stops, building search, and crime scene. One hundred plus students from competing schools converge on the Academy annually. This permits the student to obtain a realistic look at a career in law enforcement while allowing the Sheriff's Office a view of future applicants.

And finally, the HCSO would be remiss if it failed to attend to its pride and joy; the military veterans. Sheriff Garcia has actively sought out and involved veterans, publishing a monthly newsletter and adding a military liaison officer. One of the avenues has been to reinforce the camaraderie that came with military service. The Academy in 2014 will be hosting friendly competition in physical fitness exercises such as the high rise ropes challenge and obstacle course.

Some wise person once said that 80% of the feelings in a conversation are remembered while only 20% of the words are. "How" beats "What." In the past, so much of the officer's education involved rote memorization. Today's Academy works hard to make a mental, physical, and spiritual connection to such traditional training. In my 32 years, the Academy has always stood for, among many other ideals; ethics, core values, focus, challenge, and answers. Add to that admirable list asking the proper questions.

In closing, for better or worse, few things remain the same. For the law enforcement training academy, it's definitely for the better. The statement of "We're suffering from growing pains" is putting it mildly. Training academies no longer serve a single function. They now extend beyond simply meeting mandates set by law; they nurture and cultivate the employees, while simultaneously fostering an environment of pride and support for their families, and the community. 🌟



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Harris County Sheriff's Office Leading the Way in Tactical Medicine



The Harris County Sheriff's Office (HCSO) in Houston, Texas, is being a pioneer when it comes to tactical medicine and local law enforcement.

In March of this year, members of the HCSO partnered with Houston Methodist Hospital to offer a week-long training course that combined medical lectures with hands-on practical trainings.

But members of the HCSO's Tactical Medical Unit weren't the only ones in attendance. So were doctors not yet on the team.

The medical providers and various HCSO deputies, who are also licensed physicians and paramedics, joined forces with Houston Methodist Hospital for the first time to acquire best practices when it comes to providing emergency medical care in dangerous law enforcement situations.

"We at the Harris County Sheriff's Office are breaking ground and leading the nation in so many areas when it comes to law enforcement and protecting the public and our own," said Harris County Sheriff Adrian Garcia. "This first ever tactical medicine school has allowed us to enhance our Tactical Medicine Unit by providing its members with state of the art training and enhanced knowledge to continue to provide crucial, lifesaving treatment in a tactical situation. We are setting the national standard in this field."

Tactical medicine is similar to combat medicine in the way that the team is put under pressure circumstances where its members have to make fast and accurate decisions to try and keep the personnel that has been injured in a stable condition.

The paramedics and doctors receive training that allows them to respond in unsecured locations and work in under pressure

circumstances that are life-threatening such as gunfire, tear gas, and darkness.

“What most people don’t know is that the Sheriff’s Office is staffed with deputies who are physicians and paramedics,” said Aashish Shah, M.D., a deputy with the HCSO’s Tactical Medicine Unit. “They respond to emergencies to protect their fellow officer and innocents and provide care until EMS can arrive. As medical providers, our instinct is to stop and provide immediate care for an injured person. In a high risk situation, good medicine can be bad tactics. The purpose of the course isn’t to teach them how to provide emergency medical care, but how to provide it tactically and safely. The ultimate goal of this program is to arm law enforcement teams with specially trained professionals and paraprofessionals who can jointly respond to emergencies such as an active shooter in a school, church or mall and save lives.”

The HCSO’s Tactical Medical Team started back in 2010 with four members and has now, after the March training, grown to 17 – nine of those members are civilian physicians and one is a peace officer with another law enforcement agency. The team supports law enforcement agencies by providing on-scene consultation, delivering immediate on scene emergency medical care and providing logistical support in order

to promote the highest performance and safety of agency personnel.

“Our reserve deputies like Doctor Shah, Doctor Patel, people who are family to the HCSO are now bringing and expanding our capability that we started back in 2010,” said Sheriff Adrian Garcia. “I’m so proud that we have medical professionals in our community that don’t want to sit on their hands and only go to the doctor’s office or to the hospital to offer their skills. Rather, these doctors are stepping forward and offering themselves to administer tactical medicine in the most critical time.”

Sheriff Garcia noted that the Tactical Medical School will be held twice a year and will be opened to law enforcement officers and medical providers from other jurisdictions. He added that successful completion of this program will be required for all high risk operations medical providers at the HCSO.

The Harris County Sheriff’s Office is the largest sheriff’s office in Texas and the third largest in the United States. It’s more than 4,000 employees are committed to the safety of the nearly 4 million residents who call Harris County, Texas home. Juliana Olarte and Christina Garza with the Harris County Sheriff’s Office contributed to this article. 🌟

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Washington County Virginia Sheriff's Office Partners with Schools to Keep Kids Safe

By Sheriff Fred Newman
Washington County Sheriff's Office, Virginia

The Washington County Virginia Sheriff's Office unveiled a program to, hopefully, reduce the opportunity for violence within their school community. According to Washington County Sheriff Fred Newman, the program entitled "Once a Day – Every Day" requires Sheriff's Office personnel from each respective division to pay unannounced visits to all schools in the county.

"Sheriff's deputies from the Administrative, Community Services, Patrol, Criminal Investigations, Civil Process, Criminal Warrants, Animal Control and Litter Control are visiting at least one school every day when school is in session," stated Sheriff Newman. "These visits are being made in addition to the regular visits by our School Resource and D.A.R.E. deputies."

A year after the program was initiated, public response has been very positive. School personnel and students are becoming acquainted with more deputies than just their SRO's and D.A.R.E. Officers and our personnel are learning the physical layout of the different schools. Several private schools requested that these visits be extended to protect their students, and we have done so. Many parents and teachers have extended their thanks for the added law enforcement presence.

"We will continue to conduct these visits as long as a threat remains, or until it is possible to put a full time School Resource Officer in each school" stated Sheriff Newman. 🌟



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Dog Encounters and Law Enforcement

By Jessica Howell
Executive Assistant/Research and Development
National Sheriffs' Association

States are beginning to recognize the magnitude of cases involving the shooting of family dogs by law enforcement officers and the outrage of the public. According to our judicial system, most of these lawsuits will progress under property law, where state laws define pets as personal property. What about the traumatic experience and emotional suffering of losing your family pet? What are the ramifications of possibly witnessing first-hand the egregious killing of the animals whose lives were recklessly cut short? With the rising uproar of distressed families and community members, many states are looking past a dog's market value and establishing accountability of police officers.

No two cases of police killing a family pet can be treated the same. Not only is each incident unique, but the justification of the officer's shooting is at the discretion of the state. (Roudebush, 2002). Although the U.S. Supreme Court has ruled that an unreasonable meaningful interference with or destruction of personal property (being the dog in this case) is a violation of the Fourth Amendment, it falls to each individual state to determine whether the officer's actions were reasonable (U.S. Const., Amendment IV). Some states, such as Alaska, Florida, Hawaii, Tennessee, Texas, and New York, have been holding officer accountable by considering these cases as emotional distress of the owner, loss of companionship, and intrinsic value (Animal Defense Legal Fund ([ALDF], 2012).

Unfortunately, the majority of dog shootings occur simply because the dog was doing the best thing he or she knows to do – bark. The NY Daily News described an incident in Rains County, Texas in which the police were responding to a family who suspected there had been a burglary in their home. As the family walked toward the police vehicle, the officer placed his car in park and then shot their dog, Candy. The family dog was shot for barking on the truck bed where he was lying. There is no justification for this action when it could have been avoided with a multitude of options.

In the case of *San Jose Hells Angels v. The City of San Jose*, the intrusion was considered severe as officer shot and killed three dogs while carrying out a murder investigation. None of



the plaintiff were potential suspects, although search warrants were acquired. The police officer argue that it was necessary to shoot the dogs in order to maintain a stealthy entrance, which they ironically compromised on their own with the discharge of four blaring gun shots. The most inexcusable aspect of this situation is the police officer's knowledge of the dogs' presence during a week-long plan to execute the mission. One officer involved admitted they were indeed directed to have a non-lethal plan in place for the dogs and they were to be accompanied by an animal control officer (The San Jose Charter of the Hells Angels Motorcycle Club v. City of San Jose, 2005). Clearly, the officers failed to comply with these protocols.

If these senseless acts of animal endangerment continue, the public will lack trust and respect for local law enforcement. As many people may see dogs as "just an animal," the public wishes for officer to act with compassion and empathy for those who include pets as an integral member of their family. A plethora of alternative, non-lethal strategies exist when handling dogs. Colorado, on May 13, 2013, was the first state in the nation to adopt a balanced plan that ensures the safety of responding police officer while preventing unreasonable dog deaths (C.R.S.A. § 29-5-112). As all state legislatures should be putting into place, Colorado law enforcement officers are undergoing training on using these non-lethal methods and understanding the psychology and behavior of canines. The passing of this bill influenced State Senator David Parks, D-Las Vegas, to request legislation to require similar training (Armento, 2013).

Brian Kilcommons, a dog behavior expert, was featured in a video training series for law enforcement agencies across the country that demonstrate real-life scenarios with SWAT and street officer. In the video series launched in partnership by the U.S. Department of Justice Office of Community Oriented Policing Services (COPS), the National Canine Research Council (NCRC) and Safe Humane Chicago, Kilcommons teaches officers how to recognize canine body language and how to monitor their own body language to make dogs feel more at ease. This is the first training resource of its kind for law enforcement in addressing risk management, canine body language, officer safety and canine safety, and is available at no cost through the COPS Office Community Policing Learning Portal.

Also included in the instructional videos is a legal consideration section regarding liability, reporting, and documentation. In other words, this cautions officers when they can expect to be sued for making an irrational decision to kill a harmless dog. The video warns, "On the streets you patrol, in the homes you enter, with the families you serve and protect, dogs are a part of the community fabric. And more and more, the community is watching and judging how police handle their encounters with dogs." Following this statement is a news clip regarding a family receiving a six-figure cash award for police shooting their dog. If intrinsic motivation isn't preventing the rising number of fatal officer-dog encounters, personal lawsuits may prove to be an effective method.

Many law enforcement agencies are doing all they can to ensure the safety of family pets and preserve their community's trust in law enforcement. The officers of the New Haven, Connecticut Police Department have personally put Brian Kilcommons' expertise to the test to train officers on how to handle aggressive animals without using lethal force. Kilcommons stated, "We're trying to help people, especially police officers so their day doesn't have to be ruined, the dog doesn't have to die and owners don't have to be heartbroken." He suggests making every attempt to ask dog owners to leash and calm their dogs whenever possible, as well as carrying dog treats in patrol cars.

Following comprehensive training, not only will officers be equipped with knowledge of canine behavior, but it will also result in reduced fear and increased confidence when reacting to animals. Animals are often shot due to a perceived threat by the officer. This is typically due to judgments based on the dog's presumed breed or physical appearance. With training and improved confidence, it'll be easier to distinguish between a perceived threat and an actual threat. Even after officers have undergone training, animal control should be contacted when intelligence of an unleashed dog has been established.

Continuous interagency communication to develop systematic protocol and procedures should be a top priority to prevent lethal force. A clearly established procedure should

encompass a wide range of alternatives to exhaust before resorting to execution. The Pittsburgh Post-Gazette states that all Maryland police cars are now equipped with catch-poles used to leash dogs. Other non-lethal measures include nets, batons, Tasers, and pepper spray.

It may not be required to use any type of force if you initially take the opportunity to ensure minimal interaction with the pet. Unless necessary, avoid entering private property without warning residents. Instruct owners to crate or leash their pets prior to your arrival. Many incidents of dog shootings occur when officers enter the wrong address due to the tense situation or miscommunication. Law enforcement departments need to maintain clear communication between officer, animal control, and residents.

These effective strategies will not be employed routinely unless they are strictly enforced in each law enforcement agency. As noted above, many agencies do indeed have a protocol in place to prevent canine fatalities. Unfortunately, if these protocols lack implementation fidelity, there will be no difference in saving the lives of family pets and preventing the anguish of their families.

Thank you to all states and law enforcement agencies that have taken deliberate strides to defend our companion animals and preserve the public's trust in our law enforcement! 🌟

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C.R.S.A. § 29-5-112.

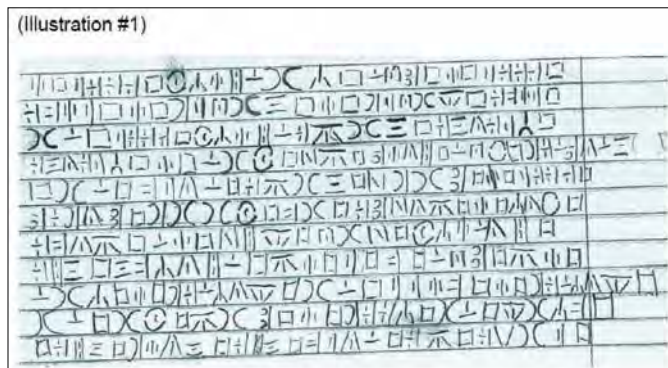
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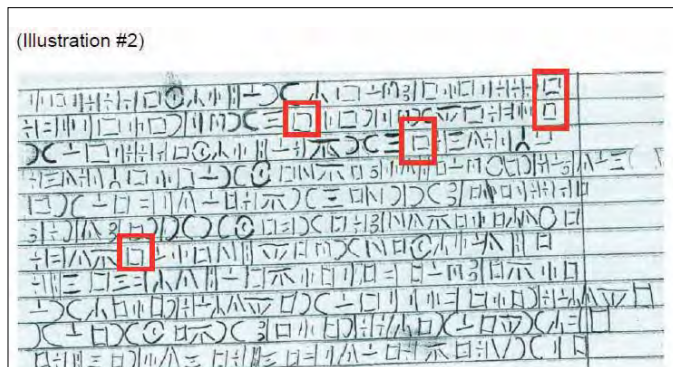
Gang Codes: edoC drawkcaB

By G.S. Glivans

Gang code documents sometimes use more than one way to hide their message. Often this “twist” can make it more of a challenge to decipher. Here is one of those challenges...

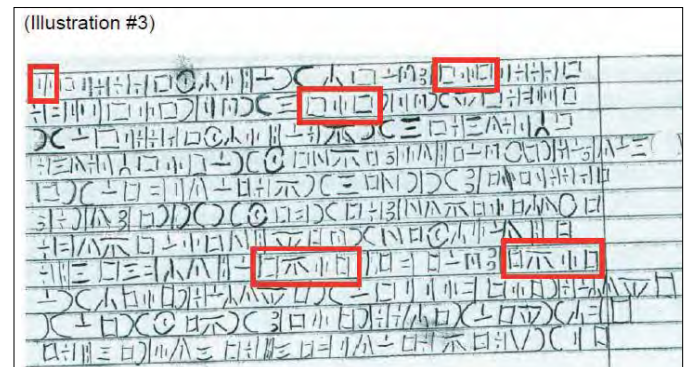


(Illustration #1) shows the entire questioned document. The only information I had about the writer, was that he was a young offender and believed to be a member of the Latin Kings gang. Look at the document closely! Do you see a symbol that is part of a pattern?

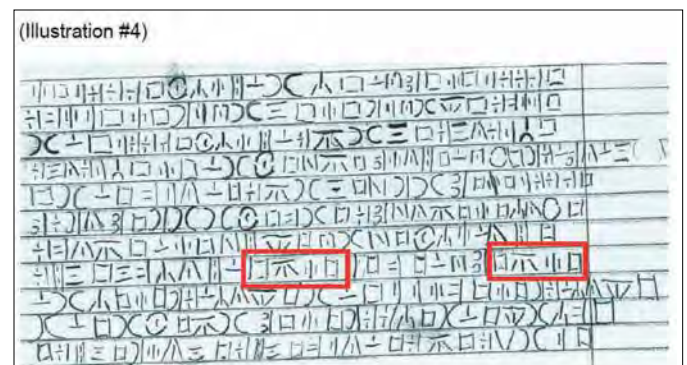


Notice these “square” symbols? They are at the end of each line and also they are used to separate words as shown in (Illustration #2).

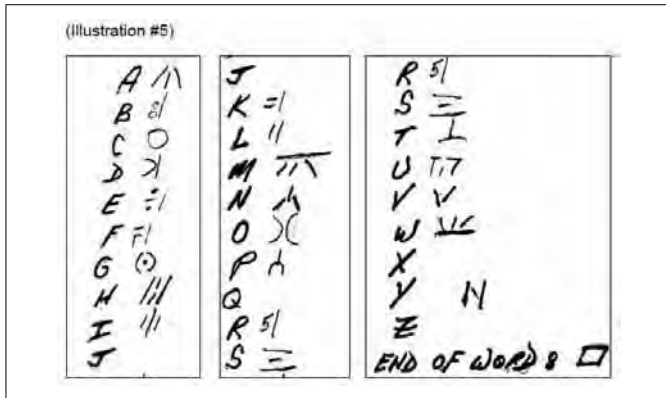
Next you identify single symbols (note they are between two “squares”) that should be the letter “I” or “A” and then two symbol words that should be “?I” or “?A” as shown in (Illustration #3).



The single symbol turned out to be the letter “I” and the two symbol words turned out to be “MI” as shown in (Illustration #4).

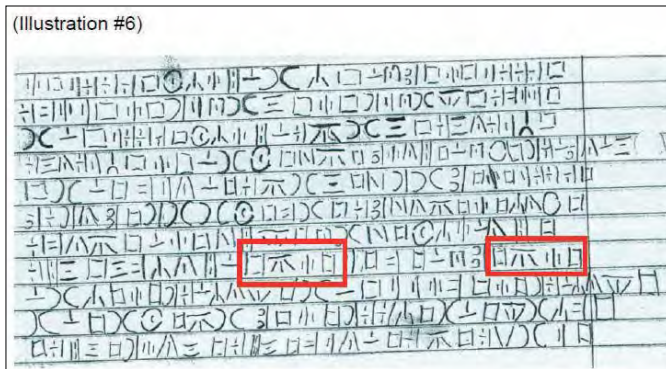


Continuing in this fashion I was able to create the symbol template shown in (Illustration #5).

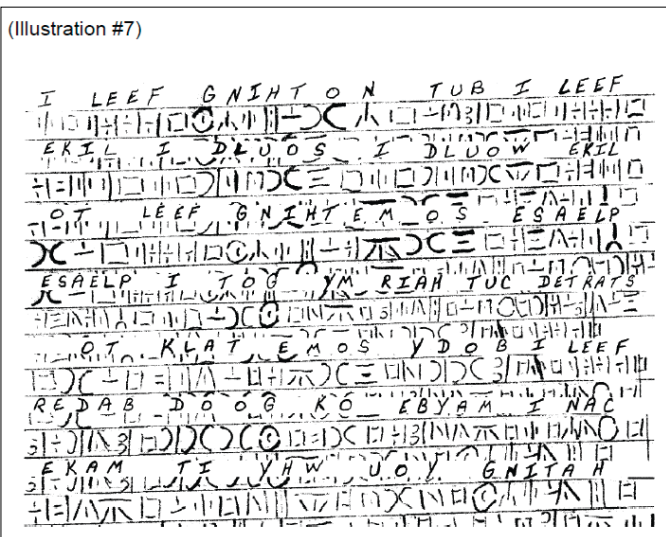


But before I could create the symbol template, I discovered that the “twist” added to this document was that it was written backwards!!

So, what I deciphered as “MI” was actually “IM” as shown in (Illustration #6).



(Illustration #7) is a line by line translation of the top of the document. You will notice that sometimes the writer gets confused and does not always write backwards.



The first few lines of (Illustration #7) are translated and transcribed as:

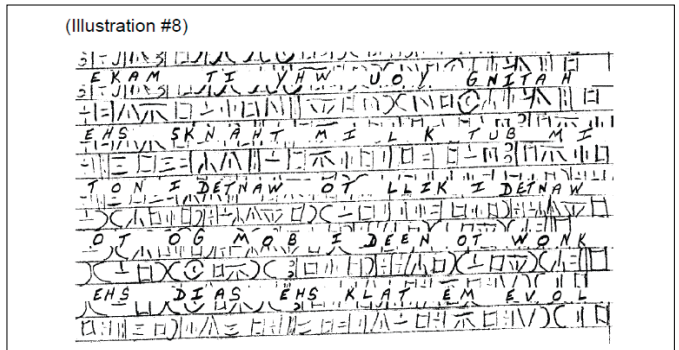
“I feel nothing but I feel”

“like I s(h)ould I would like”

“to feel something please”

You can see that the writer is writing the words from right to left, but is writing the lines from left to right.

The remainder of the document is shown deciphered in (Illustration #8).



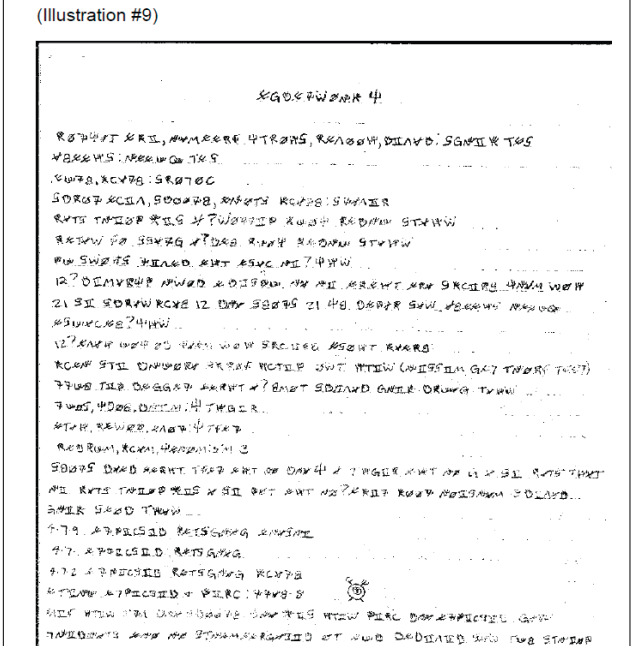
Part of (Illustration #8) is translated and transcribed as:

“she th(i)nks I’m LK (Latin Kings) but I’m”

“not I wanted to kill I wanted”

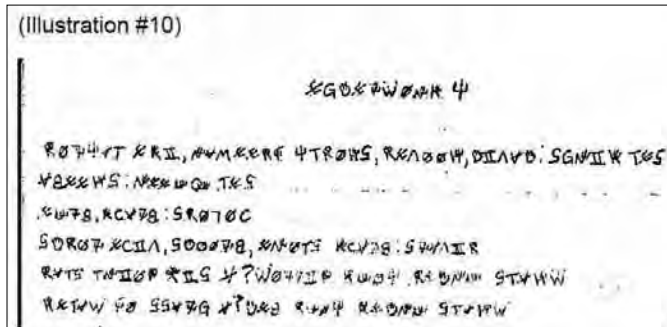
“to go MOB (Member of Bloods) I need to know”

It appears from this that though the writer is thought to be a member of the Latin Kings, he is either a member (or wants to be a member) of the Bloods gang.

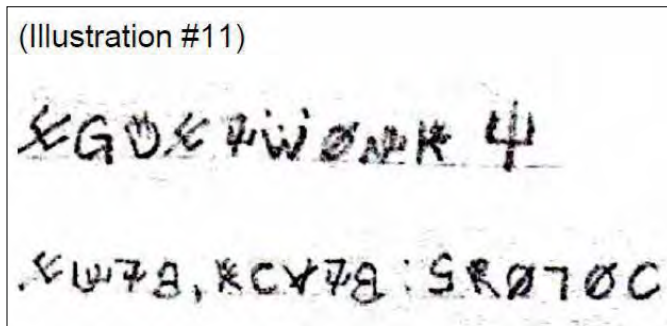


The second sample we will examine is part of a seven page document. One page is shown in (Illustration #9).

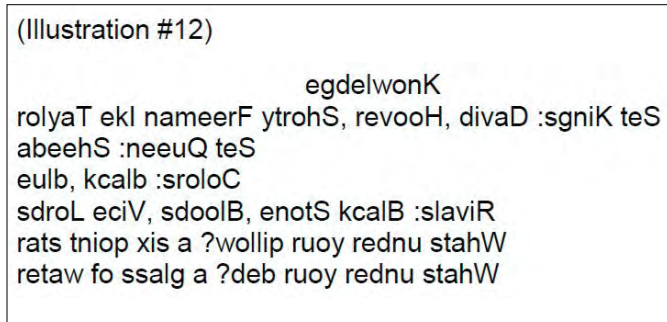
(Illustration #10) is a close-up view of the top of this page.



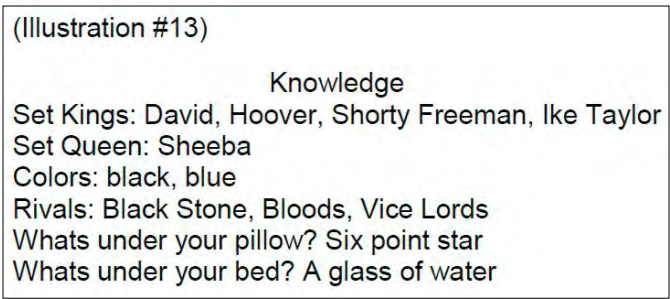
(Illustration #11) contains close-up views of the symbols shown in the top line and fourth line of (Illustration #10). (Illustration #11) should help you to see how the code is constructed.



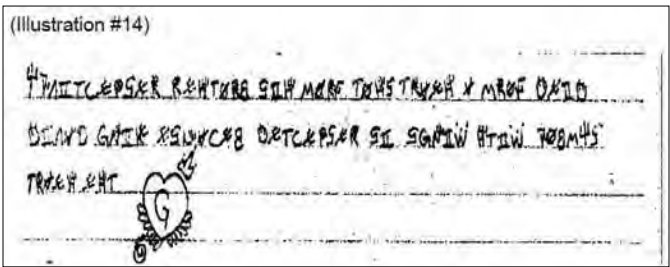
(Illustration #12) is a translated and transcribed view of the paragraph shown in (Illustration #10).



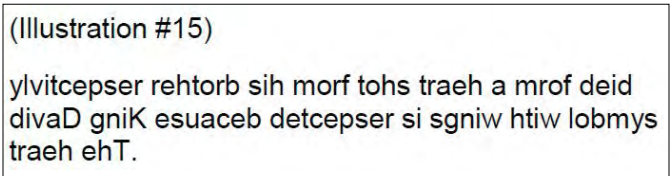
(Illustration #13) shows the message that is hidden in (Illustration #10 & Illustration #12).



Let's examine another part of this seven page sample which is shown in (Illustration #14).



(Illustration #15) is the translated and transcribed paragraph shown in (Illustration #14).



(Illustration #16) shows the message that is hidden in the paragraph shown in (Illustration #14 and Illustration #15).



The "twist" used by this writer is that not only is the message in code. The words are written backwards and the lines of text are read from right to left! And parts from bottom to top!

The added challenge of writing words right to left as shown in the first sample, or writing words and lines from right to left and even bottom to top, as shown in the second sample, can make deciphering a code more of a challenge. But even when the code is a "edoC drawkcaB" it's not "elbissopmi ot rehpicd." ❄️

GS Klivans is a gang consultant and lecturer. He retired with the rank of Captain from the Westchester County (NY) Department of Correction (Peace Officer) Captain Klivans is a former District Attorney Investigator (Police Officer) He served in the US Army Reserve for 30 years in Military Intelligence and CID (Federal Agent).
He is the author of the book "Gang Secret Codes: Deciphered", available through Police and Fire Publishing, Santa Ana, CA www.policeandfi-publishing.com He can be contacted at: gsklivans@nycap.rr.com

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Does Law Enforcement Need a “Fire Marshal?”

By Ron LaPedis, MBCP, MBCI, CISSP-ISSAP, ISSMP

The Fire Marshal

In most jurisdictions, fire marshals are responsible for fire safety code adoption and enforcement, fire and arson investigation, fire incident data reporting and analysis, public education and advising Governors and State Legislatures on fire protection.

Much of a fire marshal’s job is to perform walkthroughs of key organizations under his or her jurisdiction, such as restaurants, manufacturing, schools, and other places of business, pointing out code violations and making recommendations that will help mitigate the incidence of fire, or the injuries and damage caused by it. They may also assist with evacuation drills and office fire extinguisher training. For example, even if a business has enough fire extinguishers and exits to meet code, the fire marshal might make suggestions that can increase the safety of a building and its occupants.

At the same time, a good fire marshal will also ask for blueprints and will take notes during a walkthrough. For example, he or she will take note of where hazardous or flammable chemicals are stored, the location of an emergency generator and its fuel supply and if there is an uninterruptible power supply (UPS), and any other hazards that could injure or kill firefighters.

In addition to a visit from the fire marshal, I believe that public and private sector organizations should be encouraged to establish a walkthrough schedule for hazmat, ambulance, search and rescue, and law enforcement.

With the increase in persons and organizations intent on mass injury or death around the world, I believe that it is time for a law enforcement equivalent of the fire marshal. Whether part- or full- time, this position would be responsible for public education and advising local public and private sector organizations, schools, and legislative bodies on building construction and the policies and procedures that can help limit injury and death caused by someone intent on causing harm.

The “Law Enforcement Marshal”

Educating your non-law enforcement constituents can help them prepare to meet your needs, and understanding how your constituents respond to crises can help you better respond to them. Many public and private sector organizations have disaster recovery, business continuity, or risk management programs. In fact, some industries, like banking, mandate that every organization has a business continuity program. These programs are in place to help the organization survive an incident – that is, they are there to keep the business in business after something goes awry – whether cyber or physical.

In general terms, the purpose of a disaster recovery or business continuity program is to:

- Ensure the safety of human life
- Ensure protection of assets
- Ensure continuity of operations (COOP)
- Clarify policy expectations
- Prevent the disclosure of sensitive information
- Delineate notification & escalation procedures
- Establish corrective action
- Identify causes and perpetrators

Since the purpose of law enforcement encompasses 1, 2, and 8, it makes sense to work together towards common goals. And if you know how to work with them and they know how to work with you, response to an incident might just go a little smoother decreasing loss of life and damage to property.

Let’s start with educating citizens. The law enforcement crisis marshal needs to help organizations understand that they should:

- Conduct effective employee screening and background checks
- Create a system for reporting signs of potentially violent behavior

- Make counseling services available to employees
- Develop a business continuity plan which includes policies and procedures for dealing with an active shooter incident and its aftermath

A scheduled building walk though is a great way to meet the citizens you are sworn to protect and serve and just like a fire marshal, to learn more about each organization, what they do, and especially, what they do that could cause injury or death to first responders arriving on site.

Crisis Response Box

Wouldn't it be nice if there were a box full of all of the information and resources that are needed for a proper response waiting for the first officer that arrive on site? I have promoted the concept of a "Crisis Response Box" to hundreds of business continuity planners and encouraged them to reach out to local law enforcement. This box might contain keys, maps, emergency contact lists, radios, and other items that can help you better respond to an incident. I described the crisis response box in more detail on my blog at <http://seacliffpartners.com/wordpress/?p=555>

Don't Shoot – Or Use a Flashlight

Besides the obvious reason for doing a building walkthrough – to build a mental picture of what could be walking into in the future – another reason is for you to map out hazards that may not be obvious in the heat of battle. For example, you may run into deadly or explosive atmospheres from manufacturing processes or an uninterruptible power supply that uses lead-acid batteries.



Firefighter usually carry "intrinsically safe" flashlights. These are of a special design that won't trigger an explosion in an explosive atmosphere. If you are in the wrong place you might trigger an explosion if you turn on your flashlight, weapon light, or pull the trigger on your firearm. At the time this article was written, Streamlight sells the HAZ-LO® line of intrinsically safe lights and Surefire does not offer an .

Conclusion

I hope that I have inspired you to encourage your agency to...

- support a "Law Enforcement Marshal" position
- perform a walkthrough of key facilities
- help constituents build a crisis response binder
- ensure business continuity plans have a crisis management component
- ensure crisis management plans have activation, escalation, and notification
- recommend and help build a crisis response box

I believe that it is important to build a partnership between law enforcement and the citizens that you protect to help ensure the safety of human life and the protection of assets. And above all, it can help your brothers and sisters stay safe when responding to an incident.

About the author

Ron LaPedis founded Seacliff Partners International, LLC in 2009. Seacliff was born out of the desire to meld technical expertise with business sense in the business continuity, cybersecurity, and physical security fields. Ron spent 25 years with Hewlett Packard, consulting with key customers and partners on business continuity and security, and is a Master Business Continuity Professional (MBCP), a Member of the Business Continuity Institute (MBCI), and a Certified Information Systems Security Professional (CISSP).

While not a law enforcement officer, Ron is an NRA-certified Range Safety Officer (RSO) and pistol instructor and is trained and licensed to carry in the state of California and dozens of other states. He writes and speaks on physical security, active shooter incidents, and law enforcement engagement by private industry.

He has published many articles and has taught and consulted in the security and business continuity fields around the world. He is a licensed amateur (ham) radio operator, instructor, and volunteer examiner. He is a member of the San Bruno Citizen Preparedness Committee, and is treasurer for the FBI San Francisco Citizen's Academy Alumni Association and is a former board member of the San Francisco chapters of InfraGard and the Association of Contingency Planners (ACP).

Ron can be reached at rlapedis@seacliffpartners.com

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Rethink Possible





A Wicked Rage for Recognition: Making Sense of Extreme Teen Violence

By Dr. Stephen A. Diamond, Ph.D.

What can we learn from tragedies like the atrocious shootings by teenagers and young adults at Sandy Hook Elementary School, Aurora, Colorado, Tucson, Arizona, Virginia Tech, Columbine and so many others?

This is a vitally important question. Because we are clearly in the throes of an epidemic of pathological anger, rage and embitterment, both here in this country and elsewhere. (See my prior posts.) For example, what motivates an apparently highly intelligent but troubled, socially withdrawn, alienated, introverted (see my prior post on mass shooters Jared Loughner and James Holmes here) young man like Adam Lanza in Connecticut to cruelly slaughter 20 school children and 7 adults, including his own mother? And then to kill himself?

From unconfirmed media reports, Lanza had been exhibiting behavioral symptoms severe enough for his mother to seek psychiatric treatment for Adam, possibly even some kind of institutionalization or legal conservatorship. And he was allegedly angry with her about this. Very angry. Reportedly, his mom had volunteered at the school in the past, making Adam feel resentful and jealous. While this may have precipitated what ultimately happened, I suspect Adam was an angry young man for some time, perhaps partly in reaction to his parents divorce a few years prior. He was apparently prone to temper tantrums, and may have been engaging in self-mutilation, like burning his skin with a cigarette lighter, just prior to his horrific homicidal outburst.

When repressed anger or rage festers over time, it turns into resentment, which later turns into embitterment, which eventually turns into hatred. This is a slow, insidious and sometimes outwardly imperceptible process, but the ultimate outcome, if left unchecked, is destructiveness toward self and/or others. Not every angry or embittered person becomes physically violent. But there is no doubt that their anger and embitterment negatively affect their own lives and the lives of those around them. (See, for example, my prior posts on psychop-

athy and pathological narcissism.) If we want to better understand and be able to prevent at least some of the terrible explosions of violent rage we as a society are recently witnessing in teenagers and young adults (really, late adolescents), we would do well to carefully study the considerable risks of chronically repressed anger or rage.

The problem of repressed rage is key to understanding what motivates many mass murderers and their underlying psychopathology. Psychoanalyst Otto Kernberg writes that such anger, rage, resentment and hatred is “the core affect of severe psychopathological conditions, particularly severe personality disorders, perversions, and functional psychoses.” And he is correct. Mass shootings like the one in Colorado at the screening of a Batman movie, for instance, tend to be an unconscious or semi-conscious acting out of chronically repressed resentment, embitterment and anger toward parents, society, world, God and, sometimes, self. Often such angry individuals try to consciously put on a “happy face,” be nice, polite, spiritual or religious while beneath the surface, behind their permanently smiling public persona or social mask, their rage roils and festers. They try their best to play by the rules of society. To be good and kind and law-abiding. Until something happens that finally triggers their repressed rage and activates their antisocial shadow. They are often not classic sociopaths or psychopaths by history. More like lonely, profoundly frustrated, embittered social misfits

In 2008, an eighteen-year-old senior at Chesterfield High School in South Carolina was arrested with ten pounds of explosives and a venom-filled journal containing plans to bomb his school and kill himself. Ryan Schallenger was described as a quiet but “angry young man,” who wrote admiringly of the two students that carried out the Columbine massacre almost nine years ago to the day of Schallenger’s arrest. In a chilling trend that was unimaginable at that time, there has been a stunning rash of similar incidents since then.

Teenagers Eric Harris and Dylan Klebold--who killed a dozen fellow students, one teacher, and wounded 24 at Columbine High School in 1999 before shooting themselves--were socially isolated, narcissistic, nihilistic, antisocial rebels. Harris and Klebold wrote graphically in journals of their diabolical plan. Eric Harris had undergone court-ordered anger management a year before Columbine and was also required to take antidepressant medication, both of which were obviously ineffective. The warning signs were present in these boys for some time.

Twenty-three-year-old Seung-Hui Cho too, had directly expressed violent and hostile imagery in his creative writing class at Virginia Tech prior to exploding in April, 2007, shooting 32, wounding 25, and then committing suicide. Cho was another extremely passive, introverted, isolated, lonely, depressed, and probably psychotic young man with a significant mental health history in both childhood and adolescence. But barely veiled beneath his almost mute, passive, submissive, sometimes bizarre demeanor and ever-present sunglasses boiled a red-hot rage against people and society. He had been briefly psychiatrically hospitalized, ordered by the court to have counseling, and prescribed Prozac, but appears to have followed through on neither. What, if anything, can we take away from all this about teens, evil deeds and dangerous states of mind?

What these tragic cases each share in common is the underlying anger and rage, which cannot effectively be treated merely with medication or anger management. Such profoundly troubled young people need intensive psychotherapy that specifically acknowledges, targets and addresses their rage and its origins, and helps them to constructively redirect it. (I discuss such an approach to therapy in my book *Anger, Madness, and the Daimonic*.) There tend to be two primary motivations for young men like James Holmes (24), Jared Lee Loughner (22), Dylan Klebold (17) and Eric Harris (18), Seung-Hui Cho (23), Adam Lanza (20), and others: a violently murderous pent-up anger combined with a "wicked rage for recognition." (See my prior post.) Mental illness (e.g., psychosis) may be present in some cases, but that is, in my opinion, typically more the symptomatic psychological and behavioral manifestation of the conflicting feelings and confusion that underlie and drive these two motivations than the root reason or cause for committing their evil deeds. There is almost always a gradual build-up of tension, resentment and anger leading up to committing these acts of violence, often over the course of years. Which is why it is crucial for us to learn to recognize and react to the early warning signs now, rather than in retrospect. Teens who today cruelly perpetrate "hit and run" actions upon total strangers in the street, for example, demonstrate a concerning possible proclivity for more dangerous and potentially deadly behaviors if no appropriate therapeutic intervention is provided. Violent behavior tends to escalate over time when not directly addressed, and is one of the best predictors of future violent behavior. Repressed anger finds destructive expression when not acknowledged.

What we witness in such extreme cases is the once carefully camouflaged face of frustration, fury, indignation and self-assertion, gone mad. It is easy to blame such bizarre behavior on mental illness. But this tells us very little about the sources of violence and evil in the human personality. In most cases, mental illness is not the primary cause, but rather, at least partly, the psychological consequence. Well-known forensic psychiatrist Dr. Michael Welner remarks--after reviewing Cho's "manifesto" (see my previous post on the Unabomber) postmortem--that his rabid videos railing vehemently at society "do not help us understand Cho," but rather "distort him." I couldn't disagree more. What both the hateful videos and his heinous homicidal behavior demonstrate--as in the cases of Columbine, Aurora and Sandy Hook--is that there are absolute limits to how much anger or resentment a person can chronically suppress before aggressively lashing out against the perceived perpetrators of injury, injustice, frustration and rejection. Habitual repression of anger or rage--the daimonic--is ultimately futile and hazardous. Denying the daimonic magnifies its destructiveness. What we typically see in these desperate and hostile young men's sometimes bizarre demeanor and behavior immediately leading up to their violent acts is an authentic expression of the seething anger that they tried to hide from others and from themselves for so long. It is not a "distortion" of themselves, but rather a chilling revelation of what has been festering beneath their social persona or mask, their true feelings.

When willing to confront the facts forthrightly, which is essential if we, as a society, genuinely seek to better understand, detect and prevent such antisocial behaviors, we come face-to-face with the disturbing reality of the daimonic, and the desperate struggle and utter failure of these defeated and despairing individuals to constructively claim and defend their fundamental right to be themselves, to feel some sense of cultural belonging, to creatively find and fulfill their destiny, to gain some form of attention and admiration from their peers and families, and our own failure as a society-- and as mental health professionals--to help them productively do so. These youthful violent offenders suffer from what I would call a "wicked rage for recognition," for which they are unable or unwilling to find some positive outlet. Sadly, they settle instead for facile infamy. ❄

*Dr. Stephen Diamond is a licensed clinical and forensic psychologist in Los Angeles, and served for fifteen years as a forensic evaluator for the Superior Courts (criminal division) of Los Angeles and Santa Clara Counties. He currently teaches at Loyola Marymount University, maintains a private psychotherapy practice, and writes regularly for Psychology Today in his blog "Evil Deeds". Dr. Diamond is the author of *Anger, Madness and the Daimonic: The Paradoxical Power of Rage in Violence, Evil and Creativity* (Foreword by Rollo May), now available in a revised e-book.*

A Call for Better Citizen Service & Improved Operations at Buncombe County Detention Facility

By: Sgt. Joseph Fischbach,
Buncombe County Sheriff's Office

The Booking Desk of the Buncombe County Detention Facility in Asheville, North Carolina boasts a fast paced environment. There are numerous tasks to handle, including booking and release, reviewing case numbers, looking over files and of course, answering the non-stop phone calls.

With an average population of approximately 500, we receive a lot of phone calls, usually from friends and families of inmates who typically ask the same three questions: "Are they in custody?", "What are the charges?" and "How much is the bond?"

While answering these calls promptly and providing quality citizen service is a priority, it was once difficult for officers to balance this priority with booking tasks. Even the best multi-taskers on staff were taxed by the non-stop calls. Callers were often placed on hold, sometimes for several minutes, as officers struggled to keep up with the call volume while simultaneously handling critical booking duties.

Thank to a new Interactive Voice Recognition (IVR) service, that we implemented earlier this year, our Booking Desk atmosphere changed drastically...and for the better! Now, each and every incoming call is promptly answered by the third ring and callers are greeted with an easy-to-use voice response system. Callers simply speak the name of an inmate to pull information or make a trust account deposit. The system works very well and handles an impressive 87 percent of our incoming calls without us lifting a finger. This frees up considerable time at the Booking Desk. In fact, sometimes, when the Booking Desk is slow, we'll manually answer the calls ourselves, and often citizens will ask to be transferred to the system!

We are very pleased to be able to use IVR to handle our incoming calls. It's made a world of difference and anytime that citizens are better served and operations are simplified it's a win in our

book. The IVR system also allows for online deposits and has steadily increased our commissary transactions.

Previously, commissary deposits were only accepted in person in the lobby. An inmate's friends and family would have to come into the facility in person, stand in line and work directly with a cashier to make a deposit into the inmate's account. This required time and also limited who could deposit money. A relative from out of town would not be able to provide any assistance. Now, friends and family can call from anywhere to make a deposit over the phone or online. The staff at the Buncombe County Detention Facility no longer has the time-consuming task of opening mail and processing money orders or handling cash.

These new services have positively impacted our operations, atmosphere and citizen service. The efficiency gains have been vital, especially as the Buncombe County Detention Facility population has steadily increased due to legislative changes.

If your Booking Staff is swamped with incoming phone calls or you believe your jail deposits could be handled more efficiently, you should consider an IVR system like Buncombe County's. ★

Sgt. Mark Landahl, CEM®

Frederick County Sheriff's Office, Maryland



Q. How long have you been in law enforcement?

A. I started in 2001, prior to 9-11 attacks. I left a teaching career where I had been a social studies teacher in public schools in Maryland and North Carolina. Prior to that, I worked in the U.S. House of Representatives as a Congressional Staffer.

Q. How big is the county you are assigned to?

A. In my current position I supervise the School Resource Unit of the Sheriff's Office which consist of 12 Deputies that provide law enforcement services to 70 school buildings with more than 46,000 students and staff spread across all 664 square miles of Frederick County.

Q. How do you describe your jurisdiction? What is the geography like? Rural, city suburban, size?

A. Frederick County includes a small urban area, City of Frederick, MD (approximately 66,000 citizens). The County is mostly suburban and rural. We are 45 miles outside of Washington, DC and includes the Appalachian Mountains, U.S Army base: Fort Detrick, Presidential Retreat at Camp David and a number of other U.S. government facilities.

Q. What type of problems do you deal with on a daily basis?

A. We deal most with the changes of a growing county and a changing youth culture. The tremendous influence and change forced by mobile technology and social networking is having an impact. The new technologies are changing the nature of crime and victimization, including youth who become victims by their own actions using new technologies.

Q. What is the most interesting incident you have responded to?

A. I spent several years assigned to as a task force officer on the Joint Terrorism Task Force, to say the least, the work was interesting.

Q. What drew you to law enforcement as a career?

A. My father was a Deputy Sheriff with the Suffolk County Sheriff's Office () and it was what I

knew growing up. I was looking for a change and something that would be different every day. Since moving into law enforcement, I have worked in our Patrol Operations Section, School Resource Unit, and Homeland Security Unit. Over the 13 years I have been here, I have had several different jobs.

Q. Do you have any special skills or training, such as Expert Marksman, FTO, Crisis Intervention, EMT, Firefighting etc?

A. I have certification from the International Association of Emergency Managers as a Certified Emergency Manager (CEM) and I maintain my teaching certification with the Maryland State Department of Education. I also serve as an instructor for the Incident Command System, several terrorism courses through Louisiana State University, and active shooter response.

Q. Outside your employment, do you participate in other activities that support your local community?

A. I serve on the Career and Technology Education Advisory Board for Frederick County Public Schools and the Emergency Management Program Advisory Board for Frederick Community College.

Q. Are you a member of any professional organization(s)?

A. I belong to several organizations including the National Sheriff's Association, International Association of Emergency Managers, International City County Managers Association, American Society for Public Administration, and the International Research Committee on Disaster.

Q. How do you maintain a professional demeanor when faced with a particularly difficult situation?

A. I think the officers and deputies that are unable to separate themselves from their job have the most trouble. I look at this as a role and if people get particularly angry or upset with what we need them to do, I see their anger directed at the uniform and the badge, not myself personally. If you separate yourself and your own emotions it is easier to maintain your demeanor.

Q. What's the best training you've been to? What made it the best?

A. Several of the hands on training courses at the Center for Domestic Preparedness were outstanding. The hands-on nature, ability to get up close with chemical agents and use the classroom training in a real environment make those classes extremely valuable.

Q. What was the most interesting investigation you have had to deal with?

A. The most interesting investigation I was involved in was related to a series of bomb threats at one of our high schools several years ago. It was the first time I was involved in the cyber aspects of a crime of this nature. I worked with our investigators trained in computer crimes. Through this, I realized how much things have changed over my 13 year career and how important the digital aspects of crime will be to the future of law enforcement.

Q. What was the hairiest situation you have been in?

A. Many years ago, I responded to a call where a subject's girlfriend called and advised that her boyfriend was currently loading his guns and was intent on going to the business that just fired him over the phone to shoot people. I arrived and met a car leaving about halfway down a long gravel driveway. I exited the cruiser and gave the subject commands, he then drove at the car at me. I dove from behind my driver's door to a large tree, the subject hit my cruiser door and drove up on the base of the tree before fleeing. He was located later and taken for a psychological evaluation. It was intense.

Q. Do you come from a law enforcement family?

A. My father was a Deputy Sheriff Sergeant with the Suffolk County (NY) Sheriff's Office. He was the first in the family to take the career path.

Q. If you weren't in law enforcement, what career would you like to try?

A. I work part-time as a Professor at University of Maryland University College where I teach courses in Homeland Security and Emergency

Management. I am working on my dissertation to complete a PhD at Oklahoma State University. I hope to try teaching at full-time at the college level when I retire.

Q. What advice would you give to someone that is interested in a career in Law Enforcement?

A. As we know this takes a special kind of person to do. On a daily basis, it is more about caring and helping others than it is about catching the criminal. I also advise them to ensure that they have a healthy separation between who and what they are as a person and the job itself. Those without a healthy separation often end up forced out of the career.

Q. Do you have a mentor, or someone you most admire?

A. The former Sheriff of Frederick County, Jim Hagy had a tremendous positive influence on me and my career. He is a decorated Vietnam Combat Veteran who did not have much formal education beyond high school. Unlike others who dislike formal education when they do not have it, Sheriff Hagy encouraged others to attain their education and then used that education to improve the organization. He was a tremendous leader who taught me many things that education alone could never teach. Sheriff Larry Amerson

Q. What motto do you try to live by?

A. I find a quote by Lou Holtz "Life is 10 percent what happens to you and 90% how you react to it" to be applicable in every aspect of life. I use it to remind myself, with employees, students, and my own children. 🌟

TACTICAL CORNER

A Few Thoughts on Training

By Mike Martin, Detective, Snohomish County, Washington

One of my passions in police work is attending and providing training. I take a lot of pride in developing and coordinating useful classes that others will benefit from. I enjoy seeing the look on someone's face when they "get it," when I have shared a new idea, or provided a different way of doing something. I enjoy working with like-minded people to accomplish goals and enjoy fostering relationships with all of those in the law enforcement profession.

We need passionate people in training. We need those that seek out new ideas and then take the time to present those ideas in a positive way to others. We need thinkers who aren't satisfied with status quo and who seek to better themselves through studying, researching and passing on what they have learned. Does this describe you? Do you have that passion and want to start down the path of teaching others?

I want you to think about the training program that you currently have in your department. Is it lacking in new ideas? Do you have the same instructors that teach every topic? What do you think makes a good and credible trainer? What should you train on and how much time should you spend training on it?

To some, training is a necessary evil. I'm sure we have all attended some mundane class that was required. You know the class where you act as a hostage and not as a participant. I don't believe we can get away from every class like that, but there are things that trainers can do which make learning fun and instill a desire for others to learn.

I would like to spend some time addressing some training ideas that have helped me over the years. My hope is that these ideas will encourage you in your quest of becoming a great trainer.

Assessing the Numbers

Several years ago my department had a training program in place that made use of multiple trainers. They were deputies that were subject matter experts in defensive tactics, firearms, emergency vehicle operations, and several other areas.

This idea or philosophy of having several trainers went away and was replaced with a dedicated 2 to 3 person training unit. As a result a department with over 240 deputies had 2 to 3 people conducting almost all of the training. That would mean that each deputy assigned to that unit would have to obtain a certain level of knowledge and/or certification in every area that they would be teaching or training.

The use of this new design could have been a cost saving measure or a way to have a dedicated training unit with the intention of growth.

Looking back I can see how it depleted a core group of trainers and replaced them with a few people that were over-tasked with knowing the specifics of all of our training programs and maintaining their level of proficiency. Don't get me wrong, the deputies chosen to fill those positions were very well qualified and able to do a great job presenting the subject matter. There were just too few of them.

Although there were good intentions we have gone back to where we started. We have added more deputies to the training cadre. Deputies with different teaching styles, different ideas and more experience in certain areas.

Whether you come from a small or large department, make use of those that have a passion for training. The more experience you can bring to the table will benefit your training programs.

Good People Make Good Trainers

For some people, teaching and training others comes naturally. Those types of people seem to have an easy transition from learning to teaching. For most of us this is not the case. We have to develop our own style and maybe even attend some classes on how to become better teachers.

Over the course of my career I have been very fortunate to be around some individuals that have helped to mold me into the trainer that I am today. I have taken a little bit from each trainer that I thought presented well and have added my own spin on things.

One commonality that I have noticed in all trainers is that they are a student of the game. They study and have a good working knowledge of what they are teaching. They solicit feedback and desire to make improvements in how they present training. They don't talk down to students and always have an answer for questions that are asked, even if they have to say they will find the answer and get back to the person that asked the question.

Take the time to study the trainers that you respect and are known for conducting great training. Law Enforcement needs good people to become great trainers.

I believe that teaching will make you a better cop and if you're like me you learn something new every time you teach.

Welcoming Criticism

If you are in training or desire to become a trainer it's very important that you learn to solicit and accept criticism from your class.

At most of the trainings that I attend or provide, there is always a course evaluation form. This form is often given at the end of the class when people are ready to go home. Sadly, it has been my experience that not very many people complete the forms. Or if they do fill them out, they offer very short answers.

I have made it a point to ask for criticism in a couple of ways. I ask questions at the end of training so that I can get immediate verbal feedback. I also have a critique form that I hand out. I make sure that I give those attending the training the time to complete it or I email it to them at a later time.

These options have worked well for me. I have been able to find ways of fixing things to make the training better and more importantly, if needed, make adjustments to my teaching style.

Have an Open Mind

Don't be self-limiting in your thoughts and ideas about the types of training that you offer. Look for outside instructors and for those that can offer a different view. Remember that tactics and techniques evolve and others may provide more experience and a better view on the type of training you are trying to provide. There are many different ways of doing the same thing and sometimes bringing in someone who has real life experience can be of great benefit.

Make an Outline for your Training

There are some people who can just pick a topic and present it to any number of people without having to write things down. While I applaud those that have the ability to do this, it is important to document things.

We document training for liability and so that we can remain consistent in what we teach others. When we write our training out we are able to think of new ideas and see a finished product.

Take the time to write things down in an outline so that you are covered.

Think Things Through

Make a training plan of what you hope to accomplish throughout the year. Training time is usually limited so don't waste your time training on things that won't be beneficial or relevant to where you work.

If you choose to provide training where use of force may be used, you need to think your training through. You need to ask yourself what a reasonable officer would do in the same scenario. Don't create unrealistic, no win scenarios. Remember that whatever training you put on will need to be defended in court if ever called into question.

Make Safety a Priority

You are responsible for the safety at the trainings you offer. There are several documented training accidents that have occurred over the years where an officer has died. Most of these accidents were preventable had proper safety procedures been in place and practiced.

The safety aspect of training is probably the most important. This means making sure training sites are cleared of obstacles that may harm people and clear of those that are not attending the training.

Always have a system of safety checks in place before putting on training. When you are directing someone to unarm themselves remember to ask about back-up guns and extra ammo. Have at least 3 checks completed before the person enters the training site. This means that the person that will be training checks themselves and then they are checked by two instructors. Even with this system in place mistakes can happen. Be consistent with safety, it just may save a life!

If you are already a trainer or desire to be one, I hope that you continue with that endeavor. It is one of the most rewarding experiences I've had as a police officer. Remember to surround yourself with a core group of like-minded people to bounce ideas off of and to develop and coordinate training. Always remember that good people make good trainers.

Stay Safe and Tactically Sound!

*Mike Martin has been a Deputy Sheriff with the Snohomish County Sheriff's Office (Washington) for over 16 years. He has been a member of the department's SWAT team for over 11 years and currently serves as a Team Leader. Mike has been a training coordinator for the SWAT Team and for the Regional Drug Task Force. He is the Director of Training for the Washington State Tactical Officers' Association and a SWAT instructor. He was an instructor for the National Sheriff's Association for several years where he traveled around the nation providing training for first responders. For the last several years Mike has been providing training to multiple agencies in Washington State on building entry techniques, narcotics enforcement, downed officer rescue and tactical first aid. 🌟

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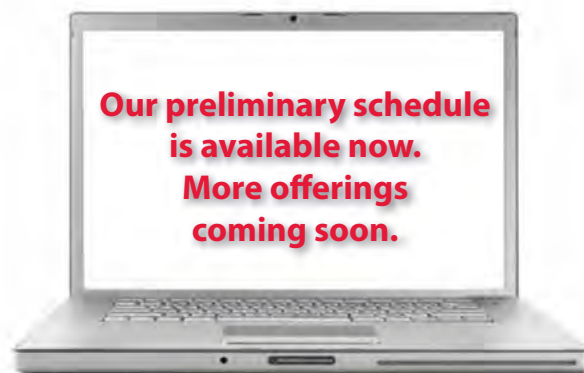
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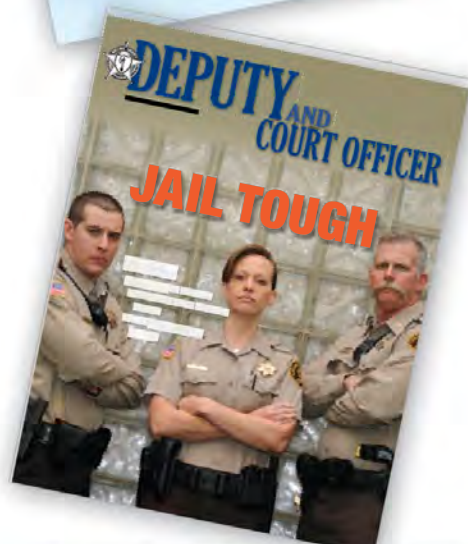
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Prisoners file more litigation than any other group in the United States. As laws change Sheriffs and Jail Administrators all over the country are deciphering what is required of them in the wake – particularly how those changes will affect policy, procedure, training and PREA liability risk. How can Sheriffs and jail administrators proactively protect against prisoner litigation? Will Sheriffs be liable for not being PREA Compliant?



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- **Prisoner's Rights** and an overview of the **Prison Litigation Reform Act. (PLRA)**
- Emerging Threat of **Personal Damages**
- **Civil Litigation**, Preparing to **Defend Litigation** & Proactive Steps to **Reduce Vulnerability**
- **Emerging Litigation Threats** (ACLU, SPLC, PLN)
- Implementing a Proactive Approach in **Protecting Against Administrative Liability** through **Policy and Procedures, Training and Inmate Grievance Systems.**
- Constitutional Issues involving **Duty to Protect, Conditions of Confinement, Prisoner Searches, and Use of Force**
- **Duty to Know and Understand the Law**
- **First Amendment Issues** Involving **Inmate Communication: Mail, Postcards, Rejecting Mail.**
- **Solutions to PREA:** Address Liability, Non-Compliance, Defense of "PREA Claims"

SEMINAR INSTRUCTORS

Gary DeLand is the former Executive Director and current Jail Operations Division Director of the Utah Sheriffs' Association and President of DeLand and Associates, Inc. He has traveled to more than 45 states to provide legal issues and other criminal justice training. Formerly, Gary served as Commander of the Jail Division for the Salt Lake County Sheriff's Office, Executive Director of the UT State Department of Corrections and Senior Advisor to the Iraqi Ministry of Justice. He has also served as an officer for NSA's Presidents and Executive Directors Committee and as Chair of the ACA Legal Issues Committee. DeLand is the past Editor-in-Chief and Executive Editor of the Corrections Managers' Report.

R. Blake Hamilton, esq. is an attorney and private correctional litigation consultant. His primary practice areas are civil rights litigation and governmental entity defense, also including general civil litigation, tax law, complex criminal defense, and health care litigation, including licensing (DOPL). Blake has successfully tried numerous cases in both Federal and State Courts. He presently serves as the City Attorney for the City of Hildale. Blake has been honored as the Utah Lawyer of the Year in 2013.

HOTEL INFO	SEMINAR INFO	SEMINAR REGISTRATION
<p><u>Hotel & Training Location:</u> Sands Ocean Club Resort 9550 Shore Drive Myrtle Beach, SC 29572</p> <p><u>Lodging Reservations:</u> NSA Room Rate: \$44/night + tax Toll Free Reservations: 888-266-4375 ** Special NSA rate cut-off date: October 17, 2014</p>	<p>NSA Members: \$375 Non-Members: \$425</p> <p><u>NSA Jail Certification</u> CJE/CJS Credit Hours: 24</p> <p><u>Host Agency:</u> Horry County Sheriff's Office</p> 	<p>Scan the QR Code below to register online.</p>  <p>http://jailtraining.org/node/2316</p>

BEFORE making travel arrangements call 800-424-7827 x JAIL to ensure program availability. See NIJO cancellation policy (website). Questions or inquiries may be directed to the same number, refer to the website at <http://jailtraining.org/node/2316>, or email seminar coordinating staff at: registration@jailtraining.org

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The FLETC delivers online courses, comprising law enforcement sensitive information, to a nationwide law enforcement audience through its Online Campus.



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For information, contact Daria Thompson at FLETC@sheriffs.org or call 1.800.424.7827 ext. 304.

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- Must be NSA member. To join NSA go to www.sheriffs.org/imis-join.
- Must complete FLETC verification process

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Government Affairs Update

(As of October 2014)

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

113th Congress – 2nd Session

This update covers the period of August 27, 2014, to October 30, 2014. To read the full text of NSA letters cited here, visit <http://www.sheriffs.org/content/government-affairs-correspondence>.

Congress returned from the traditional August recess following Labor Day with a full agenda of hearings related to the situation in Ferguson, Missouri, in addition to Administration meetings on the same. In preparation for midterm elections, Congress again recessed for most of October and is scheduled to return to Washington after Veterans' Day. They will again recess for Thanksgiving and are expected to return at the beginning of December to wrap up the session.

AG Holder to Step Down

Attorney General Eric Holder announced in September that he will step down from his post in late 2014 or early 2015, after more than five years at the Department of Justice. The Attorney General is one of the longest-serving members of the Obama Cabinet and the fourth-longest serving AG in history. His tenure has covered a number of contentious issues during that time, including the prosecution of the September 11th planners, civil rights issues, marijuana, and others.

Attorney General Holder is expected to continue serving until his successor has been named. Given that midterm elections quickly approaching, a nomination for a new Attorney General may not be made until the start of the 114th Congress in January.

Updates: FCC Inmate Calling Services

On October 22, 2014, the Federal Communications Commission (FCC) released its Second Further Notice of Proposed Rulemaking concerning inmate calling services (ICS). This FNPRM requests cost data from jails and NSA is currently working to prepare that information from the data

collection performed over the summer. NSA will continue working to ensure that the FCC understands the challenges faced by sheriffs in providing inmate calling services.

Programs Equipping State and Local Law Enforcement Under Scrutiny

Following the situation on Ferguson, Missouri, federal programs providing equipment for state and local law enforcement came under great scrutiny, including the Department of Defense's 1033 program. Both the Administration and Congress have taken a deep interest in the policies involved in providing this equipment, the training provided for that equipment, and the oversight performed when state and local law enforcement deploy that equipment. With little time left in this legislative session and several big issues left to address, it is unclear what, if any, changes may be made to these programs. However, NSA will continue to monitor any proposals.

COPS Office Begins Comprehensive Law Enforcement Review

In the past several years, many of the criminal justice associations have been working with Congress to develop a national criminal justice commission similar to the 1967 Commission which led to a number of changes in the criminal justice system, including the professionalization of law enforcement. Though legislative efforts for a comprehensive commission were not successful, earlier this year the Department of Justice began to look more closely at this process. As a first step, the Justice Department has brought together a number of stakeholders, subject matter experts, academics, and other law enforcement professionals to delve into key issues in the law enforcement community ranging from crime reduction efforts to reform to grant programs. An ambitious schedule has been developed for this process and it is hoped that review of other aspects of the criminal justice system will follow. ✪

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STRATEGIES TO ENHANCE THE OFFICE OF SHERIFF

Learning from the Past to Build for the Future

By Dave Weisz

When the National Sheriff's Association and I launched this series, I considered various topics and areas that were important to your work as a Sheriff and the work your deputies and other employees are tasked to do. I have also encouraged you to reach out to me with ideas on subjects for these articles.

While I can, and sometimes may continue to present information based on my own level of experience and knowledge, I plan to increase the amount of information I hope to get from this "community". Currently, the "Strategies to Enhance the Office of Sheriff Series" are communicated through this newsletter, however in 2015, it is possible that a more interactive medium will also be used.

For the article on leadership, I shared insights gained from a discussion I had with Sheriff Doug Gillespie. He was kind enough to spend some time on the phone during a very busy operation he was leading. I want to expand this method of sharing best practices through this series. An article may focus on just one topic with discussions with several of you or perhaps only one. There may also be a few topics covered in one article, based on the interests of all of you.

If you wish to have your thoughts or actions shared with our NSA members or know of someone else who should have "their story told," please let me know. My email is at the end of this article. For those who are familiar with me, you know I am not a shy person, so I will also be reaching out to many of you that I know. However, I would much rather generate content from all of our readers.

I am excited to speak with as many of you as I am able with the goal that sharing best practices will help bring these strategies to life! 🌟

Dave Weisz currently serves as a Public Safety Advisor. He has also recently been named as the new Executive Director of the National Association of Women Law Enforcement Executives. He welcomes feedback and additional comments for future articles and presentations at: Dave.weisz@comcast.net



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Sheriffs will explore the role of providing effective leadership in such areas as:

- Public safety
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The 107th and 108th sessions are currently scheduled for April 12-18, 2015 (deadline to apply is January 31, 2015) August 30-September 5, 2015 (deadline to apply is July 5, 2015)

For more information and to apply, please visit:

www.sheriffs.org/content/national-sheriffs-institute-nsi.



**STATEMENT OF OWNERSHIP, MANAGEMENT,
AND CIRCULATION**

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Susan H. Crow

Susan H. Crow
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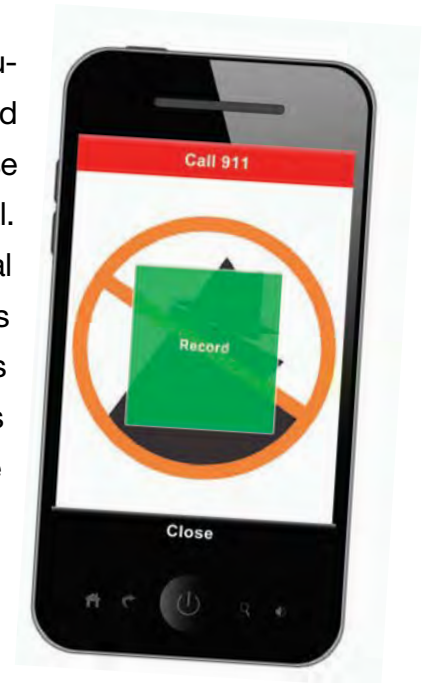
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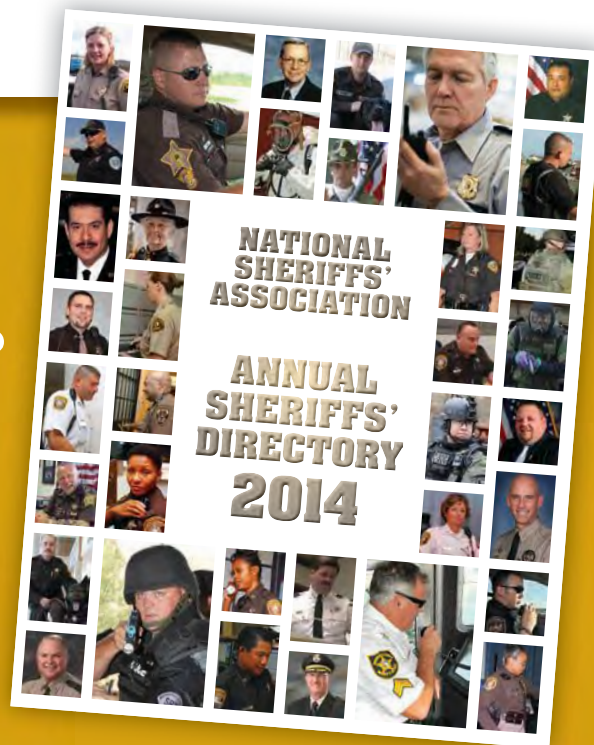
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Advertisers' Index

Aramark Correctional Services, Inc.....	1
AT&T.....	Inside Front Cover, 66
Berkeley Varitronics Systems	33
Chrysler.....	46-47
Creative Services of New England	74
AAMVA	7
Galen College of Nursing	54
I-Con Systems Inc.....	32
ISI/MCS.....	34
Institute of Scrap Recycling Industries.....	22
Justice Federal Credit Union.....	19, 57
Keefe Group.....	Back Cover
Max Lock Down.....	63
Myers/Stun-Cuff	38
Naphcare	23
OD Security North America	5
Project Lifesaver.....	5
Rally Point Alpha	85
RedXDefense.....	55
Schlage	76
Transcription Outsourcing.....	14
Trinity Services Group.....	15, 52
University of Phoenix	11
Wexford Health Sources Inc.....	75



Sheriff Mark Gower is a 21-year veteran of law enforcement. He was elected sheriff of Iron County, Utah in 2003. In 2013, he was awarded the Utah Peace Officer Association Office of the Year Award.

Iron County has a population of approximately 50,000 people within 3302 square miles. The sheriff's office operates with an annual budget of \$7.8 million. The office consists of 191 personnel (70 sworn personnel, 26 non-sworn, 66 part-time, 8 civilians, and 44 volunteers) who patrol by car and bike.

The office is the primary law enforcement agency in the county and is responsible for enforcing traffic and drug laws, serving civil process, courtroom security, a correctional facility, and prisoner transport. The office serves approximately 200 criminal warrants and 35 civil warrants annually. The correctional facility houses 200 inmates. The office is also active in the Neighborhood Watch and D.A.R.E. programs.

As a kid, Sheriff Gower knew that he would be a peace officer someday. At 10 years of age, he enrolled in a Junior Deputy program that was taught by the elected sheriff at the time. He looked at that sheriff as a hero and it made him want to be just like him. He later went on to be a patrol deputy for that sheriff

Of his time as sheriff, Sheriff Gower says, "I have so many great memories that it is hard to single out just one as being my favorite. I just find it very rewarding to be able to help people out when they are having a bad day. Being a Peace Officer is what I love and live for; every day is always a new adventure for me."

Sheriff Gower was born and raised in Cedar City, Utah. He and his wife Traci have raised 5 children together. 🌟

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



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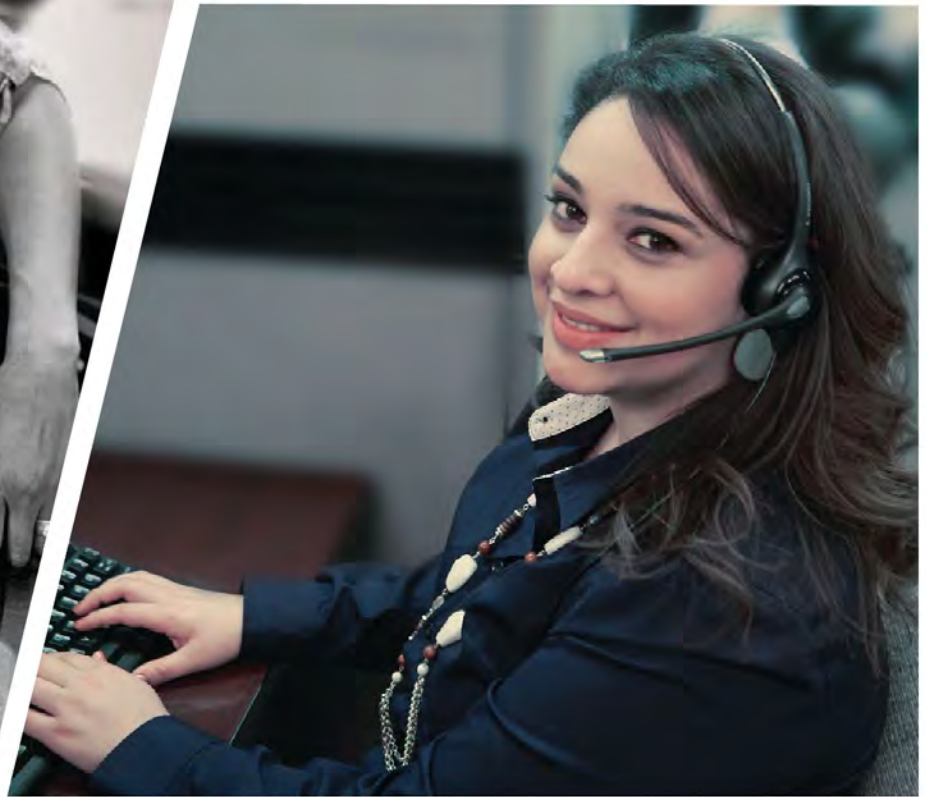
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