

SHERIFF & DEPUTY

A Resource for Sheriffs, Deputies, and Other Public Safety Professionals

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SPECIAL REPORT
SCHOOL THREAT
ASSESSMENT
pg44

JULY / AUGUST 2018

MEET THE PRESIDENT

SHERIFF JOHN LAYTON
TALKS TECH, YOUTH OUTREACH

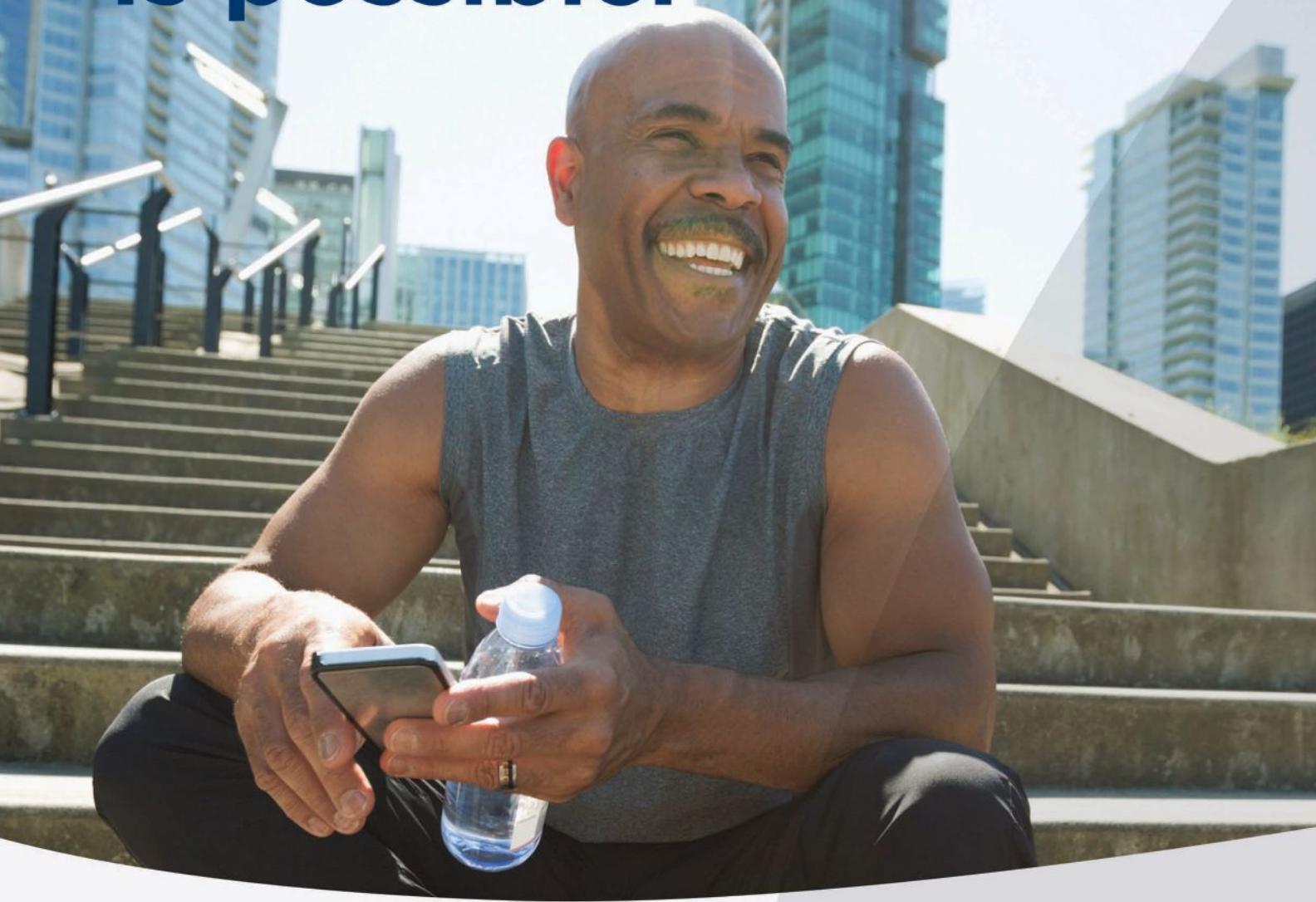
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BUILDING A FUTURE WITH YOUTH OUTREACH

Sheriff John Layton
2018-2019 NSA President

To serve as a law enforcement officer—to make a career of it—and to seek the office of sheriff, one must be grounded in a desire to serve one's community. And if you're as lucky as I have been over the course of your career—44 years and counting, in my case—you'll learn a thing or two while you're at it.

Citizens often look to us as community leaders for the answers to some of society's greatest ills. From the opioid epidemic to the lack of proper mental health care and the tremendous impact it has on our criminal justice system, and from school safety to national security, they want to know that sheriffs are on the job. None of these crises occurred overnight and, unfortunately, none has a simple solution.

It is incumbent upon each of us to do everything in our power to address these concerns in our communities, but we don't have a magic wand. We can't fix these problems overnight, but we must never stop trying. We must never stop asking ourselves, "What can I do?"

For me, the answer to that question often comes back to focusing on the young people in our communities, and connecting with them when they find themselves at the crossroads of making good and bad decisions. As President Franklin Roosevelt once said, "We cannot always build the future for our youth, but we can build our youth for the future."

As a law enforcement officer, I have fought crime in many ways, including working undercover in narcotics and organizing a regional, multiagency gang unit. These initiatives were successful and helped take

criminals, guns, and crimes off of the streets of Indianapolis. But what makes me proudest is what I have done to prevent crime through youth outreach.

In conjunction with the Indiana Sheriffs' Association, and with the support of Hoosier sheriffs and generous donors, we founded the Indiana Sheriffs' Youth Ranch. Scheduled to open this summer, the Youth Ranch will feature swimming, fishing, canoeing, kayaking, archery, softball, baseball, basketball, hiking, a zip line, arts and crafts, and a confidence course. Campers will also learn about vital age-appropriate topics such as CPR, first aid, substance abuse, personal safety, bullying, cybercrimes, gangs, and firearms safety.

This is an opportunity for young people in Indiana to put their cell phones away and be kids, regardless of their parents' income. This is an opportunity to create meaningful mentoring relationships between at-risk youth and law enforcement officers. This is an opportunity to teach young people about respect, nature, wildlife, character, and health. As law enforcement officers, we know that there is no guarantee that those lessons will be learned at home.

As a rookie deputy, I could only dream of one day becoming president of the National Sheriffs' Association. It is an honor and an immense responsibility to organize sheriffs across the country to make progress toward, and find solutions to, the many serious and often devastating issues that face each of our communities. My hope is that in addition to continuously fighting the problems our communities face over the next year, we will

also be inspired to prevent crime through youth outreach.

Thank you for the opportunity to serve as president. I'm looking forward to a great year. 

*Sheriff John Layton
Marion County, Indiana*



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THE FUTURE OF LAW ENFORCEMENT IS HUMAN

Jonathan F. Thompson, NSA Executive Director and CEO

Having recently completed another successful Annual Conference & Exposition, many of us are returning to our offices, excited to explore the new ideas and equipment we saw on the trade show floor. New technologies and equipment promise to make law enforcement's job easier and more efficient. But what you didn't find on the show floor is what some people believe is the future of law enforcement: robots, machines, and computers that can do a deputy's job.

This concept may seem strange to some of you because back in your communities, you are an invaluable asset and the "Thin Blue Line" (or brown line) between danger and society. But as technology continues to move into the workplace, the idea of an automated law enforcement force may not be far off in many people's minds.

This, combined with the growing sentiment around the country that law enforcement needs to look more closely at its procedures and training to meet the needs of a modern, more transparent society, leads me to believe that automation could be closer than we think. We already have speed and stoplight cameras; what if they could pull a person over for other violations?

Or could we soon have a robbery camera that reports the crime, and a robot that responds to the calls? Will these machines also apprehend and process suspects? And when the accused arrives in court, will there still be a judge or jury of their peers, or will it be a computer that processes the information and makes a quick judgment and sentence?

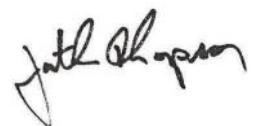
This may not sound like the criminal justice system that the country was founded on, but it might be what you get when citizens ask the men and women of law enforcement to act like robots. Every day, law enforcement is asked to do more than before, as serious threats such as terrorism, cybersecurity, and mass shootings evolve. And alongside these added duties, society also believes there should be more transparency and more accountability, which we welcome. What hasn't changed is the level of financial support.

You offer an unmatched level of compassion that can't be replicated by machines.

At the same time our responsibilities are growing, local budgets are shrinking. Law enforcement is stretched to capacity, and at the same time, we face a huge challenge in finding quality, capable applicants who are willing to risk their lives every day for little pay and in some places, a lack of public support or understanding. At what point will the government think it is easier (and cheaper) to find a robot or a computer that won't have to leave its family each morning with the possibility that it will be the last time they're together?

What the critics don't get is what you and I see every day: the level of commitment law enforcement officers give to their jobs. Not only are you asked to make split-second judgments that could mean the difference

between life and death for a person in harm's way, but you are also the face in the community that people trust to do that job. Along with that commitment, you offer an unmatched level of compassion that can't be replicated by machines. Until artificial intelligence can mimic such human factors flawlessly, we can't consider mechanizing law enforcement further.

Can you imagine if a lost child or a senior citizen had to go to a computer for help, or if a robot was sent to respond to a school shooting and console students, teachers, and parents who had just experienced the unthinkable? I can't imagine an America that looks like that, and hope that its citizens think long and hard about what they're doing when they ask human beings to act like robots. 

Jonathan F. Thompson

OPIOD DEPENDENCE IS A TREATABLE DISEASE.

The criminal justice system is challenged with responding to the opioid epidemic.

Intervention opportunities, like medication-assisted treatment, may exist in the criminal justice system for appropriate individuals with opioid dependence. However, medication-assisted treatment is underused despite its effectiveness.¹

VIVITROL® (naltrexone for extended-release injectable suspension) is a non-addictive, once-monthly treatment option. After detox and when combined with counseling, it has been proven to prevent relapse to opioid dependence. VIVITROL is an HCP-administered treatment that is not associated with diversion.

Prior to the initiation of VIVITROL, patients should be opioid-free for a minimum of 7-10 days to avoid precipitation of opioid withdrawal that may be severe enough to require hospitalization.

IMPORTANT SAFETY INFORMATION²:

INDICATIONS

VIVITROL is indicated for:

- Treatment of alcohol dependence in patients who are able to abstain from alcohol in an outpatient setting prior to the initiation of treatment with VIVITROL. Patients should not be actively drinking at the time of initial VIVITROL administration.
- Prevention of relapse to opioid dependence, following opioid detoxification.
- VIVITROL should be part of a comprehensive management program that includes psychosocial support.

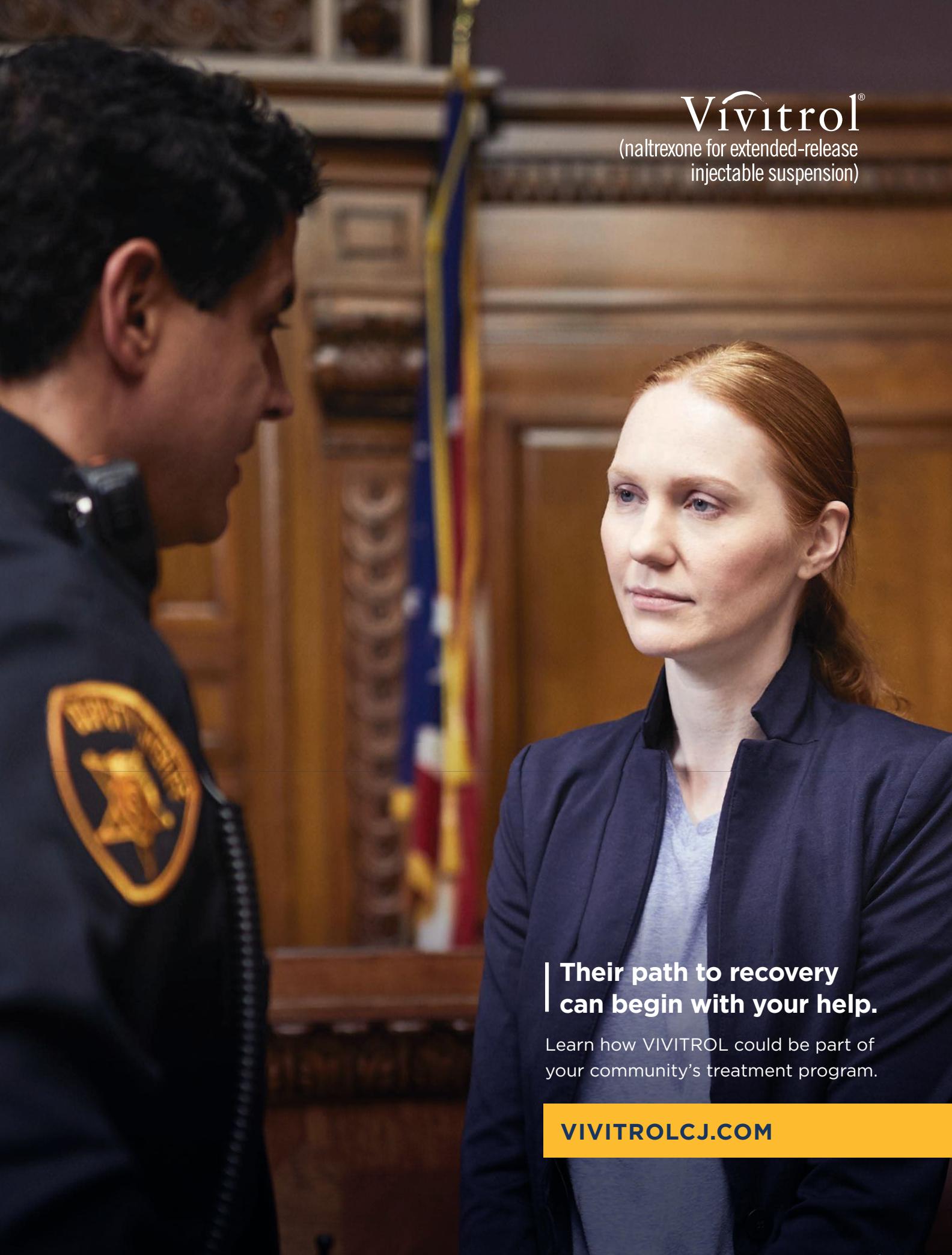
CONTRAINdications

VIVITROL is contraindicated in patients:

- Receiving opioid analgesics
- With current physiologic opioid dependence
- In acute opioid withdrawal
- Who have failed the naloxone challenge test or have a positive urine screen for opioids
- Who have exhibited hypersensitivity to naltrexone, polylactide-co-glycolide (PLG), carboxymethylcellulose, or any other components of the diluent

For additional Important Safety Information, please see the Brief Summary of Prescribing Information on adjacent pages.

References: 1. National Institute on Drug Abuse. Principles of drug abuse treatment for criminal justice populations - a research-based guide. <https://www.drugabuse.gov/publications/principles-drug-abuse-treatment-criminal-justice-populations-research-based-guide>. Published April 18, 2014. Accessed May 18, 2017. 2. VIVITROL [prescribing information]. Waltham, MA: Alkermes, Inc; 2015.



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BRIEF SUMMARY See package insert for full prescribing information (rev. Dec. 2015).

INDICATIONS AND USAGE: VIVITROL is indicated for the treatment of alcohol dependence in patients who are able to abstain from alcohol in an outpatient setting prior to initiation of treatment with VIVITROL. Patients should not be actively drinking at the time of initial VIVITROL administration. In addition, VIVITROL is indicated for the prevention of relapse to opioid dependence, following opioid detoxification. VIVITROL should be part of a comprehensive management program that includes psychosocial support.

CONTRAINDICATIONS: VIVITROL is contraindicated in: patients receiving opioid analgesics, patients with current physiologic opioid dependence, patients in acute opioid withdrawal, any individual who has failed the naloxone challenge test or has a positive urine screen for opioids, and patients who have previously exhibited hypersensitivity to naltrexone, poly(lactide-co-glycolide) (PLG), carboxymethylcellulose, or any other components of the diluent.

WARNINGS AND PRECAUTIONS: Vulnerability to Opioid Overdose: After opioid detoxification, patients are likely to have reduced tolerance to opioids. VIVITROL blocks the effects of exogenous opioids for approximately 28 days after administration. However, as the blockade wanes and eventually dissipates completely, patients who have been treated with VIVITROL may respond to lower doses of opioids than previously used, just as they would have shortly after completing detoxification. This could result in potentially life threatening opioid intoxication (respiratory compromise or arrest, circulatory collapse, etc.) if the patient uses previously tolerated doses of opioids. Cases of opioid overdose with fatal outcomes have been reported in patients who used opioids at the end of a dosing interval, after missing a scheduled dose, or after discontinuing treatment. Patients should be alerted that they may be more sensitive to opioids, even at lower doses, after VIVITROL treatment is discontinued, especially at the end of a dosing interval (i.e., near the end of the month that VIVITROL was administered), or after a dose of VIVITROL is missed. It is important that patients inform family members and the people closest to the patient of this increased sensitivity to opioids and the risk of overdose. There is also the possibility that a patient who is treated with VIVITROL could overcome the opioid blockade effect of VIVITROL. Although VIVITROL is a potent antagonist with a prolonged pharmacological effect, the blockade produced by VIVITROL is surmountable. The plasma concentration of exogenous opioids attained immediately following their acute administration may be sufficient to overcome the competitive receptor blockade. This poses a potential risk to individuals who attempt, on their own, to overcome the blockade by administering large amounts of exogenous opioids. Any attempt by a patient to overcome the antagonism by taking opioids is especially dangerous and may lead to life-threatening opioid intoxication or fatal overdose. Patients should be told of the serious consequences of trying to overcome the opioid blockade. **Injection Site Reactions:** VIVITROL injections may be followed by pain, tenderness, induration, swelling, erythema, bruising, or pruritus; however, in some cases injection site reactions may be very severe. In the clinical trials, one patient developed an area of induration that continued to enlarge after 4 weeks, with subsequent development of necrotic tissue that required surgical excision. In the post marketing period, additional cases of injection site reaction with features including induration, cellulitis, hematoma, abscess, sterile abscess, and necrosis, have been reported. Some cases required surgical intervention, including debridement of necrotic tissue. Some cases resulted in significant scarring. The reported cases occurred primarily in female patients. VIVITROL is administered as an intramuscular gluteal injection, and inadvertent subcutaneous injection of VIVITROL may increase the likelihood of severe injection site reactions. The needles provided in the carton are customized needles. VIVITROL must not be injected using any other needle. The needle lengths (either 1 1/2 inches or 2 inches) may not be adequate in every patient because of body habitus. Body habitus should be assessed prior to each injection for each patient to assure that the proper needle is selected and that the needle length is adequate for intramuscular administration. Healthcare professionals should ensure that the VIVITROL injection is given correctly, and should consider alternate treatment for those patients whose body habitus precludes an intramuscular gluteal injection with one of the provided needles. Patients should be informed that any concerning injection site reactions should be brought to the attention of the healthcare professional. Patients exhibiting signs of abscess, cellulitis, necrosis, or extensive swelling should be evaluated by a physician to determine if referral to a surgeon is warranted.

Precipitation of Opioid Withdrawal: The symptoms of spontaneous opioid withdrawal (which are associated with the discontinuation of opioid in a dependent individual) are uncomfortable, but they are not generally believed to be severe or necessitate hospitalization. However, when withdrawal is precipitated abruptly by the administration of an opioid antagonist to an opioid-dependent patient, the resulting withdrawal syndrome can be severe enough to require hospitalization. Review of postmarketing cases of precipitated opioid withdrawal in association with naltrexone treatment has identified cases with symptoms of withdrawal severe enough to require hospital admission, and in some cases, management in the intensive care unit. To prevent occurrence of precipitated withdrawal in patients dependent on opioids, or exacerbation of a pre-existing subclinical withdrawal syndrome, opioid-dependent patients, including those being treated for alcohol dependence, should be opioid-free (including tramadol) before starting VIVITROL treatment. An opioid-free interval of a minimum of 7–10 days is recommended for patients previously dependent on short-acting opioids. Patients transitioning from buprenorphine or methadone may be vulnerable to precipitation of withdrawal symptoms for as long as two weeks. If a more rapid transition from agonist to antagonist therapy is deemed necessary and appropriate by the healthcare provider, monitor the patient closely in an appropriate medical setting where precipitated withdrawal can be managed. In every case, healthcare providers should always be prepared to manage withdrawal symptomatically with non-opioid medications because there is no completely reliable method for determining whether a patient has had an adequate opioid-free period. A naloxone challenge test may be helpful; however, a few case reports have indicated that patients may experience precipitated withdrawal despite having a negative urine toxicology screen or tolerating a naloxone challenge test (usually in the setting of transitioning from buprenorphine treatment). Patients should be made aware of the risks associated with precipitated withdrawal and encouraged to give an accurate account of last opioid use. Patients treated for alcohol dependence with VIVITROL should also be assessed for underlying opioid dependence and for any recent use of opioids prior to initiation of treatment with VIVITROL. Precipitated opioid withdrawal has been observed in alcohol-dependent patients in circumstances where the prescriber had been unaware of the additional use of opioids or co-dependence on opioids. **Hepatotoxicity:** Cases of hepatitis and clinically significant liver dysfunction were observed in association with VIVITROL exposure during the clinical development program and in the postmarketing period. Transient, asymptomatic hepatic transaminase elevations were also observed in the clinical trials and postmarketing period. Although patients with clinically significant liver disease were not systematically studied, clinical trials did include patients with asymptomatic viral hepatitis infections. When patients presented with elevated transaminases, there were often other potential causative or contributory etiologies identified, including pre-existing alcoholic liver disease, hepatitis B and/or C infection, and concomitant usage of other potentially hepatotoxic drugs. Although clinically significant liver dysfunction is not typically recognized as a manifestation of opioid withdrawal, opioid withdrawal that is precipitated abruptly may lead to systemic sequelae including acute liver injury. Patients should be warned of the risk of hepatic injury and advised to seek medical attention if they experience symptoms of acute hepatitis. Use of VIVITROL should be discontinued in the event of symptoms and/or signs of acute hepatitis. **Depression and Suicidality:** Alcohol- and opioid-dependent patients, including those taking VIVITROL, should be monitored for the development of depression or suicidal thinking. Families and caregivers of patients being treated with VIVITROL should be alerted to the need to monitor patients for the emergence of symptoms of depression or suicidality, and to report such symptoms to the patient's healthcare provider. **Alcohol Dependence:** In controlled clinical trials of VIVITROL administered to adults with alcohol dependence, adverse events of a suicidal nature (suicidal ideation, suicide attempts, completed suicides) were infrequent overall, but were more common in patients treated with VIVITROL than in patients treated with placebo (1% vs 0). In some cases, the suicidal thoughts or behavior occurred after study discontinuation, but were in the context of an episode of depression that began while the patient was on study drug. Two completed suicides occurred, both involving patients treated with VIVITROL. Depression-related events associated with premature discontinuation of study drug were also more common in patients treated with VIVITROL (~1%) than in placebo-treated patients (0). In the 24-week, placebo-controlled pivotal trial in 624 alcohol-dependent patients, adverse events involving depressed mood were reported by 10% of patients treated with VIVITROL 380 mg, as compared to 5% of patients treated with placebo injections. **Opioid Dependence:** In an open-label, long-term safety study conducted in the US, adverse events of a suicidal nature (depressed mood, suicidal ideation, suicide attempt) were reported by 5% of opioid-dependent patients treated

VIVITROL®

(naltrexone for extended-release injectable suspension)

with VIVITROL 380 mg (n=101) and 10% of opioid-dependent patients treated with oral naltrexone (n=20). In the 24-week, placebo-controlled pivotal trial that was conducted in Russia in 250 opioid-dependent patients, adverse events involving depressed mood or suicidal thinking were not reported by any patient in either treatment group (VIVITROL 380 mg or placebo).

When Reversal of VIVITROL Blockade Is Required for Pain Management:

In an emergency situation in patients receiving VIVITROL, suggestions for pain management include regional analgesia or use of non-opioid analgesics. If opioid therapy is required as part of anesthesia or analgesia, patients should be continuously monitored in an anesthesia care setting by persons not involved in the conduct of the surgical or diagnostic procedure. The opioid therapy must be provided by individuals specifically trained in the use of anesthetic drugs and the management of the respiratory effects of potent opioids, specifically the establishment and maintenance of a patent airway and assisted ventilation. Irrespective of the drug chosen to reverse VIVITROL blockade, the patient should be monitored closely by appropriately trained personnel in a setting equipped and staffed for cardiopulmonary resuscitation. **Eosinophilic Pneumonia:** In clinical trials with VIVITROL, there was one diagnosed case and one suspected case of eosinophilic pneumonia. Both cases required hospitalization, and resolved after treatment with antibiotics and corticosteroids. Similar cases have been reported in postmarketing use. Should a person receiving VIVITROL develop progressive dyspnea and hypoxemia, the diagnosis of eosinophilic pneumonia should be considered. Patients should be warned of the risk of eosinophilic pneumonia, and advised to seek medical attention should they develop symptoms of pneumonia. Clinicians should consider the possibility of eosinophilic pneumonia in patients who do not respond to antibiotics. **Hypersensitivity Reactions Including Anaphylaxis:** Cases of urticaria, angioedema, and anaphylaxis have been observed with use of VIVITROL in the clinical trial setting and in postmarketing use. Patients should be warned of the risk of hypersensitivity reactions, including anaphylaxis. In the event of a hypersensitivity reaction, patients should be advised to seek immediate medical attention in a healthcare setting prepared to treat anaphylaxis. The patient should not receive any further treatment with VIVITROL. **Intramuscular Injections:** As with any intramuscular injection, VIVITROL should be administered with caution to patients with thrombocytopenia or any coagulation disorder (eg, hemophilia and severe hepatic failure). **Alcohol Withdrawal:** Use of VIVITROL does not eliminate nor diminish alcohol withdrawal symptoms. **Interference with Laboratory Tests:** VIVITROL may be cross-reactive with certain immunoassay methods for the detection of drugs of abuse (specifically opioids) in urine. For further information, reference to the specific immunoassay instructions is recommended.

ADVERSE REACTIONS: Serious adverse reactions that may be associated with VIVITROL therapy in clinical use include: severe injection site reactions, eosinophilic pneumonia, serious allergic reactions, unintended precipitation of opioid withdrawal, accidental opioid overdose and depression and suicidality. The adverse events seen most frequently in association with VIVITROL therapy for alcohol dependence (ie, those occurring in $\geq 5\%$ and at least twice as frequently with VIVITROL than placebo) include nausea, vomiting, injection site reactions (including induration, pruritus, nodules and swelling), muscle cramps, dizziness or syncope, somnolence or sedation, anorexia, decreased appetite or other appetite disorders. The adverse events seen most frequently in association with VIVITROL therapy in opioid dependent patients (ie, those occurring in $\geq 2\%$ and at least twice as frequently with VIVITROL than placebo) were hepatic enzyme abnormalities, injection site pain, nasopharyngitis, insomnia, and toothache. **Clinical Studies Experience:** Because clinical trials are conducted under widely varying conditions, adverse reaction rates observed in the clinical trials of a drug cannot be directly compared to rates in the clinical trials of another drug and may not reflect the rates observed in practice. In all controlled and uncontrolled trials during the premarketing development of VIVITROL, more than 1100 patients with alcohol and/or opioid dependence have been treated with VIVITROL. Approximately 700 patients have been treated for 6 months or more, and more than 400 for 1 year or longer. **Adverse Events Leading to Discontinuation of Treatment: Alcohol Dependence:** In controlled trials of 6 months or less in alcohol-dependent patients, 9% of alcohol-dependent patients treated with VIVITROL discontinued treatment due to an adverse event, as compared to 7% of the alcohol-dependent patients treated with placebo. Adverse events in the VIVITROL 380-mg group that led to more dropouts than in the placebo-treated group were injection site reactions (3%), nausea (2%), pregnancy (1%), headache (1%), and suicide-related events (0.3%). In the placebo group, 1% of patients withdrew due to injection site reactions, and 0% of patients withdrew due to the other adverse events. **Opioid Dependence:** In a controlled trial of 6 months, 2% of opioid-dependent patients treated with VIVITROL discontinued treatment due to an adverse event, as compared to 2% of the opioid-dependent patients treated with placebo.

DRUG INTERACTIONS: Patients taking VIVITROL may not benefit from opioid-containing medicines. Naltrexone antagonizes the effects of opioid-containing medicines, such as cough and cold remedies, antidiarrheal preparations and opioid analgesics.

USE IN SPECIFIC POPULATIONS: Pregnancy:

There are no adequate and well-controlled studies of either naltrexone or VIVITROL in pregnant women. VIVITROL should be used during pregnancy only if the potential benefit justifies the potential risk to the fetus. **Pregnancy Category C:** Reproduction and developmental studies have not been conducted for VIVITROL. Studies with naltrexone administered via the oral route have been conducted in pregnant rats and rabbits. **Teratogenic Effects:**

Naltrexone has been shown to increase the incidence of early fetal loss when given to rats at doses ≥ 30 mg/kg/day (11 times the human exposure based on an AUC(0-28d) comparison) and to rabbits at oral doses ≥ 60 mg/kg/day (2 times the human exposure based on an AUC(0-28d) comparison). There was no evidence of teratogenicity when naltrexone was administered orally to rats and rabbits during the period of major organogenesis at doses up to 200 mg/kg/day (175- and 14-times the human exposure based on an AUC(0-28d) comparison, respectively).

Labor and Delivery: The potential effect of VIVITROL on duration of labor and delivery in humans is unknown. **Nursing Mothers:** Transfer of naltrexone and 6-naltrexol into human milk has been reported with oral naltrexone. Because of the potential for tumorigenicity shown for naltrexone in animal studies, and because of the potential for serious adverse reactions in nursing infants from VIVITROL, a decision should be made whether to discontinue nursing or to discontinue the drug, taking into account the importance of the drug to the mother. **Pediatric Use:** The safety and efficacy of VIVITROL have not been established in the pediatric population. The pharmacokinetics of VIVITROL have not been evaluated in a pediatric population. **Geriatric Use:** In trials of alcohol-dependent subjects, 2.6% (n=26) of subjects were >65 years of age, and one patient was >75 years of age. Clinical studies of VIVITROL did not include sufficient numbers of subjects age 65 and over to determine whether they respond differently from younger subjects. No subjects over age 65 were included in studies of opioid-dependent subjects. The pharmacokinetics of VIVITROL have not been evaluated in the geriatric population.

Renal Impairment: Pharmacokinetics of VIVITROL are not altered in subjects with mild renal insufficiency (creatinine clearance of 50-80 mL/min). Dose adjustment is not required in patients with mild renal impairment. VIVITROL pharmacokinetics have not been evaluated in subjects with moderate and severe renal insufficiency. Because naltrexone and its primary metabolite are excreted primarily in the urine, caution is recommended in administering VIVITROL to patients with moderate to severe renal impairment. **Hepatic Impairment:** The pharmacokinetics of VIVITROL are not altered in subjects with mild to moderate hepatic impairment (Groups A and B of the Child-Pugh classification). Dose adjustment is not required in subjects with mild or moderate hepatic impairment. VIVITROL pharmacokinetics were not evaluated in subjects with severe hepatic impairment.

OVERDOSAGE: There is limited experience with overdose of VIVITROL. Single doses up to 784 mg were administered to 5 healthy subjects. There were no serious or severe adverse events. The most common effects were injection site reactions, nausea, abdominal pain, somnolence, and dizziness. There were no significant increases in hepatic enzymes. In the event of an overdose, appropriate supportive treatment should be initiated.

This brief summary is based on VIVITROL Full Prescribing Information.



Information (rev. December 2015)

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BEATS



Florida Attorney General Pam Bondi presents awards to (bottom row, left to right) Det. Greg Farless, Dr. Wade Barnes, and Det. Suzanne Clouchete.

STARS

Florida AG Recognizes Victim Advocates

In April, Florida Attorney General Pam Bondi honored six victim advocates and law enforcement officers for exceptional efforts in protecting and counseling victims. Bondi presented the awards at an annual ceremony commemorating National Crime Victims' Rights Week at the state capitol in Tallahassee.

Osceola County Sheriff's Det. Suzanne Clouchete was recognized for her outstanding commitment to supporting crime victims. "Det. Clouchete is very compassionate and thoroughly investigates her cases, going above and beyond her duties," Bondi said at the ceremony. In addition to her daily duties, Det. Clouchete took the initiative to implement two major programs to benefit children and families in Osceola County."

Indian River County Sheriff's Det. Greg Farless received an award for dedicating his life to helping crime victims. Det. Farless is "always willing to fight for those who cannot fight for themselves," Bondi said. "While his primary responsibility is investigating cold-case homicides, he never fails to volunteer to take the lead when a victim has been hurt."

Also honored were Dr. Wade Barnes, volunteer medical director of the Women's Center of Jacksonville; Carl Harms, State Attorney's Office, Fourth Judicial Circuit; Julie Weintraub, founder and president of Hands Across the Bay; and Orlando Police Chief John Mina.

Since 1981, National Crime Victims' Rights Week has challenged the nation to confront and remove barriers to full justice for all victims of crime. The 2018 theme—"Expand the Circle: Reach All Victims"—emphasizes the importance of inclusion in victim services.

"I am thankful for all who dedicate their lives to serving victims of crime, including those who rushed to the scene of tragedy following recent mass casualty events," Bondi said. "All of our award recipients are exceptional and play a vital role in helping victims heal, and I am eternally grateful for their service." 

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Jail Arts Initiative Improves Inmates' Self-Esteem

The Mecklenburg County (North Carolina) Sheriff's Office (MCSO) and Bechtler Museum of Modern Art are collaborating on an arts program inside the Charlotte-Mecklenburg detention facilities to help adult and youth offenders express themselves through art.

Launched in 2011 as part of Bechtler's Jail Arts Initiative, classes begin with a lesson in art history by connecting the museum's holdings to "pop culture references that they can latch onto," Keith Cradle, Ph.D., adolescent program manager for the Mecklenburg County Sheriff's Office, told *The Charlotte Post*. "When

Jay-Z says certain things about artists, they might have heard that in the song, but don't know that this is what the guy looks like, or these are the pieces that he's referencing."

Over the course of 16 weeks of daily, two-hour classes, inmates learn about art history and get the chance to create their own artwork with assistance from Bechtler staff and artists-in-residence, helping build confidence and a sense of purpose, and ultimately, improving outcomes. "Not only does it give them the feeling of being able to 'do' art, but there is a feeling of accomplishment, self-esteem," Cradle said.



Youths attend classes daily for 16 weeks.

Many inmates report that the classes also help reduce stress. Inmates' work goes on exhibit regularly in the lobby of the Bechtler Museum in Charlotte.

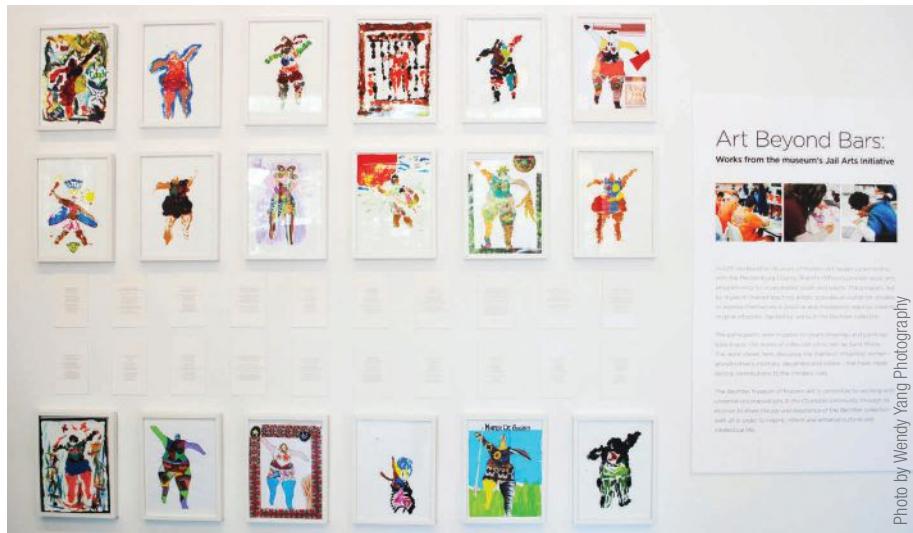
Bechtler Museum of Modern Art President and CEO John Boyer calls the Jail Arts Initiative "extraordinary." "It's one of those moments where you are reaching somebody at what could be a very pivotal moment in their entire life," he says. "For a lot of these young guys, it is an opportunity to discover and develop a new way to express themselves. There are few things as inspirational as watching young people turn their lives around." ★



Student inmates show off their etchings.



A Bechtler artist-in-residence checks an offender's work.



Inmate work is displayed regularly at the Bechtler.

Virginia Deputy, K-9 to Get Statue in LE Museum

The National Law Enforcement

Museum will soon present a statue in the likeness of Spotsylvania (Virginia) Sheriff's Deputy Kory Kelley and his K-9 partner, Dux, as part of its "Being an Officer" installation.

A purebred German Shepherd, K-9 Dux was wounded in October 2016 during a traffic stop. The driver had several outstanding warrants and was taken into custody without incident, but the passenger, Joseph Elliott Conway, assaulted a deputy and attempted to flee the scene. During the pursuit, Conway pulled a gun and fired several rounds, hitting K-9 Dux in the back and neck.

Kelley escorted K-9 Dux to surgery, and his partner made a full recovery, returning to duty within two months to specialize in drug detection and missing persons. Last year, the Virginia General Assembly honored K-9 Dux for his heroic actions. Conway was wounded in the chase and apprehended two days later. He was charged with two counts of attempted capital murder and felony assault on a law enforcement officer and was sentenced to 45½ years in prison.

Deputy Kelley and K-9 Dux recently sat for castings, and the statue will be unveiled when the National Law Enforcement Museum opens this fall. 



Deputy Kory Kelley and K-9 Dux will be immortalized in the National Law Enforcement Museum.

Richland County Names First Female Deputy Chief

The Richland County (South Carolina) Sheriff's Department (RCSD) made history in April with the promotion of veteran law enforcement officer Roxana Meetze from major to deputy chief. Chief Meetze is the first to achieve the rank, and one of only five deputy chiefs to serve in the nearly 1,000-employee department. Ranking above the five deputy chiefs are the county's chief deputy and sheriff.

Chief Meetze began her career as a judicial service officer with RCSD in 1994. Working her way up through the ranks, she has held a variety of posts from training instructor to special teams. Among her more recent responsibilities, Chief Meetze has helped shape and direct conditioning for post-traumatic stress injury (PTSI), a groundbreaking RCSD program that teaches officers to prepare for PTSIs before they hit the street.

"What Meetze has brought to that program and to our officers has been remarkable," says Sheriff Leon Lott. "What she has brought to the department overall and our culture of

professionalism in law enforcement is immeasurable."

Chief Meetze is a graduate of the FBI National Academy, and the recipient of numerous awards and recognitions, including RCSD's Deputy of the Year for 1998 and 2003. She also earned the 1999 South Carolina Sheriffs' Association Medal of Valor for her actions in an incident involving a car chase and fatal shooting.

As deputy chief, she will command the new Richland County 911 Communications Center, which will handle all 911 emergency calls throughout the county of 410,000 residents. The 911 Communications Center is set to be fully operational in 2019. 



Roxana Meetze

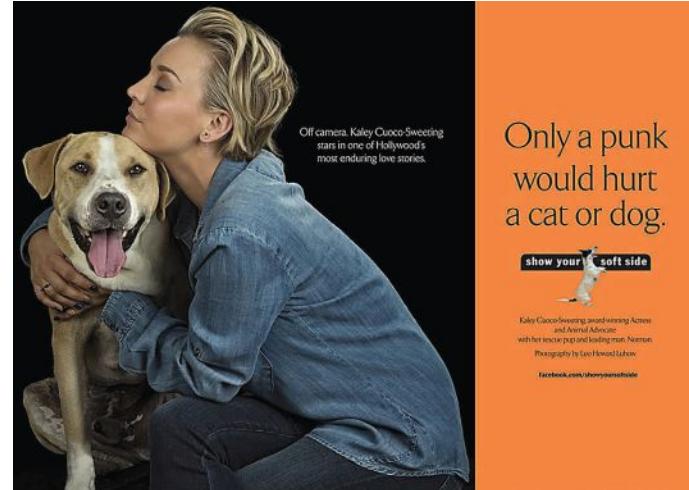
NSA Teams With 'Soft Side' Anticruelty Campaign

NSA, the National Coalition on Violence Against Animals (NCOVAA), and the National Law Enforcement Center on Animal Abuse have teamed with the long-running "Show Your Soft Side" public service campaign to spotlight law enforcement officers known for kindness toward animals.

Launched in 2013, Show Your Soft Side's goal is to prevent animal cruelty before it starts, especially among young people tempted to prove "toughness" or maturity by harming defenseless cats and dogs. By showing numerous "tough" celebrities with their pets, the campaign communicates that compassion toward animals is a strength, not a weakness. "The Show Your Soft Side Campaign illustrates that being kind to animals is the strong thing to do," says John Thompson, NSA's deputy executive director.

Participants in the advertising campaign include more than 160 athletes, rock stars, and other celebrities who are determined to end animal abuse before it starts. Show Your Soft Side reaches up to 1.2 million people each week via social media and outdoor advertising, and distributes posters free of charge to teachers and schools across the country.

Now, NSA is working with the campaign to create a calendar featuring the many "softies" among law enforcement officers. NSA



Law enforcement officers will soon join celebrities such as Kaley Cuoco in the Soft Side campaign.

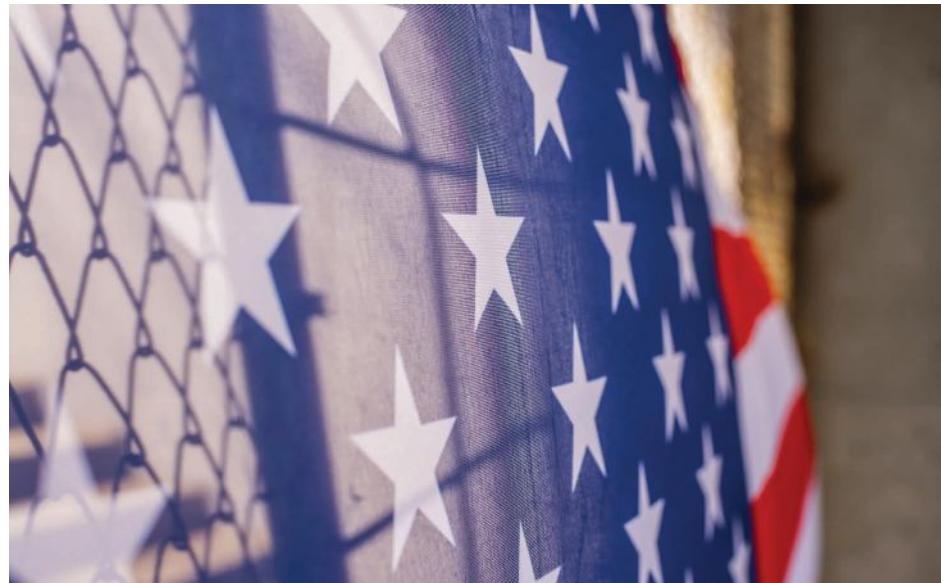
held a photo shoot for finalists in New Orleans during its Annual Conference & Exhibition last month, and will host a second shoot later this summer in Washington, D.C. 

NSA Files Brief in California Sanctuary Suit

NSA filed a "friend of the court" brief urging California lawmakers to overturn a law that increased protections for undocumented immigrants last year. Known as the Sanctuary State law, SB 54 prohibits state and local law enforcement from cooperating with immigration agents without a court order and creates safe zones around schools, courts, and hospitals.

U.S. Attorney General Jeff Sessions recently filed a lawsuit targeting SB 54, saying that it violates the Supremacy Clause of the U.S. Constitution and hampers federal immigration actions. The suit also challenges AB 450, which bars employers in the state from releasing the immigration status of their employees without a court order.

Multiple briefs were filed by the Immigration Reform Law Institute (IRLI) in support of the DOJ's lawsuit, including NSA's. "Laws like Senate Bill 54 and Assembly Bill 450 are not only flagrantly unconstitutional, but extremely dangerous to both the safety of the American people and



the integrity of our federal republic," Dale Wilcox, IRLI executive director and general counsel, said in a statement.

A hearing on the federal government's

motion for a preliminary injunction was scheduled for June 20 in Sacramento, California. Experts say that the case is likely to go to the U.S. Supreme Court. 

NSA Partners With Justice Clearinghouse on Webinars

In May, NSA announced it will partner with Justice Clearinghouse (JCH) to provide more—and more in-depth—online education. Known for bringing conference-quality presenters to the justice community online, the partnership will allow NSA members to access more than 115 live webinar events this year, and enjoy continued access to NSA webinars, speakers interview, and other content.

John Thompson, NSA's deputy executive director, spearheaded the initiative after presenting two webinars with JCH. "After experiencing working with the JCH team directly, I knew they were a team NSA should partner with," he says. "From an organizational perspective, the partnership allows us to leverage each other's unique abilities and resources to better serve our members.

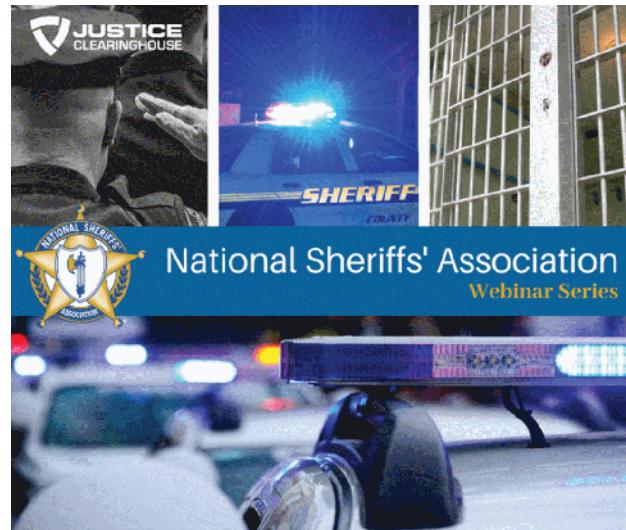
"We welcome the opportunity to partner with an organization committed to the safety and quality of our professionals," Thompson continues. "This is an incredible opportunity for our members to continue growing in our profession and develop multidisciplinary approaches to solve many of the challenges faced in our communities."

The partnership will help agencies with tight budgets and schedules ensure that their training is up-to-date and effective. "Justice organizations face a lot of the same struggles: shrinking budgets, providing training to keep their people up-to-date [and] effective, adapting to the changing expectations of their communities, etc.," says Aaron Gorrell,

founder and publisher of Justice Clearinghouse. "It's tough for small agencies to keep up."

In the short term, JCH will host NSA webinars that have already been scheduled, then it will work with NSA's content team to develop topics that provide immediate value. "NSA members will also have access to the range of webinar topics JCH is already producing for law enforcement professionals," Gorrell says. "Our topics range from the managerial and leadership side of agencies to dealing with issues like domestic violence or elder abuse in your community, to addressing the cyberthreats to your organization."

The program will address a need for continuous quality education. "Thanks to advancing technology, the world has shifted from learning only taking place in a classroom setting to a 24/7, on-demand mentality," Gorrell says. "There's a place for in-person training, but due to the changing nature of law, cultural expectations, and technology, most of us will have to incorporate a 'lifelong learning' approach to our careers in order to stay current. And that's what this partnership strives to accomplish: to help the JCH and NSA membership continuously grow in the profession so they can continue to address



the many evolving challenges facing our communities."

"That's what I really like about the partnership," Thompson says. "Learning doesn't stop after a training or attending a conference. We'll be able to continue to support our members' ongoing needs with a team that does webinars all the time for the justice community."

JCH webinars are held Tuesdays and Thursdays at 1:00 p.m. and 3:00 p.m. Eastern time, and include an hour of training or lecture, followed by 15 minutes of live Q&A. All webinars are free to attend live. To accommodate NSA's speakers and topics, JCH plans to add Wednesday sessions to the calendar. Check out the schedule at justiceclearinghouse.com/nsa. 

NSA Developing Youth Leadership Program

NSA has begun development of its Sheriffs' Youth Leadership program, a coordinated, nationwide youth leadership initiative that will help sheriffs develop programming that enhances law enforcement outreach in the community, help young participants develop leadership skills, and build youth volunteerism.

The program will target youths aged 16–18, instilling character, morals, and

volunteerism, promoting law enforcement and emergency services as career options, and emphasizing the heroic and exceptional acts of courage deputies and police officers demonstrate every day, says Dean C. Meyer, executive director of Wisconsin's Badger State Sheriffs' Association.

The Sheriffs' Youth Leadership program will launch once it secures approval

from the NSA Outreach Committee and program funding from private sponsorships and/or grants.

The program was previewed in June at NSA's Annual Conference and Exhibition, and invites sheriffs with quality youth programs to share their success stories with program developers by emailing badgersheriff@brucetel.net. 

Senate Bill Seeks Improved Access to Opioid Detectors

Bipartisan legislation has been introduced in the U.S. Senate to assist state and local law enforcement in obtaining the screening equipment necessary to detect fentanyl and other dangerous drugs. U.S. Customs and Border Protection agents benefited from a similar push earlier this year.

Introduced by U.S. Sens. Rob Portman (R-Ohio), Sherrod Brown (D-Ohio), Shelley Moore Capito (R-West Virginia), Charles Schumer (D-New York), Marco Rubio (R-Florida), and Ed Markey (D-Massachusetts), the Providing Officers With Electronic Resources (POWER) Act would establish a new Department of Justice (DOJ) grant program to help state and local agencies secure the high-tech, portable screening devices.

"Fentanyl continues to ravage communities in Ohio and across the country," Portman said in a release. "Law enforcement and other first responders need all the tools available to detect and stop fentanyl, which is 50 times more powerful than heroin. The POWER Act will help provide officers with devices to screen and identify fentanyl and other synthetic drugs more quickly and efficiently."

"As the opioid epidemic continues to ravage communities throughout Florida, it is clear we must do more to ensure that first responders have access to the right tools to protect themselves and ensure public safety," Rubio said. "This bill will do that by helping to equip local law enforcement with additional chemical screening devices to help detect and interdict dangerous substances."

The devices use laser technology to analyze and identify potentially harmful substances based on a data library of compounds housed inside. The devices can sometimes sense the presence of synthetic opioids through packaging, and will likely help law enforcement conduct drug investigations and prosecutions more effectively by addressing the backlog of drugs awaiting laboratory identification.



Without such devices, suspected drugs must be sent to labs for testing, which can take months. And because the devices can quickly and effectively alert officers to dangerous substances in the field, they help ensure that officers can test and handle substances such as fentanyl safely.

"Not only has the opioid epidemic taken the lives of so many Americans, but it continues to endanger the lives of law enforcement officials by exposing them to illegal and fatal substances such as fentanyl," Schumer said. "This bill and these screening devices will help keep law enforcement safe and allow them to work more efficiently while on the front lines fighting the opioid epidemic ravaging our communities."

The POWER Act is supported by numerous law enforcement associations, including NSA, the Fraternal Order of Police, the Major Cities Chiefs Association, and the Federal Law Enforcement Officers Association. 

End of Watch

End of Watch recognizes members of sheriff's offices across the country who have completed their final patrols. The National Sheriffs' Association and *Sheriff & Deputy* magazine extend our gratitude for their service and our condolences to their families and colleagues.

DEPUTY SHERIFF ALEXIS "THUNDER" EAGLE LOCKLEAR

Scotland County (North Carolina) Sheriff's Office
End of Watch: March 1, 2018

DEPUTY SHERIFF JACOB M. PICKETT

Boone County (Indiana) Sheriff's Office
End of Watch: March 2, 2018

DEPUTY SHERIFF DAVID LEE'SEAN MANNING

Edgecombe County (North Carolina) Sheriff's Office
End of Watch: March 11, 2018

DEPUTY SHERIFF RYAN DOUGLAS ZIRKLE

Marin County (California) Sheriff's Office
End of Watch: March 15, 2018

CPL. DALE SHANNON HALLMAN

Saluda County (South Carolina) Sheriff's Office
End of Watch: April 6, 2018

SGT. NOEL RAMIREZ

Gilchrist County (Florida) Sheriff's Office
End of Watch: April 19, 2018

DEPUTY SHERIFF TAYLOR LINDSEY

Gilchrist County (Florida) Sheriff's Office
End of Watch: April 19, 2018

DEPUTY SHERIFF CASEY L. SHOEMATE

Miller County (Missouri) Sheriff's Office
End of Watch: April 20, 2018

MASTER DEPUTY JAMES LESTER KIRK JR.

Lancaster County (South Carolina) Sheriff's Office
End of Watch: April 24, 2018

CPL. EUGENE COLE

Somerset County (Maine) Sheriff's Office
End of Watch: April 25, 2018

K-9 EICO

Davis County (Iowa) Sheriff's Department
End of Watch: March 11, 2018

Settlement Yields \$11 Million for Bulletproof Vests

U.S. Attorney General Jeff Sessions

announced that the Department of Justice (DOJ) will return over \$11 million from a settlement with Toyobo Co. Ltd. and Toyobo America Inc.—companies DOJ alleges produced defective bulletproof vests—to help purchase approximately 18,700 additional bullet-resistant vests for law enforcement officers through the Bulletproof Vest Partnership (BVP) program.

“Bulletproof vests are sometimes all that stands between a police officer and death,” Sessions said in a statement. “Companies [that] have sold us faulty or defective vests should compensate us so that we can get our officers the vests they need. That’s why this Department of Justice will give these settlement funds to those who deserve them: the men and women in blue.”

Since 2007, manufacturers have paid the U.S. more than \$132 million to settle alleged

violations of the False Claims Act related to the sale of defective bulletproof vests containing Zylon. The Toyobo companies manufactured Zylon fiber and promoted its use as a ballistic material, and have so far paid \$66 million to resolve potential liability.

The BVP program, administered by the Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA), helps state, local, and tribal governments equip LEOs with bullet-resistant vests. Since 1999, the BVP program has provided more than 13,100 jurisdictions nationwide with up to 50 percent of the purchase price of nearly 1.3 million vests—a total of \$447.7 million in funding.

“This settlement and the Attorney General’s laudable decision to allocate these funds to the BVP program represent the Justice Department’s strong commitment to officer safety,” BJA Director Jon Adler said. “Our unwavering priority is to



protect our officers as they keep our communities safe.”

For more information about the BVP Program, visit ojp.gov/bvpbasi. 

U.S. Correctional Population Declined in 2016

The number of adults supervised by the U.S. correctional system dropped for the ninth consecutive year in 2016, according to a report reflecting the latest information available from the Bureau of Justice Statistics (BJS). The correctional population includes persons supervised in the community on probation or parole, and those incarcerated in prisons or local jails.

From 2007 to 2016, “Correctional Populations in the United States 2016” says, the proportion of the adult population under the supervision of U.S. correctional authorities decreased 18 percent, from 3,210 to 2,640 adults per 100,000 residents—the lowest figure since 1993’s 2,550. About one in 38 adults was under some form of correctional supervision at year’s end in 2016.

An estimated 6.61 million persons were under correctional supervision on Dec. 31, 2016, about 62,700 fewer persons than on Jan. 1. The total correctional population declined 0.9 percent in 2016 due to a 1.1 percent decrease in the community supervision population and a 0.5 percent decrease in the incarcerated population.

The decrease in the incarcerated population was due to a decline of 21,200 people in the prison population; the jail population remained relatively stable. The number of persons held in prison or local jails per 100,000 U.S. adult residents (or incarceration rate) has declined since 2009 and reached its point lowest since 1996 (860 per 100,000) in 2016.

The community supervision population fell from 4,586,900 on Jan. 1 to 4,537,100 at year-end. All of the decrease was due to a



decline of 52,500 in the probation population; the parole population increased 0.5 percent, or 4,300 persons, in 2016.

For more information on the report and other statistics, visit www.bjs.gov. 



VIRTUAL LEARNING

The new Institute for Cybersecurity is helping law enforcement respond to 21st-century challenges

By Bray Barnes and Capt. Leonard Nerbetski

Almost daily, we see news reports about cybercrimes, cyberattacks, cyberthreats, cybersecurity, and cyberintelligence. Attacks on government, business, health care, universities, and even police agencies occur every day. Malicious cyberactivity cost the U.S. economy between \$57 billion and \$109 billion in 2016, according to a February 2018 report from the president's Council of Economic Advisers.

"Cyberthreats are already challenging public trust and confidence in global institutions, governance, and norms, while imposing costs on the U.S. and global economies," warned National Intelligence Director Daniel Coats in a May 2017 worldwide assessment of the U.S. intelligence community. "Cyberthreats also pose an increasing risk to public health, safety, and prosperity as cybertechnologies are integrated with critical infrastructure in key sectors."

In a March 2018 report, Coats added, "From U.S. businesses to the federal

government to state and local governments, we are under cyberattack. While state actors pose the greatest cyberthreats, the democratization of cybercapabilities worldwide has enabled and emboldened a broader range of actors to pursue their malign activities against us."

Law enforcement's role

Now, law enforcement is entering this new, multifaceted arena. And it is up to law enforcement officers (LEOs) at all levels to become knowledgeable about the growing threats that the cybersphere presents, as well as the actors and motivations behind the threats. Additionally, the LEO must now understand the criminal who weaponizes cyberactivity.

"Cybercrime is changing policing, because it allows criminals on the other side of the world to suddenly become a problem in your own back yard," said Chuck Wexler, executive director of the Police Executive

Research Forum (PERF), in its 2014 *The Role of Local Law Enforcement Agencies in Preventing and Investigating Cybercrime* report. "Participants at our summit say that victims often don't even know where to go to report these crimes, and that local police are struggling to know how to respond."

Senior law enforcement executives attending the 2014 PERF Summit said that due to the evolving nature of the cybercrime threat, nearly every type of "traditional" crime can contain some aspects of the cyberworld. "Combating cybercrime is a team sport. Whether it is a local-, state-, or federal-level agency, one agency can't do this alone," Joe Demarest, FBI executive assistant director and former head of the FBI's Cyber Division, said. "We must confront these challenges as a global law enforcement community."

Businesses, utilities, health care, and financial institutions are looking to law enforcement to not only be able to adequately

respond to attacks and cybercrimes, but also to be proactive and gather intelligence to prevent continued threats. Small businesses with less than \$25 million in annual sales are less likely to survive a cyberattack.

How complicated is this new responsibility? As FBI Director Christopher Wray noted in March 2018, “This threat is now coming at us from all sides. We’re worried—at the FBI and with our partners—about a wider range of threat actors, from multinational cybersyndicates and insider threats to hacktivists. And we’re concerned about a wider gamut of methods.”

Vigilance starts with sheriffs

Sheriffs' offices must address cyberthreats through training, intelligence gathering, social media, and collaboration. In training, each office must ensure that it is not only capable of responding to community needs, but is also able to protect itself from attack.

It is up to law enforcement officers at all levels to become knowledgeable about the growing threats that the cybersphere presents.

“With all the electronics we use in our offices, we need to educate our employees about how they should protect themselves,” Terrance Gainer, former U.S. Capitol police chief and sergeant-at-arms for the U.S. Senate, told PERF. “Our system counts 100 instances a day of people in the Senate community trying to access websites that we consider malicious. We need to educate our employees to make sure they aren’t unintentionally making us vulnerable through unsafe internet use.”

Officers also need to be able to investigate cybercrimes. "All officers need to have some basic understanding and skills related to cybercrime investigations," said William O'Toole, retired executive director of the Northern Virginia Criminal Justice Training

Academy, in the PERF report. "We want our patrol officers to use the same skills of observation, awareness, and good documentation that they use for all crimes, and apply them to cybercrime."

Coursework in cybersecurity

In response to this increasing need among sheriff's deputies, NSA's Homeland Security Committee formed the Cybersecurity and Crime Work Group. Under the leadership of Sheriff David Goad (Ret.), the Work Group prepared the plan for the NSA Law Enforcement Investigators Program, and NSA created the Global Center for Public Safety, Institute for Cybersecurity (ICS). The institute will offer a series of training courses that will be tailored to the needs of sheriff's deputies and senior staff to address relevant cyber topics today.

The list of courses outlined below represents an initial offering of training available through the Institute for Cybersecurity. Additional courses will be added to meet the needs of law enforcement facing a rapidly evolving cyberthreat environment.

Introduction to Cybersecurity. This course will provide an overview of the cyberworld and its components. It will discuss cybersecurity best practices and why they are critical to law enforcement agencies. It will also examine what open-source information is available, types of attacks, and differences between a hacker, a hacktivist, and a terrorist. It will discuss corporate attacks, nation-states' advanced "persist" threats, and the breadth of increasingly diverse and sophisticated threats in the cyberworld that impact the nation at the federal, state, and local level.

Law Enforcement and the Fusion Center. This course will examine the key responsibilities of fusion centers; the current and pending legislation, policies, and regulations impacting fusion centers; and the relationships among fusion centers to other national-level entities such as the National Cybersecurity and Communications Integration Center (NCCIC). It will also provide an overview of how fusion centers collect, analyze, and share emerging cyber-threat intelligence.

PRACTICE GOOD CYBERHYGIENE

Sheriff's offices should protect their data by using these common-sense strategies.

- ~~• 本章将讨论如何使用Python的类和对象~~
- ~~• 本章将讨论如何使用Python的类和对象~~

Ensure that all software in use is updated/patched on a frequent basis. As new cyberthreats and vulnerabilities are discovered, software vendors often release fixes to mitigate future risks.

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- **Southampton University** - and
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- **Arts University Bournemouth** -

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- Embodiment studies can follow

Limit the amount of personal data/travel itinerary information you share via social media.

- Create a ten-year plan to combat cyber-



The Dark Web. This course will review the history of the “dark web” and how it has evolved to support illicit activity. It will demonstrate its low barrier to entry, the hardware and software required to access it, how to navigate and operate within the dark web, and the level of anonymity it affords illicit users. Case studies will expose the types of activities—many criminal—conducted in this environment, discuss projections on the future use of the dark web, and identify examples and opportunities for law enforcement to operate more effectively within it.

The Fundamentals of Ransomware. Criminals are developing and using sophisticated cybertools for a variety of purposes including theft, extortion, and facilitation of other criminal activities. Ransomware—malware that employs deception and encryption to block users from accessing their own data—“has become a particularly popular tool of extortion,” a 2017 Office of the National Director of Intelligence report says. Government agencies, including law enforcement agencies, have been victimized by this malware variant. This course will examine ransomware from infection to mitigation, and discuss strategies for reducing the risk of infection. It will also discuss how cryptocurrencies are used to facilitate attackers’ ransom demands.

Social Media for Law Enforcement. This course will include a comprehensive overview of social media to include its practical use in improving community engagement and connecting with citizens, the ability to leverage social media as an intelligence tool, and discuss how social media can support investigative efforts. The course will also highlight

the limitations and policy considerations of law enforcement use of social media.

Understanding Cryptocurrency. With the use of cryptocurrencies such as Bitcoin increasing among the general public, criminal actors and terrorist organizations are already using cryptocurrencies to facilitate illicit activities. This course will provide an overview of how the cryptocurrency monetary system operates, how blockchain technology facilitates the recording of cryptocurrency transactions, and special considerations for law enforcement.

“Sheriffs’ offices must address cyberthreats through training, intelligence gathering, social media, and collaboration.”

Certification for Law Enforcement in Cyberintelligence. The National Criminal Intelligence Sharing Plan (NCISP) offers a blueprint for law enforcement agencies that are building and/or engaged in the enhancement of the intelligence function, and among its 28 recommendations is analyst certification.

The Institute for Cybersecurity will offer a 40-hour certification course in cyberintelligence. The course will be designed for more in-depth study of cyberintelligence analysis, including how to develop information into meaningful intelligence that is critical to the planning, intelligence, and investigative activities of a sheriff’s office. Additionally,

cyberintelligence has a role in corrections, since many offenders do not stop committing crimes when they enter prison or stop after they are released.

The Global Center for Public Safety’s Institute for Cybersecurity will be able to provide the local sheriff with a wide variety of opportunities to enhance their office’s cybercapabilities, support ongoing investigations, respond to the needs of cybervictims, and deliver law enforcement services that meet many of the needs of 21st-century citizens.

As former U.S. Dept. of Homeland Security Secretary Janet Napolitano said in the department’s 2014 quadrennial report, “Securing the homeland is an enterprise-wide national interest. ‘Safeguarding and securing cyberspace, is one of the five key missions of the department.’

It is everyone’s responsibility, especially in the law enforcement community, to have an understanding of the cyberthreats that now face this country every day. 

Bray Barnes is a member of the Board of Governors of NSA’s Global Society of Homeland & National Security Professionals, and lead for the Global Center for Public Safety’s Institute for Cybersecurity. He previously was the director of the National Cybersecurity Institute (NCI) in Washington, D.C., and is the founder and principal of Security Evaluation and Solutions Group LLC, a provider of cyberintelligence analyst training. He has served as a DHS director and as acting chief human capital officer. He is a licensed attorney with 30 years of experience representing various police agencies, corporations, and financial institutions, and a graduate of the New Jersey Police Academy.

Leonard Nerbetski retired as a captain with the New Jersey State Police after serving as the executive officer of the New Jersey Regional Operations Intelligence Center, which conducted threat analysis, crime analysis, and cyberthreat analysis programs. He helped create the New Jersey Cybersecurity and Communications Integration Cell (NJCCIC), the state’s one-stop shop for cybersecurity information sharing, threat analysis, and incident reporting, and was assigned to FBI’s Joint Terrorism Task Force for eight years. Nerbetski has also served as an instructor at the New Jersey State Police Academy, and is co-founder of Acumen Strategy Group LLC, which provides training and security consulting services.



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BETTER LIVING THROUGH ENLIGHTENED FACILITY DESIGN

Maximizing the benefit of justice architecture on inmate conduct and recidivism

By Harmony Goorley, MA, LCPC, LSOTP, CCHP

We have all heard of holistic medicine—treating disease through the treatment of the whole person. A holistic approach does not end at the alleviation of a specific symptom; instead, it centers on the healing of the entire person—mind, body, and spirit. Finding long-term sobriety, for instance, stretches far beyond abstinence from alcohol or drugs. Achieving long-term sobriety requires a profound transformation in the way the addict thinks, copes, and relates.

Conventional relapse prevention models are epitomized by words such as *stop*, *don't*, *warning*, and *exit*. These words do not motivate or inspire individuals toward change. They are constant reminders that what

they do, how they feel, how they think, and who they are is *bad*, *unhealthy*, and/or *undesirable*. Personal change requires the *discontinuing*, *silencing*, or *removing* of what is comfortable, and that is often everything people in conventional programs have come to know.

Evolving treatment approaches recognize the limitations of conventional relapse prevention and concentrate instead on strength-based, motivational methodologies. One front-runner is the Good Lives Model (GLM) of Offender Rehabilitation developed by clinical psychologist Tony Ward and his colleagues. The model pivots on the understanding that all people long for the same 10 primary “goods” or life goals to live productive, happy lives:

1. Life (survival essentials)
2. Knowledge
3. Excellence in work and leisure
4. Autonomy
5. Inner Peace (emotional balance)
6. Relatedness (warm, mutual connections)
7. Community (sense of belonging)
8. Spirituality (religious or secular sense of greater purpose)
9. Pleasure (immediate gratification)
10. Creativity (novelty)

Fundamentally, these represent preferred activities, experiences, and situations that promote a sense of fulfillment and happiness in people's lives. While individuals place varying levels of importance on each, a good life requires the basic attainment of all 10 primary goods. People act as architects in the

design of a life that is balanced, satisfying, and personally meaningful.

Same goods, different access

Offenders seek these same goods, but their blueprints for living the good life historically have included delinquent, self-serving, and reckless acts. Some pay their rent (meeting the good of Life) through acts of theft; some search for emotional balance (meeting the good of Inner Peace) through drug use; some get a sense of belonging (fulfilling the good of Community) through gang affiliations; some achieve sexual gratification (meeting the good of Pleasure) through sexual offenses, and so on. When offenders learn how to fulfill these longings in ways that are lawful and socially acceptable, they can greatly reduce their risk of re-offending.

Along with theoretical shifts in relapse prevention, the criminal justice system is taking a more rounded approach toward behavioral change as well. For example, progressive designs of county jails include direct observation for richer officer-to-inmate interaction and decentralized programming spaces for more private and accessible mental health contacts.

Ron Budzinski, retired senior principal of PSA-Dewberry, and Jim Matarelli, retired architect for Dewberry, recently met for a groundbreaking roundtable on the fusion of modern principles of justice architecture and the GLM. With more than 80 years of experience and industry leadership together, Budzinski and Matarelli remain forward-thinking and fervent about rehabilitation. After decades of designing correctional facilities, they now volunteer to run groups inside a county jail, experiencing first-hand the influence of structural design on the recovery process.

Reflecting on architecture and a good life, Budzinski quoted the 19th century art critic John Ruskin: "All architecture proposes an effect on the human mind, and not merely a service to the human frame." He adds that moral inspiration is necessary to make any change or architecture work. In terms of the transformative process from criminal to productive community member, Budzinski says that "Architecture can enhance it, but not create it." In other words, while an offender's willingness to change is paramount,

correctional design is an important supporting factor in the change process.

Budzinski also shared an inspiring statement from John Baldwin, director of the Illinois Department of Corrections: "Eighty percent of offenders know they did something stupid and just want to do their time and change. However, 80 percent of the 80 percent don't know how to change."

While an offender's willingness to change is paramount, correctional design is an important supporting factor in the change process.

Along the same lines, the GLM assumes that offenders engage in criminal activity because of flaws in their blueprints for a good life. A lack of opportunity or capability are common barriers to good living for habitual offenders. Consider this hypothetical example: A man is committed to losing weight and controlling his diabetes, but cannot leave his house. The man's fridge is stocked with only chocolate milk and candy bars. This man desires change, but given his sole food source, he lacks the opportunity to achieve his goals.

Or say that a woman dreams of working in a library, but cannot read. Unless she learns to read, she will not have the skills required to work there. The constant struggle to live a good life is a universal pursuit for all people, with periods of success, failure, and many roadblocks along the way. The struggles are not restricted to the sick or the bad.

Building a better environment

When asked about his fundamental approach toward correctional design, Matarelli affirms that "What's good for anybody is good for corrections." He reminisced about his early career in the 1970s, contrasting the design of hospitals to correctional facilities. At the time, jails weren't constructed to look as "dignified" as hospitals, which exist to treat and cure. Patients of hospitals were offered environmental features that enhanced recovery. "All spaces can be a rejuvenating force"

in someone's life, Matarelli points out, and the built environment is no exception.

On the spectrum of the perceived role of the criminal justice system are two camps—warehousing vs. rehabilitation. Budzinski and Matarelli explored how something as simple as landscaping can offer telltale signs about a facility's position on that spectrum. A well-kept landscape and blooming gardens are often reflections of a facility's commitment to rehabilitation. While there is no functional purpose to flowers outside the fence, their psychological impact is undeniable. Aesthetics can influence the climate of the facility and the moods of its inhabitants.

Similarly, circulation patterns can encourage sociable interactions among individuals (meeting the good of Relatedness); proper acoustics can encourage calm, peaceful moods (achieving the good of Inner Peace). Re-entry services with occupational training (promoting Excellence in work), and secure layouts that allow movement without escort (promoting the good of Autonomy) can motivate offenders to live better lives while in and out of custody.

Like architecture, rehabilitation is both a process and a product. Inspiration, smart planning, strong infrastructures, and hard work determine the outcomes. Modern jail design can foster health, learning, competence, choice, mood stability, friendship, belonging, purpose, moments of pleasure, and creativity in the daily lives of incarcerated individuals. Ultimately, the individuals themselves are responsible for behavioral change. But architecture can enhance and accelerate the rehabilitation process. 

Harmony Goorley is a master technician at Falcon Inc. She holds a master's in forensic psychology with a concentration in corrections from the Chicago School of Professional Psychology, is a licensed clinical professional counselor and a licensed sex-offender treatment provider, and a certified correctional health professional. She has expertise working with severely mentally ill and special-needs populations, and has held supervisory positions in civil commitment, corrections, and inpatient residential treatment facilities. Goorley is also a member of the American Correctional Association's Staff Wellness Committee, dedicated to bringing awareness to the issues of wellness facing correctional professionals today.

DID YOU

Facts from the National Center for Jail Operations

The National Center for Jail Operations (NCJO) is committed to keeping sheriffs and jail personnel apprised of recent court decisions impacting jails throughout the United States. Here are brief synopses of recent court decisions impacting jails across the United States. Be sure to visit nsajails.org regularly for more!

DID YOU KNOW that alleged design defects in a jail's law library support an Americans with Disabilities Act (ADA) claim only if they deny an inmate meaningful access to the law library? *Cody v. Slusher*, 2018 U.S. App. LEXIS 5940 (6th Cir., March 8, 2018).

DID YOU KNOW that seizure of legal materials and copy machine cards from an inmate does not burden his fundamental right to access the courts unless the inmate can demonstrate that defendant's conduct prejudiced him in his litigation? *Cody v. Slusher*, 2018 U.S. App. LEXIS 5940 (6th Cir., March 8, 2018).

DID YOU KNOW that prisoners do not have a right to unqualified access to outside health care? Differences of opinion between an inmate and his doctor regarding the inmate's diagnosis and treatment do not state an Eighth Amendment claim. *Cody v. Slusher*, 2018 U.S. App. LEXIS 5940 (6th Cir., March 8, 2018).

DID YOU KNOW that policies causing a three-night, three-day delay in pretrial release after posting bond to have a GPS monitor attached to an inmate are not a violation of an inmate's due process rights under the Fourteenth Amendment? To avoid depriving an arrestee of due process, the government may only interfere with his protected liberty interest by refusing to accept lawfully set bail from

the arrestee and detaining him until some later time if its actions reasonably relate to a legitimate goal. Otherwise, the detention of such an arrestee would constitute punishment prior to trial in violation of due process. *Dawson v. Board of County Commissioners*, 2018 U.S. App. LEXIS 5946 (10th Cir., March 9, 2018).

DID YOU KNOW that in order to state a First Amendment retaliation claim, an inmate must allege that: (1) He engaged in constitutionally protected activity (such as filing a grievance); (2) The defendant's actions (such as withholding medication) caused him to suffer an injury that would chill a person of ordinary firmness from continuing to engage in that activity; and (3) the defendant's adverse action was substantially motivated as a response to his constitutionally protected activity? *Gray v. Geo Group Inc.*, 2018 U.S. App. LEXIS 5620 (10th Cir., March 6, 2018).

DID YOU KNOW that there is no independent constitutional right to state administrative grievance procedures? Therefore, a jail operator's failure to answer a grievance is not a constitutional violation. *Gray v. Geo Group Inc.*, 2018 U.S. App. LEXIS 5620 (10th Cir., March 6, 2018).

DID YOU KNOW that medical malpractice does not become a constitutional violation merely because the victim is a prisoner? To act in a deliberately indifferent manner, an official must draw the inference that a substantial risk of serious harm exists. *Tolliver v. Sidorowicz*, 2018 U.S. App. LEXIS 5807 (2nd Cir., March 8, 2018).

DID YOU KNOW that an officer is not deliberately indifferent to a serious medical condition if he seeks out the opinion of a doctor (and is generally entitled to rely on a reasonably specific medical opinion for a reasonable period of time after it is issued),

KNOW?

absent circumstances such as the onset of new and alarming symptoms or a violation of policy? Therefore, qualified immunity will protect an officer who relies on a medical opinion absent a violation of protocol, the onset of new symptoms, or the passage of time. *Barberick v. Hilmer*, 2018 U.S. App. LEXIS 8525 (6th Cir., April 4, 2018).

DID YOU KNOW that the appointment of counsel in a civil case is not a constitutional right and is justified only in exceptional circumstances? *Gallant v. Ahmed*, 2018 U.S. App. LEXIS 8550 (6th Cir., April 3, 2018).

DID YOU KNOW that the Eighth Amendment forbids prison officials from “unnecessarily and wantonly inflicting pain” on a prisoner by acting with “deliberate indifference” to the prisoner’s serious medical needs? A claim for deliberate indifference contains both an objective and a subjective component. The objective component requires that a prisoner show the existence of a sufficiently serious medical need. A serious medical need is one that has been diagnosed by a physician as mandating treatment or one that is so obvious that even a layperson would easily recognize the necessity for a doctor’s attention. The subjective component requires showing that the official being sued subjectively perceived facts from which to infer substantial risk to the prisoner, that he did in fact draw the inference, and that he then disregarded that risk. *Gallant v. Ahmed*, 2018 U.S. App. LEXIS 8550 (6th Cir., April 3, 2018).

DID YOU KNOW that a plaintiff must allege more than mere negligence to state a claim of deliberate indifference? Further, where a prisoner alleges only that the medical care he received was inadequate, federal courts are generally reluctant to second-guess medical judgments. *Gallant v. Ahmed*, 2018 U.S. App. LEXIS 8550 (6th Cir., April 3, 2018).

DID YOU KNOW that an ongoing failure to provide mental health treatment to an inmate with severe depression, hallucinations, acute anxiety, and feelings of hopelessness and helplessness that require medical attention can be a constitutional violation of the inmate’s rights because of the serious danger posed by these conditions? *Depaola v. Clarke*, 2018 U.S. App. LEXIS 5962 (4th Cir., March 9, 2018).

DID YOU KNOW that under the Free Exercise Clause of the First Amendment, applicable to state action by incorporation through the Fourteenth Amendment, inmates have the right to be provided with food sufficient to sustain them in good health and that satisfies the dietary laws of their religion? *England v. Walsh*, 2018 U.S. App. LEXIS 5975 (9th Cir., March 9, 2018).

DID YOU KNOW that any disparate treatment of Jewish and Muslim inmates with regard to kosher meals is justified by a legitimate penological interest in controlling costs? *England v. Walsh*, 2018 U.S. App. LEXIS 5975 (9th Cir., March 9, 2018).

DID YOU KNOW that in order to establish a free exercise violation of an inmate’s First Amendment rights, an inmate must show that the defendants burdened the practice of his religion by preventing him from engaging in conduct mandated by his faith? Failure to recognize the Nation of Islam in the jail Religious Practice Manual did not constitute a violation. *England v. Walsh*, 2018 U.S. App. LEXIS 5975 (9th Cir., March 9, 2018).

DID YOU KNOW that a risk of future harm such as a suicidal inmate must be “sure or very likely” to give rise to “sufficiently imminent dangers” before a prison official can be liable for ignoring that risk? *Davis-Clair v. Turck*, 2018 U.S. App. LEXIS 6208 (7th Cir., March 13, 2018).

AFTER THE DELUGE

Louisiana deputy rescues woman from rising floodwaters

By Ian P. Murphy

On March 28, 2018, a huge amount of rain fell overnight and swelled the creeks and bayous of Central Louisiana. The Grant Parish Sheriff's Office (GPSO) received a report that a woman's car had been swept downstream and into the woods by the floodwaters with her still inside.

Deputy Robert Jordan responded to the call and saw that the waters were rising quickly. "The water had started coming over the road pretty heavily," Deputy Jordan says. "It was probably a foot or so deep when I got there." A woman was wading into the waters when he arrived, and she yelled to the deputy that her mother was in the car.

The elderly woman had apparently driven through the waters in one direction, but the creek had risen as much as another two feet by her return trip. The floodwaters "picked up her Chevy Suburban and pushed it about 50 yards down the creek as she was trying to cross," Deputy Jordan says. Having attempted to escape on her own, the woman was now standing on the Suburban's running boards and clinging to the side of the vehicle, waist-deep in the water. "There wouldn't be a lot of time before the water took the car further," he says—and no time to wait for GPSO's marine team.

Deputy Jordan took off his gun belt and bulletproof vest, and waded into the knee-deep water. "Then I stepped off into the creek and the water went up to my chin," he says. "I'm about 6 feet and 3 inches [tall], so it got pretty deep, pretty quick." He was knocked off his feet twice by the current, but managed to catch a tree each time to help him stand back up.

"When I got to the vehicle, there were no more trees," Deputy Jordan says. "I more or less just hopped in the vehicle's direction and let the water sweep me to it. Then I was able to work my way around the vehicle and reach the log that it was wedged against." He explained to the woman that he would have to carry her out, and asked if she had taken "a piggy-back ride" lately.

I was thinking more about how to get her out at the time than how dangerous it was.

—Grant Parish (Louisiana)
Deputy Robert Jordan

"At first, I was worried we wouldn't be able to get out," Deputy Jordan says. "There were a few trees and some bushes I could use to stay upright. I thought we were going to get swept away when we got to a three-foot gap between trees. I took small steps—went as slow as I could—and was able to fight our way to the other side."

Once he had escaped the rapids and was able to set the woman down on the ground, "she was real shaky—part of it was emotion, but part of it was probably muscle exhaustion," he says. "She apologized for me having to carry her, and was grateful that I was there. She didn't know how much longer she would have been able to hold on."



It was a daring rescue for Deputy Jordan, who has served with GPSO's patrol unit for two years. "Because of Deputy Jordan's quick actions, I am convinced that he saved her life," says Grant Parish Sheriff Steven McCain.

"It was pretty scary—especially when it took me off my feet," Deputy Jordan says. "I didn't know how far I'd have to go. But I was thinking more about how to get her out at the time than how dangerous it was."

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MEET THE 2018-2019 NSA PRESIDENT

Having launched his term at the annual conference in New Orleans, Sheriff John Layton talks about his background, principles, and the goals he's set for his year as president

By Ian P. Murphy

NSA welcomed a new president during its Annual Conference & Exhibition, held in New Orleans June 15–19, 2018. And for those who would like to get to know Sheriff John Layton of Marion County (Indiana) a little better, *Sheriff & Deputy* offers this introduction.

Sheriff Layton began his law enforcement career as a deputy in the detention ward of Wishard Memorial Hospital in Indianapolis. He was subsequently promoted to road deputy, and after achieving the rank of colonel, worked undercover as a detective, putting drug dealers and sex offenders behind bars.

In 1998, Sheriff Layton was promoted to captain and charged with creating a Regional Gang and Intelligence Unit. Under his leadership, it targeted gangs and organized crime, breaking new ground by combining computer intelligence analysis and street-level investigation. Under Sheriff Frank Anderson, Layton served as the executive officer of the Marion County Sheriff's Office (MCSO) until succeeding him in 2011.

Sheriff Layton also spearheaded the creation of the Indiana Sheriffs' Youth Ranch, a 62-acre facility that will open this summer in Brazil, Indiana, to provide at-risk youth with amenities such as a baseball field, obstacle course, horse stables, youth cabins, and a swimming pool, as well as a law enforcement and K-9 training center.

Under Sheriff Layton's leadership, MCSO has won national accreditations from the American Correctional Association, the Commission on Accreditation for Law Enforcement Agencies, and the National Commission on Correctional Health Care. He also oversaw the opening of Hope Hall, a medium-security facility for female inmates, introduced improvements to the county's sex offender registry, and saved taxpayers a reported \$2 million per year by reducing inmate health care costs and other spending.

In 2014, Sheriff Layton was named Indiana Sheriff of the Year and was re-elected; he will step down from the office in 2019, having served the full two-term limit. *Sheriff & Deputy* sat down with Sheriff Layton recently to talk about his long career in law enforcement, guiding principles, and priorities for his term as NSA president.

Q: Like fellow sheriffs, you have many demands on your time. Why do you believe it is important to spend some of that time serving in an NSA leadership position?

A: Networking with sheriffs across America is key to keeping up with the latest trends in law enforcement. Counties shouldn't have to reinvent the wheel when there is so much institutional knowledge from sheriff's office to sheriff's office. With this philosophy, I look forward to enhancing that network as the leader of the National Sheriffs' Association.



Q: What made you first decide to run for Sheriff of Marion County? More importantly, what aspects of the position made you decide to run again?

A: For 36 years, I watched eight sheriffs hold my current seat. I witnessed their triumphs and their tribulations. I studied what was done right, and what could have been done better. Although I was loyal to each one, no matter what their party affiliation, I have strived in my last eight years as sheriff to create many positive changes and to avoid mistakes. I felt that I had the ability to make Marion County a better place for all—including myself, my kids, and my grandkids—to grow up, live, and play.

Q: You started out in the 1970s as a deputy and moved into investigations and gang intelligence. How has your background "informed," or prepared you for your tenure as sheriff?

A: After my stint in Gangs and Intelligence, and after creating the Regional Gang and Intelligence Unit in central Indiana, I was promoted to colonel under Sheriff Frank Anderson. Throughout the eight years of his administration in that position, I prepared myself by being deeply involved in the daily decisions he had to make. Sheriff Anderson didn't always take my advice, but he was always willing to listen to my opinion. I have continued to follow that philosophy during my administration.

Q: How does your experience in computer intelligence and gang/organized crime investigation apply to today's law enforcement landscape?

A: It is a must that all agencies and offices of law enforcement across this country stay up-to-date with evolving technology and current trends. Criminals keep up with the latest technology, and we must, as well. In fact, law enforcement officers must stay a step ahead.



Q: What are your top priorities for your year as president of NSA?

A: My top priority as NSA president—as it is in life itself—is to support the young people of this country. I truly believe that if we are going to change attitudes, we have to be there to guide and support those who are still willing to listen, and help them take the right path. Championing youth organizations among sheriffs' offices across the nation will be a major priority. I'm personally involved in building the first-ever Indiana Sheriffs' Youth Ranch, set to open this summer. It will be a game-changer for many at-risk youths in my home state.

There are incredible ideas that come out of sheriffs' offices across the nation. Many come from sheriffs, but some of the most impactful changes that we've made in Marion County came from the deputies on the ground. I want to help this network among sheriffs also be a place where our deputies can communicate new ideas with each other, and figure out what works.

I want to help this network among sheriffs also be a place where our deputies can communicate new ideas with each other, and figure out what works.

Q: Your law enforcement career has now lasted more than four decades. What are some of the biggest changes you have seen since you joined the force?

A: Technology has made an incredible difference for both the cops and the robbers, so to speak. It is imperative to stay on top of advancements in technology. It's also important to keep technology from replacing the values that mean so much to the citizens of our counties. Nothing will ever take the place of a smile and a handshake



to the citizens you protect daily, showing kindness to inmates in jail, or taking time out to toss a ball with some kids.

Q: What challenges do sheriffs face today that you hope to help navigate in the year ahead?

A: Sheriffs' offices across the nation are under attack by politicians and lobbyists, who—for egotistical, political, personal, or financial reasons—are bent on stripping elected sheriffs of the power that the people put them in office to exercise. I hope to enhance the preservation of the office of sheriff itself. If any sheriff's office comes under political attack during my tenure, I want to help navigate that circumstance personally. People deserve to be able to elect their county's top law enforcement officer.

Q: What do you see as the greatest opportunities for sheriffs to make a difference in their communities today?

A: While working in gangs and undercover, one thing we quickly learned was that if kids don't get attention at home, they are going to find love and attention somewhere else. Gang members and drug dealers know that, and earn the trust of those young people. We have to pay attention to this fact, and have to understand that many young people in our communities don't have a strong home life. We have to fill in the gaps. As they said in *Field of Dreams*, "If you build it, he will come." We have to build safe environments for today's youth. 

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The New Rules of NIBRS



What county law enforcement agencies need to know to be ready for the transition

By Jeffrey Fisher

The Federal Bureau of Investigation (FBI) will stop collecting crime data through the Summary Reporting System (SRS) on Jan. 1, 2021. Thereafter, the FBI's Uniform Crime Reporting (UCR) Program will collect crime data only through the National Incident-Based Reporting System (NIBRS). In preparation for this transition, the FBI is working with law enforcement to make sure agencies are prepared for the retirement of SRS.

What does it mean to say that NIBRS is “incident-based”?

Unlike the SRS, which tallies crimes with little supplemental information, NIBRS gathers data to produce a more thorough

accounting of a criminal incident. This is what the term “incident-based” means. The NIBRS dataset provides detailed statistics about crime to assist communities, law enforcement agencies, researchers, citizens, and public leaders in making informed decisions about how to assess and fight crime. This incident-based data helps provide a more complete understanding of specific crime issues identified within a county and its neighboring jurisdictions.

NIBRS collects the following details about crime:

- Age, sex, race, and ethnicity of victims, offenders, and arrestees
- Bias motivation
- Circumstance

- Date and time
- Drug quantity and type
- Location type
- Method of entering premises
- Offender’s drug and computer use
- Offense attempts and completions
- Property damaged, stolen, and recovered
- Relationship between victim and offender
- Type of weapon or force

NIBRS also gathers data on many types of offenses that SRS doesn’t, such as animal cruelty (see “Animal Cruelty Crimes Added to NIBRS,” page 36) and embezzlement.

NIBRS is a superior system for producing the more detailed information needed for modern policing. Using the superior dataset

produced by NIBRS, agencies can assess how to better use and allocate resources.

Will the transition to NIBRS increase a county's crime rate?

NIBRS does not cause an increase in crime. Instead, NIBRS counts crimes more completely. Although some agencies have concerns about how people might react to reports of a larger number of crimes than previously reported under the SRS, the best way to counter those conversations is to educate data consumers about NIBRS.

Compared to SRS, NIBRS gathers a more comprehensive and transparent measurement of crime. NIBRS does this by:

- Eliminating the “hierarchy rule,” which ranks the severity of criminal offenses and counts only the most severe crime within a criminal incident. SRS applies the hierarchy rule to counts of crimes. NIBRS does not have a hierarchy rule.
- Counting up to 10 offenses per incident. SRS only counts one offense per incident, with the exception of incidents involving human trafficking or arson; in such cases, SRS counts the human trafficking or arson offense in addition to the highest offense in the hierarchy listing.
- Collecting data about dozens of types of offenses SRS does not count, such as identity theft, kidnapping, animal cruelty, and hacking/computer invasion. SRS counts only 10 types of offenses.

Sheriffs' offices can show the media side-by-side comparisons of SRS and NIBRS data to demonstrate that NIBRS does a better job of counting crimes than SRS. This transparent accounting of data is essential to helping those consuming it understand crime and plan solutions for a county's crime problems.

What does participation in the UCR Program via NIBRS mean for county agencies?

The FBI and major law enforcement organizations—including the National Sheriffs' Association (NSA) and Major County Sheriffs of America (MCSA)—are

committed to the NIBRS transition because it enables the development of strategies relative to specific issues related to the use of modernized data. For example, NSA was instrumental in adding the offense of animal cruelty to NIBRS beginning with the 2016 reporting year. This demonstrates one important advantage of NIBRS participation: Law enforcement agencies and organizations can become part of the process of updating NIBRS to address evolving concerns in society.

Another example of how agencies benefit from the NIBRS dataset is the value of superior details to better understand crime trends such as the opioid epidemic. In Macomb County (Michigan), the sheriff's office has been battling the opioid epidemic for several years. By gathering data linked to offenders and arrestees on 18 categories of drug types and in 11 categories of measurement units (compared to SRS arrestee data for four drug types), NIBRS can capture important details about trends in drug use and trafficking. “The sheriff's office has used NIBRS data from narcotic arrests in conjunction with other information we collect from calls for overdose deaths and Narcan administrations to identify common factors,” says Macomb County Sheriff Anthony Wickersham. Macomb County is using the combined information to help track down the sources of the drugs.

Although the FBI does not have legal authority to mandate NIBRS participation for non-federal agencies, many states have enacted legislation that requires their agencies to submit crime data to the state UCR program through NIBRS. Whether sheriff's offices are compelled to submit their data or do so voluntarily through NIBRS by the Jan. 1, 2021 cutover, they are ensuring that their jurisdictions' data will be accounted for in the FBI's nationwide collection of crime statistics.

Participation in the UCR Program through NIBRS also ensures continued eligibility for grant funding. Sheriff's offices that have previously received grants based on their participation in the FBI's UCR

programs but do not transition to UCR's NIBRS-only data collection could lose UCR-based grant funding in the future.

What are some examples of counties that have successfully transitioned to NIBRS?

Fairfax County (Virginia) Police Department

Since Fairfax County already had the technical capability to transition to NIBRS with its records management system, Col. Edwin Roessler, Chief of Police of Fairfax County, made the decision to transition Fairfax County to NIBRS in 2013. “I knew our agency could benefit from the ability of NIBRS data to help develop agency strategies and to assist with the allocation of resources,” he says. The process took several months to complete.

In the meantime, Col. Roessler was concerned about how the news media and elected officials would react to the seeming increase in crime figures when comparing crime figures and data elements between SRS and NIBRS. “To address this concern, we actively socialized the NIBRS transition with the media and officials with forthright discussions about NIBRS,” he says. “One effective technique was to give journalists ‘homework’ about crime statistics.”

This exercise drew journalists into the transition and challenged them to use their professional judgment to explain the transition to the community. By informing and engaging with the media, Col. Roessler succeeded in avoiding controversies and misunderstandings. As a result, the transition drew no significant negative reaction from the public.

Washington County (Oregon) Sheriff's Office

Staff with the Washington County Sheriff's Office (WCSO) wanted to switch to NIBRS to enhance the agency's ability to analyze crime trends with the superior set of data elements that NIBRS provides. Unlike Fairfax County, which was

technologically ready to make the transition, Washington County found certain aspects of NIBRS more challenging. After several months of trying other options, Washington County decided to make its system directly compatible with NIBRS, and succeeded in making the transition.

Washington County still encountered challenges as a result of the increased workload to implement the system. More people and greater expertise were required

to ensure the technical and procedural specifications were being met to include verification that offense codes were being processed correctly. Despite the extra workload, Washington County found the NIBRS transition to be worthwhile. With full NIBRS compatibility, Washington County now enjoys the ability to perform more complex analyses of crime and takes proactive approaches to responding to it more appropriately.

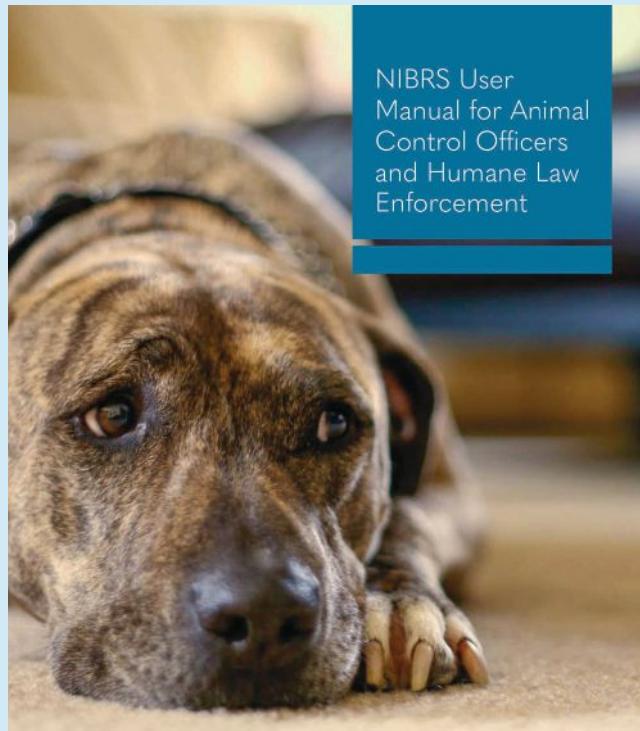
Does agency size or location affect the utility of NIBRS?

The nation's sheriff's offices have different geographic considerations, and NIBRS is designed to gather valid crime data to serve all regions. For instance, NIBRS can gather data to distinguish types of stolen property that might be more commonly found in some areas than in others, such as watercraft, office equipment, or livestock. NIBRS can also distinguish various drug types involved in crimes, making it useful

ANIMAL CRUELTY CRIMES ADDED TO NIBRS

Law enforcement and other officials can now report incidents to help tabulate trends

By Mary Lou Randour, Ph.D., and Dan DeSousa



For the first time, animal cruelty crimes have been recognized as deserving attention by the nation's major law enforcement body. Since September 2016, animal cruelty crimes have been a separate category in Group A of the National Incident-Based Reporting System (NIBRS).

This inclusion was a major accomplishment—one that was in process for 12 years. The National Sheriffs' Association (NSA) proposed the addition of animal cruelty crimes to the FBI, as did other organizations including the Animal Welfare Institute, Animal

Legal Defense Fund, and the Association of Prosecuting Attorneys. John Thompson, deputy executive director and COO of NSA, advocated for the addition of animal cruelty before committees of the FBI's Advisory Policy Board and was instrumental to this success. He continues to be a leading voice and face of the effort to make animal cruelty crimes count.

"IT'S UP TO LAW ENFORCEMENT AGENCIES TO IDENTIFY AND REPORT ANIMAL CRUELTY CRIMES, RESULTING IN BETTER INFORMATION TO ANALYZE TRENDS, PLAN PROGRAMS, AND ALLOCATE RESOURCES..."

There is now 30 years of empirical evidence and first-hand experience from law enforcement that animal cruelty is associated with other crimes such as child abuse, domestic violence, other interpersonal violence, gang activity, and the illegal possession of drugs and weapons. Animal abuse is also often a red flag for future offending. Many mass shooters and serial killers have a history of animal abuse, and the most hardened criminals in prisons often are repeat animal abusers.

The FBI defines animal cruelty as "Intentionally, knowingly, or recklessly taking an action that mistreats or kills any animal without just cause, such as torturing, tormenting, mutilation, maiming, poisoning, or abandonment. Included are instances of duty to provide care, e.g., shelter, food, water, care if sick or injured; transporting or confining an animal in a manner likely to cause injury or death; causing an animal to fight with another; inflicting excessive or repeated unnecessary pain or suffering, e.g., [using] objects to beat or injure an animal. This definition does not include proper maintenance of animals for show or sport; use of animals for food; lawful hunting, fishing, or trapping."

for analyzing drug trends in different areas. In addition, NIBRS gathers data about various location types such as tribal lands, wharfs, amusement parks, military installations, farms, and even cyberspace, which helps sheriff offices track where crime happens.

The FBI understands that the size and location of a sheriff's office bring different challenges, forcing consideration of such factors as crime trends, budgets, environmental conditions, and demographics.

That's why the FBI encourages agencies to assist each other with solutions, such as sharing technical resources, pooling budgets, or making arrangements for larger agencies to "cover" (i.e., report on behalf of) smaller agencies.

Where can people find current information about NIBRS?

The FBI publishes information about NIBRS on its website at ucr.fbi.gov/nibrs-overview. The FBI has also recently

unveiled its Crime Data Explorer to make NIBRS crime data available to the public at fbi.gov/cde. NIBRS support staff can be contacted via email at ucr-nibrs@fbi.gov or by phone at (304) 625-9999. 

Jeffrey Fisher is a writer-editor with the FBI's NIBRS Transition Team. He has a master's degree from West Virginia University and he has worked as a forensics expert, manager, and writer with the FBI for 21 years. He can be reached via email at jfisher2@fbi.gov.

For NIBRS, the FBI breaks this definition down into four different categories:

- A = Simple/Gross Neglect: failure to provide for the needs of an animal (lack of food, water, shelter, grooming, or veterinary care)
- I = Intentional Abuse and Torture: the intentional act of harming an animal
- F = Organized Abuse: dogfighting and cockfighting, for example
- S = Animal Sexual Abuse

The vast majority of these incidents will likely be reported to the local animal control or humane agency. While some of these agencies are already affiliated with a law enforcement agency and thus already among the typical NIBRS reporters, approximately 50 percent of incident reports come from independent agencies. Resources are available for agencies that are not affiliated with a NIBRS agency and thus, not familiar with the NIBRS process.

One important resource to assist animal control and humane law enforcement officers in taking on their role as NIBRS reporters is the *NIBRS User Manual for Animal Control Officers and Humane Law Enforcement*, which provides step-by-step instructions on completing NIBRS incident report forms. Authored by Dan DeSousa, director of the San Diego County (California) Department of Animal Services, in consultation with the FBI, the guide was published by the Animal Welfare Institute and the National Coalition on Violence Against Animals (NCOVAA). It is available at the NCOVAA website (ncovaa.org) and the website of the National Animal Care and Control Association (nacanet.org).

An e-learning video of the *NIBRS User Manual*, narrated by DeSousa and April Doherty, lead investigator of the Animal Abuse Unit for the Baltimore County (Maryland) State Attorney's Office, will be available to animal services and humane law enforcement agencies this fall, as well as to any individuals or groups that train them.

The addition of animal cruelty incidents to NIBRS and the participation of law enforcement agencies, animal control agencies,

and humane agencies in documenting these incidents will provide an enhanced picture of the state of society.

In addition to the resources available to animal services professionals, there also are resources for law enforcement. Although these tools are not NIBRS-specific, they provide information and encouragement to law enforcement investigating animal cruelty crimes, a necessary step in the implementation of NIBRS.

The National Law Enforcement Center on Animal Abuse has teamed up with the Humane Society of the United States (HSUS) to produce roll-call videos for law enforcement. There are currently two videos available, *Cruelty and Neglect* and *Dog Fighting*, and there are plans to release additional videos in the future. In addition, HSUS and the American Society for the Prevention of Cruelty to Animals (ASPCA) offer training on animal cruelty to law enforcement.

Animal cruelty is a crime that is often linked to other crimes, and now, it is part of Group A of NIBRS. At this point, it's up to law enforcement agencies to identify and report animal cruelty crimes, resulting in better information to analyze trends, plan programs, and allocate resources in service of reducing crime and fostering safer communities for people and their pets. 

Mary Lou Randour, Ph.D., is a psychologist and senior advisor for Animal Cruelty Programs and Training at the Animal Welfare Institute in Washington, D.C. Dr. Randour has written books, handbooks, articles for numerous professional journals, as well as chapters for edited volumes. Since leaving private practice, Dr. Randour has dedicated herself to the advancement of animal protection and its connection to human welfare.

Dan DeSousa is a Certified Animal Welfare Administrator and the director of the County of San Diego Department of Animal Services, where he has held positions as an animal control officer, public information officer, and emergency response coordinator since he was first hired in 1989. DeSousa is on the executive board of the National Council on Violence Against Animals (NCOVAA), and has served on the boards of the National Animal Care and Control Association (NACA) and the State Humane Association of California. He led efforts to create NIBRS reporting documents for animal control and humane officers.

LAW ENFORCEMENT

Legacies

It's natural to follow in your parents' footsteps. Growing up, a person not only looks up to his or her parents, but also often wants to be like them. Plus, the extra insight into the jobs parents do can extend into one's own career choices: A shopkeeper's son enters the family business, for example, and moves up after sweeping the floors, or a senator's daughter runs for office after experiencing life on the campaign trail from an early age.

But perhaps no career exerts greater pull on the next generation than law enforcement. Like the military, police work engenders great respect among the general populace, and often creates social spheres of like-minded, similarly employed individuals. If you grow up in a law enforcement household, in other words, you probably knew more about the career early on, and considered it a viable option.

Some sheriffs have multiple children follow in their footsteps. Edwin Nehls, for example, a retired Sheriff of Dodge County (Wisconsin), has three sons in the field. Todd Nehls was Dodge County Sheriff from 2003–2014 and is now deputy director of Emergency Police Services for Wisconsin Emergency Management. Trever Nehls has served as constable of Fort Bend County (Wisconsin) Precinct 4 since 2013. And Troy Nehls was elected Fort Bend County Sheriff in 2013 after serving two terms as constable.

Law enforcement legacies aren't limited to deputies on the beat. Tim Valenti became director of the High Intensity Drug Trafficking Area (HIDTA) in Louisiana after serving as general counsel to the Jefferson Parish Sheriff's Office for 12 years. His daughter, Lindsey, also an attorney, replaced him in the position.

What makes a sheriff's offspring enter law enforcement varies. It might be the edge in understanding the work, familial respect and influence, or a combination of factors. Here's what a few families with law enforcement "legacies" had to say.

Many sheriffs' offspring wind up being law enforcement leaders themselves

By Ian P. Murphy



Edwin Nehls



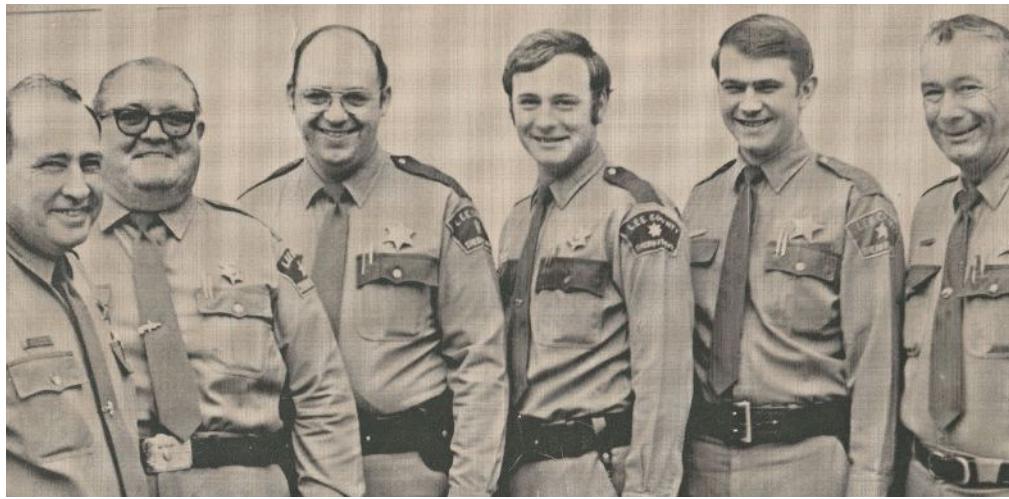
Trevor Nehls



Todd Nehls



Troy Nehls



From left, Jack H. Morgan, Chief Deputy; Robert P. Duffy, deputy; Jeffrey L. Jeffers, deputy; Dan E. West, deputy; David L. Ireland, deputy; Don E. "Bud" Arnold, Sheriff of Lee County (Iowa).



Sheriff David L. Ireland

The Irelands

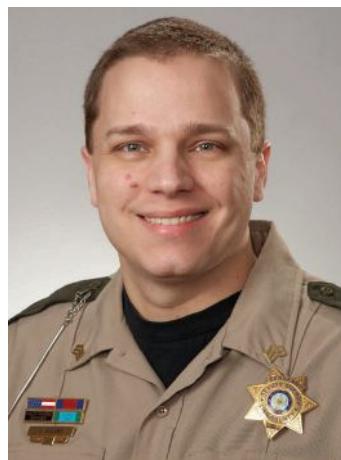
Dave Ireland served as Sheriff of Lee County (Iowa) for four terms from 1989–2005. “He retired after nearly 32 years of total service,” says his wife, Becky Ireland. Today, their two sons are in law enforcement: Matt Ireland is a reserve officer with the Dallas County (Iowa) Sheriff’s Office, and Shawn Ireland is a sergeant with the Linn County (Iowa) Sheriff’s Office.

“My dad was a big influence in my life growing up and still is today.”

—Sgt. Shawn Ireland, Lee County (Iowa) Sheriff’s Office

“My dad was a big influence in my life growing up and still is today,” Shawn Ireland says. “He is the most honest and loyal person I know. Growing up, I knew many cops because of my dad. Some I saw as inspiring, and some not. I wanted to be a cop that people could relate to and respect. I wanted to make a difference.”

“Shawn saw and heard things at home that few people think about at all,” Dave Ireland notes. “The tension and heartbreak of the aftermath of murder, rape, suicide, and sudden accidental death don’t usually affect folks unless a family member is a victim. I think Shawn realized from a very young age how important it is to have law enforcement officers in a community who are sensitive, yet stoically comforting to those affected by tragedy. He saw it as important work—keeping others safe.”



Shawn Ireland

The Irelands didn’t, however, push their sons into law enforcement careers. “They actually tried to talk me out of it,” Shawn Ireland says. “We wanted him to study computer networking, like his brother did!” his father adds.

“Shawn knew what he was getting into,” Dave Ireland says. “He knew it was hard. He wanted to serve his community. I couldn’t hire him because he was my son, so I encouraged him to apply with Linn County, because I had always admired their department, knew the sheriff, and knew they were a professional organization.”

The elder Ireland credits the family’s involvement in the Boy Scouts for at least some of his sons’ success, with its messages of leading, being prepared, and taking responsibility. An Eagle Scout, Shawn Ireland “threw a rope in the trunk, just in case,” when he became a patrol deputy, his dad says. “It came in handy [when he was] rescuing a suicidal young lady from the ledge of a cliff.”



From left, Julie Ireland, Mathew Ireland, Shawn Ireland, and Melissa Ireland.



Brian Hieatt (left) and Landon Hieatt

The Hieatts

Brian Hieatt, Sheriff of Tazewell County (Virginia) has served in law enforcement for almost three decades. "It's all my three children saw growing up," he says. "They have never known me without a badge and gun, and their extended family has always been fellow police officers."

His oldest child, Landon Hieatt, is now a deputy, and teaching the DARE program in many of the same schools as his father did two decades ago. "I believe having family in the law enforcement field made a big impact



Landon Hieatt and his little brother wash Brian Hieatt's patrol car.



Brian Hieatt takes son Landon on a ride-along in a parade.

on Landon," the elder Hieatt says. "His mother was a dispatcher. His grandmother is the captain of our regional jail, and his uncle is a lieutenant. He has always been surrounded by the police community."

Hieatt didn't urge his son to become a law enforcement officer (LEO), nor does he think having relatives in the business offered a leg up. "I think having family members in law enforcement made it harder [for Landon] to achieve his goals, because he had to prove that he could do it on his own," he says. "He quickly learned while attending the

Law Enforcement Academy that he would not receive any special treatment because of his family."

But already knowing what the work entailed did offer advantages. "Just understanding what the job is was a big help," Landon Hieatt says. "Seeing my dad all these years inspired me to follow. He taught me to be someone in the community people aren't afraid to come up and talk to, and to always work hard at anything I do."

"Just understanding what the job is was a big help."

—Deputy Landon Hieatt, Tazewell County (Virginia) Sheriff's Office

"My other two children have other goals, but my oldest is following in my footsteps," Brian Hieatt says. "He calls himself a 'second-generation' DARE officer. He enjoys working in schools and has the personality and rapport needed to work with students, helping build good relations between police and children."

What would he be doing if it wasn't law enforcement? "I would have gone into film," Landon Hieatt says. "I have always enjoyed making videos, writing movie scripts, and setting up lights and cameras. And even though I didn't go into that, the Tazewell County Sheriff's Office is letting me film Christmas and recruitment videos."



Brian Hieatt (left) and Landon Hieatt today.



Landon Hieatt with his cruiser.



Al Gill



Al Gill and a K-9 officer.

The elder Gill says his tenure helped his son get a foot in the door. "Many of the people I worked with, including the sheriff, were still there when he was looking to start," he says. "People opened up to him, helped him, and guided him along the way out of friendship with me. It also helped him start in K-9 training with an explosives detection dog sooner than the average person."

The elder Gill says he led mostly by example. "I was able to pass on a broad range of advice and ways to handle situations from different points of view," he says. "I hope I was able to show him how common sense, a good work ethic, dedication, and fairness will serve you well in law enforcement, as well as the agency and the community you serve."

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The Gills

Al Gill retired from his career as a police officer in Lima, Ohio, and Allen County (Ohio) sheriff's deputy to run Von der Haus Gill German Shepherds Inc., which trains K-9 units. His son, Matt Gill, served in the Air Force as a flight crew chief before returning to Ohio to become a police officer, an Allen County deputy, and join the family business. "He grew up in a law enforcement family, and I think he really wanted to work with K-9s," Al Gill says. "I think it impacted his decision to leave the military and start his law enforcement career."



Matt Gill with another K-9.



Mike Morris (left) and Cindy Morris



Aaron Morris (left) and Mike Morris



Aaron Morris (left) and Mike Morris



The Morris clan



Aaron Morris and his classic Mustang

The Morrises

Mike Morris has served as Sheriff of Knox County (Indiana) since 2009, capping a 41-year career in law enforcement that has included patrol, investigation, undercover, and SWAT details. While doubling the Knox County Sheriff's Department's size during his tenure, Morris saved taxpayers about \$4 million by housing inmates from surrounding counties and federal detainees.

His son, Aaron Morris, launched his career in law enforcement in 2006 as a corrections officer for neighboring Daviess County (Indiana). He later transferred to Knox County and was promoted to the courthouse security detail, then joined the patrol division and is now a detective in its investigation division and SWAT operator.

“Aaron and Luke are very proud of what their dad has accomplished.”

—Cindy Morris

Aaron Morris experienced advantages in transferring to his home county. He joined his father on ride-alongs and learned “what it was to be a deputy from the ground up,” his mother, Cindy Morris says. Mike taught him “to always treat each citizen with respect and dignity, because you could find yourself in the other person’s shoes one day.”

Early on, “Aaron looked up to his dad and wanted to be just like him,” she adds. “Aaron has aspirations of one day being elected sheriff and continuing his dad’s leadership in [making] Knox County Sheriff’s Department one of the best.” Another son, Luke Morris, “is proud of his dad and big brother,” she says, but is pursuing an ambition to be a firefighter.

“Aaron and Luke are very proud of what their dad has accomplished, and they realize they have some pretty big shoes to fill,” their mom says. “He is always striving to make Knox County a safe place to live and work and raise a family.”

Ian P. Murphy is senior editor of Sheriff & Deputy.



**ANIMAL LEGAL
DEFENSE FUND**

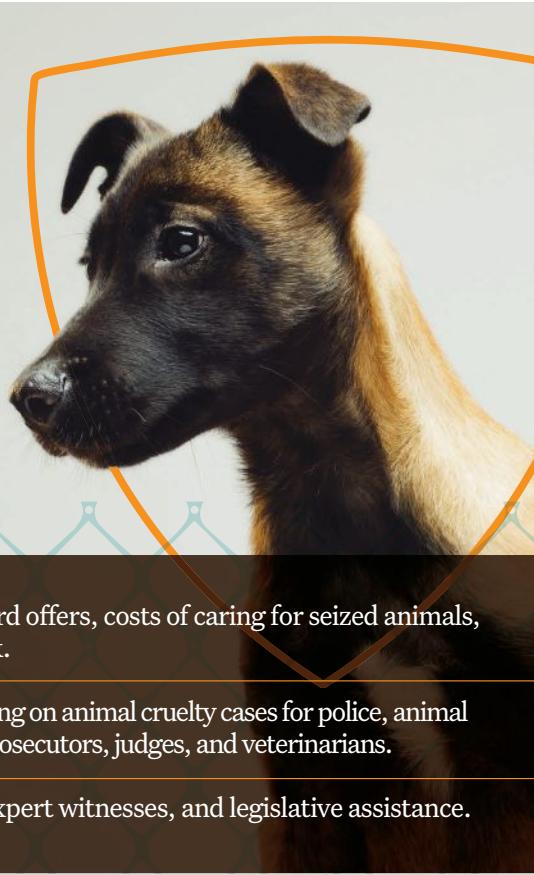
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**TAKE ACTION TO
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ASSESS SCHOOLS

Implement a threat assessment before something happens at an educational institution in your jurisdiction

By Ken Glantz

The 1999 Columbine massacre opened our eyes to the fact that our high schools aren't safe. In 2007, 32 students and faculty members were killed at Virginia Tech, reminding us that colleges and universities are vulnerable. In 2012, the tragedy at Sandy Hook Elementary School sounded the alarm again, and still there have been dozens of shootings at schools and universities since, including the recent mass murders in Parkland, Florida, and Santa Fe, Texas. We must stop school shootings now by completing assessments of schools, colleges, and universities, developing plans to prevent attacks against our children in their schools, and implementing security measures effectively.

In 2013, NSA introduced its School-Based Threat, Risk, and Vulnerability Assessment (SBTRVA) course to assist campus security; school administration, staff, and employees; responders including law enforcement, fire service, emergency medical, and emergency management; and the private sector in understanding and completing threat, risk, and vulnerability assessments of schools. The information produced by the assessments can help implement strategies that include use of technology, physical security measures, and security personnel to ensure school safety and security. In 2018, NSA updated the course, which it presents throughout the United States.

SBTRVA is a comprehensive assessment that evaluates a school system's strengths and weaknesses in regard to safety and security, identifies critical infrastructure and key resources, identifies threats to schools including the "red-flag" behaviors students may exhibit, and provides a comprehensive vulnerability assessment. Information gathered by SBTRVA's methodology converts easily to school safety and security operations, emergency operations



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Multiple local, state, and federal agencies processed the crime scene following the shooting at Santa Fe High School.

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and active shooter planning, tactical considerations, prevention and protection activities, incident response and command, recovery, and the selection of applicable technology.

Course development is based upon various threat, risk, and vulnerability assessment methodologies supported and recognized for analyzing, reducing, and countering risks by the U.S. Department of Homeland Security (DHS). The primary source for SBTRVA was the Homeland Security Comprehensive Assessment Model (HLS-CAM™), which has been demonstrated in a number of school districts including urban and rural locations throughout the U.S. Other recognized assessment methodologies used to develop SBTRVA include, but are not limited to, CARVER I&II+SHOCK, C/ACAM, BZZP, RAMCAP, OG&T MGT-310, OG&T MGT-315, and Federal Emergency Management Agency (FEMA) assessments.

The course focuses on the importance of having various emergency response disciplines from the private and public sectors participate in the assessment process in conjunction with campus security, school administration, and staff, allowing for comparisons to be made across various missions, agencies, and topics for which risk is assessed.

The course incorporates FEMA's all-hazards approach, the Target Capabilities list, and elements of the National Preparedness

Guidelines, the National Response Framework, and the National Infrastructure Protection Plan. It supports the National Incident Management System (NIMS) and Incident Command System (ICS). Most importantly, the course takes all of these concepts and incorporates them into a methodology that translates directly to the security of the school.

The time for discussing and contemplating what we are going to do about school security is over. NSA offers the School Based Threat, Risk, and Vulnerability Assessment course to help you assess schools, develop plans to prevent attacks against children in schools, and implement effective security measures. Act now—no more children need to die to let us know that it is time. ♦

Ken Glantz is the senior director of the Office of Global Public Safety for Automated Data Processing, responsible for the safety and security of more than 60,000 associates in more than 240 facilities. He also serves as the executive director of the Global Society of Homeland and National Security Professionals and is the author of training programs including the School Based Threat, Risk, and Vulnerability Assessment (SBTRVA). Glantz retired from the Orange County (Florida) Sheriff's Office in 2006, where he served as division commander of the Critical Infrastructure Protection Division.



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- ✓ *School safety and security operations*
- ✓ *Emergency planning*
- ✓ *Tactical considerations*
- ✓ *Prevention activities*
- ✓ *Protection activities*
- ✓ *Incident response and command*
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- ✓ *Selection of applicable security technology*



The “School Based Threat, Risk and Vulnerability Assessment” (SBTRVA)

Training was developed to assist campus security, school administration, staff and employees, responders from all emergency response disciplines including; Law Enforcement; Fire Service, Emergency Medical, Emergency Management, and the private sector, to understand and complete threat, risk, and vulnerability assessments of schools and use the information gathered in the assessments to ensure that their schools are safe and secure.

The SBTRVA is a comprehensive assessment that evaluates a school systems strengths and weaknesses in regard to safety and security, identifies critical infrastructure and key resources, identifies the threats to the schools from an all hazard perspective, and provides a comprehensive vulnerability assessment.



JAIL WORK PROGRAMS



Instructor Scott Bennett welcomes inmates to the training program.

TESTING THEIR METAL

Florida inmates benefit from Walton County Jail's vocational programs

By Ian P. Murphy

Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime—or at least give him a shot at a well-paying job and career.

That's what Walton County (Florida) Sheriff Michael Adkinson hopes to do through his jail's vocational training programs. What's the latest? A comprehensive, six-week, 240-hour welding class that will help inmates join the local shipbuilding trade and other jobs upon release.

Launched in January, the welding program has already completed two classes and graduated 14 students. "The sheriff wanted to get programs going to help give inmates some kind of career that they can use to get a job," says Deann Bertram, vocational programs manager for the Walton County Sheriff's Office (WCSO).

With the help of Northwest Florida State College, a trailer classroom was installed in the jail's back yard, making it convenient for

inmates to pursue training. Instructor Scott Bennett mentors the men in the program, who are selected from a pool of applicants based on remaining jail time, interest, and other factors.

"We were surprised that the inmates were so excited and really saw it for the opportunity it is," Bertram says. "We talked to employers to make sure we got commitments, and a lot of our guys have been offered positions. That's great, because sometimes they don't know where to start when they're released."

"I've got to break the chain from coming back and forth to jail," says Kenneth Sanders, who graduated from the jail's first welding class in March. "It was an opportunity, and I took it."

The goal is to reduce recidivism, but programs like this can have benefits beyond simply helping offenders find jobs and stay out of jail. "It can have a huge impact in so many different areas," says Kristen Rodriguez, WCSO's bureau chief of support services. "You have a

much better chance to prevent them from going back and falling into the same habits and patterns.

"If they get a job, they are contributing to the economy and better able to provide for their families," she says. "And that means that you're helping their children, too, because if their parents have jobs, children can grow up in a more stable environment and may have better opportunities themselves."

WCSO also operates a farming program and will soon add a heavy equipment program that teaches inmates to operate bulldozers and backhoes on the jail grounds. Working with the technical college, the jail hopes to introduce classes that can prepare inmates for fields such construction, HVAC, and hospitality, as well as achieve ServSafe and OSHA certifications.

WCSO says that these efforts are worth their weight in gold. "If inmates can learn to provide for themselves and not come back to jail, we're saving money," Bertram says. "That's one reason that the sheriff thinks it's the right thing to do."

"If I can't convince you that it's smart morally, I can convince you that it's smart fiscally," Sheriff Adkinson says. "If one or two of these men don't return to jail because of this program, it's paid for itself." 



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The advertisement features a collection of bronze awards and plaques. In the foreground, a large triangular plaque with three stars is displayed. Behind it are several framed plaques, one with a thin blue line design, and a small American flag plaque. To the right is a wooden mace with a gold eagle head and a leather-wrapped handle. The background is a dark blue surface with a portion of an American flag visible.

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Walton County also operates a farming training program, and more are on the way.

JAIL WORKS PROGRAMS



An inmate shows off one of his trainees at a press conference.

DOGGED DETERMINATION

Home for Hounds program benefits jail inmates and makes dogs more adoptable

By Laura Zavala

Dallas County (Texas) Sheriff Lupe Valdez has developed several educational programs for inmates in the Dallas County Jail in an effort to reduce recidivism. Not only do these programs assist with the inmates' emotional health, they also train them in skills and techniques that can help them become more marketable in the employment sector upon release.

In late 2013, Sheriff Valdez learned about a program that involved inmates working with dogs in a jail setting. Since she is a longtime animal advocate, she decided to begin the process of implementing a "Home for Hounds" program in the Dallas County Jail.

Dog-training programs for inmates are popular in federal and state prisons, but this program is the first in a Texas county jail. The Dallas County Sheriff's Department (DCSD) launched its Home for Hounds program in March 2017. Unlike some other jail programs, Home for Hounds adds a layer of education in empathy.

The program is a five-week dog-training class offered to inmates in the Dallas County Jail. It allows pre-screened, low-risk inmates to learn and teach basic dog obedience skills to shelter dogs. Each class has 10 inmates and five dogs from the City of Grand Prairie Animal Services shelter. Two inmates are assigned to each dog and are responsible for all dog care while in the program.

Training consists of basic commands such as sit and stay, crate and potty training, and walking on a leash. The program uses only positive reinforcement techniques that reward good behavior and redirect unwanted behavior, never punishing a dog for bad behavior.

At the end of the five weeks, inmates earn a certificate in basic dog training and can continue to further their education. Dogs that complete the training receive a certificate of completion in a basic dog obedience course, which makes them more eligible for adoption.



Inmates work with homeless dogs, learning new skills while aiding adoptability.

Grand Prairie Animal Services partnered with DCSD to give unwanted and homeless animals a second chance at adoption and life. Dogs selected for Home for Hounds are at risk of being euthanized due to behavioral issues or poor socialization. The program's hope is to reduce the number of dogs that need to be euthanized in Dallas County each year.

THE GOAL IS TO EQUIP INMATES WITH A SKILLSET BEFORE THEY RETURN TO THE COMMUNITY.

The arrangement not only benefits the dogs by making them more adoptable, but also relieves stress on the shelter due to overcrowding. Grand Prairie Animal Services selects dogs for the program and transports them to the jail for training. While they are in training, the shelter begins to showcase them and accepts adoption applications. Once the dogs complete the five-week class, Animal Services picks them up and brings them back to the shelter for adoption.

The partnership benefits all involved. The program provides inmates with a vocational skill, and teaches them patience and accountability. The goal is to equip inmates with a skill set before they leave the jail and return to the community. The dogs that complete training benefit, as well; since program launch, 98 percent of the dogs graduating have been adopted.

"It's a great opportunity for everyone," says Dallas County Commissioner Dr. Elba Garcia. "The inmates can get out of jail with some basic skills on how to give commands to dogs. That could help them gain employment later. And it gives the dogs a chance to learn and become more adoptable." ♦

Laura Zavala is assistant director of inmate programs for the Dallas County (Texas) Sheriff's Department.



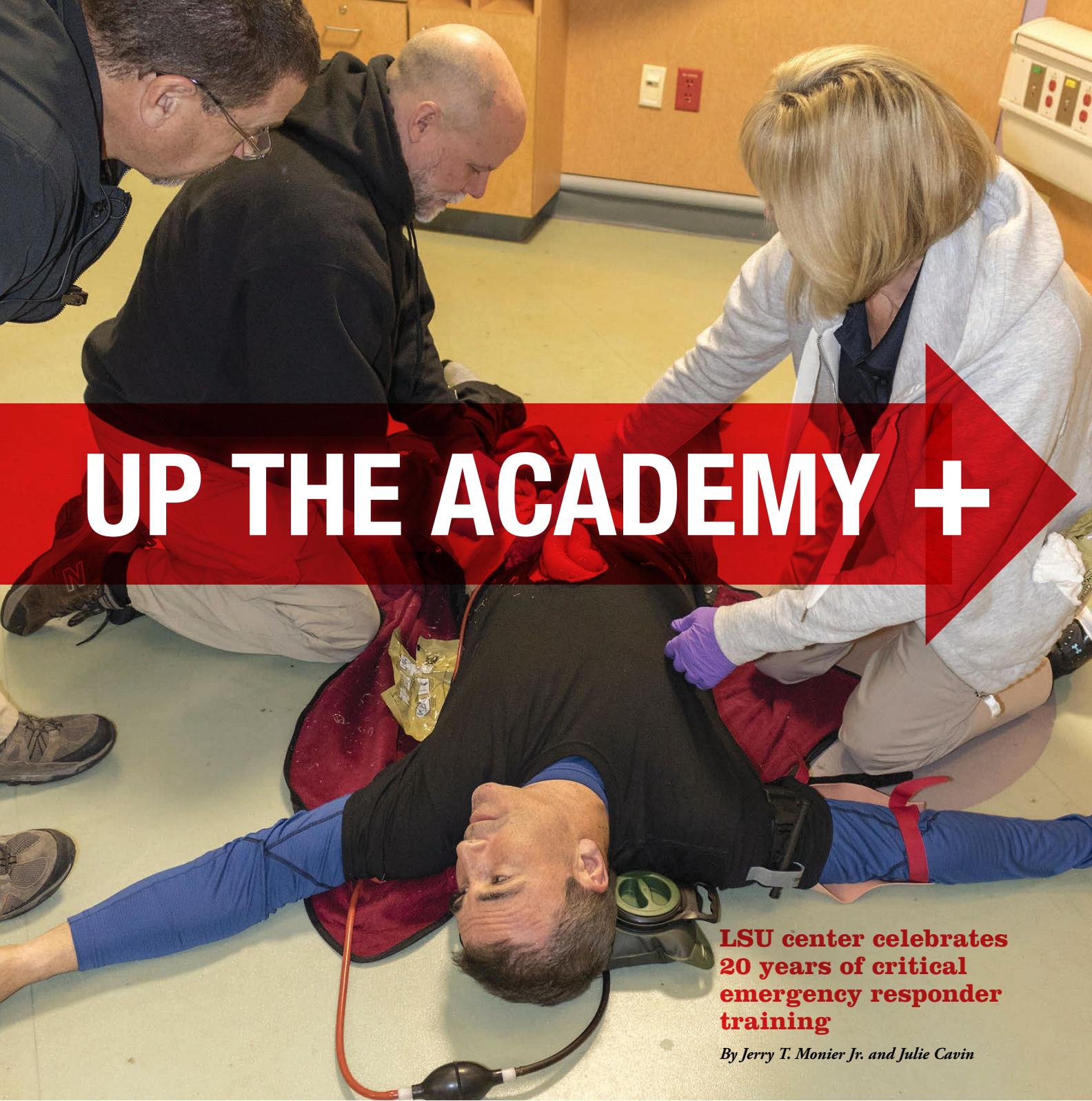
DCSD deputies and former Dallas County (Texas) Sheriff Lupe Valdez assist with training.



Inmates train the dogs to obey basic commands.



A pit bull mix in the program learns to sit on command.



UP THE ACADEMY +

LSU center celebrates 20 years of critical emergency responder training

By Jerry T. Monier Jr. and Julie Cavin

Participants role-play a mass casualty incident.

The National Center for Biomedical Research and Training/Academy of Counter-Terrorist Education at Louisiana State University, or LSU-NCBRT/ACE, was established in 1998 through a small subcontract with the Department of Justice's Office of Domestic Preparedness (ODP). Twenty years later, the center's impact on national preparedness is anything but small: LSU-NCBRT/ACE has trained 368,826 participants since inception.

The original subcontract was to develop a single course for law enforcement and emergency response personnel, "Operational WMD Response for Law Enforcement." Numerous law enforcement courses such as "Law Enforcement Prevention and Deterrence of Terrorist Acts," "WMD Tactical Operations," "Advanced Forensic Investigations in Hazardous Environments," and others soon followed. LSU-NCBRT/ACE quickly became a leader in law enforcement training.

Over the years, LSU-NCBRT/ACE expanded into the area of bioterrorism through partnerships with the LSU School of Veterinary Medicine and ODP. One of LSU-NCBRT/ACE's first bioterrorism courses, "Emergency Response to Domestic Biological Incidents," is still a staple of the center's bioterrorism training today.

LSU-NCBRT/ACE also saw a need to train communities to respond to agricultural terrorism incidents, developing the "Preparedness and Response to Agricultural Terrorism" course. When the course was endorsed by the United States Department of Agriculture (USDA) and additional food and agricultural security courses were developed and certified, LSU-NCBRT/ACE established its third training lane.

"This program represents a positive use of federal dollars, directly protecting our communities and our nation's critical infrastructure."

—Jeff Mayne, Director, LSU-NCBRT/ACE

Today, LSU-NCBRT/ACE continues to develop new training within its three lanes in response to the need for national preparedness, aided by more than 250 of the top subject matter experts in the country.

The center has a longstanding relationship with the National Sheriffs' Association. It partnered with NSA to develop and schedule deliveries of the "Fundamentals of Criminal Intelligence" course. NSA has also supported continued funding for training and worked with sheriffs to schedule courses. From 2015–2017, a "Law Enforcement Counts" initiative succeeded in training 30,217 law enforcement officers through 1,710 course deliveries.

Most recently, "Critical Decision-Making for Complex Coordinated Attacks," was developed to address communities' vulnerability to synchronized attacks using multiple attackers at multiple



Classroom session leaders travel to offices throughout the country.

An advertisement for Salsbury Industries Lockers. The top features the word "LOCKERS" in large blue letters. To the right is a list of locker types: Single Tier Standard, Double Tier Standard, Triple Tier Standard, Box Style Standard, Extra Wide, Vented, Open Access, Modular, Designer, Solid Oak Executive, Cell Phone Lockers, and Benches. Below this is a logo for "lockers.com" with the phone number "1-800-LOCKERS". At the bottom, there is a call to action: "Visit us On-line at Lockers.Com" and "Call 1-800-562-5377".

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locations. Multiple threats often require something greater than conventional response tactics—typically a joint response involving members from varying disciplines and jurisdictions.

"Complex coordinated attacks aren't just active shooter events," says Jerry Monier Jr., LSU-NCBRT/ACE's associate director of research and development. "They involve all types of threats, and that requires us to look at how we respond."

While the "Critical Decision-Making for Complex Coordinated Attacks" course lays the groundwork for responders across jurisdictions to mobilize quickly in a crisis, another new course, "Active Threat Integrated Response Course," is designed to improve integration between law enforcement, fire, and emergency medical services in active shooter events.

The "Campus Emergencies Prevention, Response, and Recovery" course, which provides participants with an understanding of, and ability to navigate through, the difficult aspects of dealing with campus emergencies involving natural or man-made events including acts of violence, has been increasingly popular. Due to high demand and special requests, LSU-NCBRT/ACE has developed a customized version of the course. The new course, entitled "Campus Emergencies Prevention, Response, and Recovery—Customized," lasts a single day instead of two, and focuses on active shooter situations at any kind of campus, whether corporate, educational, or governmental.

LSU-NCBRT/ACE has also been instrumental in fulfilling training needs and increasing safety prior to national special security events that are deemed to be potential targets for terrorism or other criminal activity. LSU-NCBRT/ACE has provided training prior to recent Super Bowls, papal visits, and national political conventions. The center is currently working with Atlanta and Miami to develop training plans for their upcoming Super Bowls.

“The training we develop and advance is essential to enhancing public safety services provided by our nation’s law enforcement and first responders,” says Jeff Mayne, LSU-NCBRT/ACE director. “Preventing terrorist actions that threaten the safety and economic stability of our nation is paramount.”

LSU-NCBRT/ACE training is mobile, meaning it is brought to host agencies on-site. Agencies also receive this training at no direct cost. The cost of the training is covered under the Department of Homeland Security’s National Training Program, which is appropriated to the National Domestic Preparedness Consortium (NDPC) annually.

Although the training is provided at no direct cost, jurisdictions undergoing training share in its delivery. In 2016, 16,846 community responders logged 228,600 training hours—and that represents a real cost to responders’ time on the job. The cost is easily justified, however, because it can save lives; it’s an investment in responder readiness.

In June 2017, Congress renewed NDPC’s funding through fiscal 2018. “I am proud to announce the continued funding of LSU’s membership in the National Domestic Preparedness Consortium Program,” said Sen. John Kennedy (R-Louisiana) last year. “As a member of the NDPC, the \$22 million awarded will allow LSU to continue its focus on training programs for law enforcement and emergency responders that help secure and protect our nation. As a member of the Senate Appropriations Committee, I will continue advocating for programs that help keep Louisiana and our country safe.”

“This federally funded program represents a positive use of federal dollars, directly protecting our communities and our nation’s critical infrastructure,” Mayne adds. “We encourage law enforcement and responders to take advantage of our training opportunities.”

LSU’s program has been so successful inside the United States that it is taking its trainings to other countries. “In addition to the training conducted domestically under the DHS cooperative agreement, LSU-NCBRT/ACE implements similar training for other federal sponsors internationally,” says Jason Krause, LSU-NCBRT/ACE’s associate director of operations and plans. “During 2018, LSU-NCBRT/ACE will be conducting multiple training events throughout the Middle East, North Africa, Southeast Asia, and Eastern Europe.”

During the 2014 Ebola outbreak in Western Africa, for example, LSU-NCBRT/ACE got involved in international response efforts with the Biosecurity Engagement Program (BEP). Shortly after,



LEOs learn how to strategize for a multiagency disaster incident.

LSU-NCBRT/ACE began partnering with BEP colleagues in the Chemical Security Program (CSP). Both programs are key missions under the Office of Cooperative Threat Reduction at the U.S. Department of State.

On the occasion of its 20-year anniversary, LSU-NCBRT/ACE has updated its look, too. The center has updated its logo and website, www.ncbri.lsu.edu. LSU-NCBRT/ACE continually strives to be a premier preparedness training provider, and to make it easy for responders to access training. Through its rebranding efforts, LSU-NCBRT/ACE hopes to be even more user-friendly, and reach more participants with the most relevant training information and opportunities available.

“On behalf of not only LSU-NCBRT/ACE, but the partner institutions of the NDPC, we would like to thank the NSA for its continued support of our funding and training programs,” Mayne says. “We are fortunate and thankful to have a strong working relationship with the NSA’s professional staff. We look forward to continuing this relationship, as well as working with members of the Homeland Security Committee to enhance preparedness training opportunities for the nation’s law enforcement community.”

To schedule a class, visit www.ncbri.lsu.edu or email info@ncbri.lsu.edu.

Jerry T. Monier Jr. is associate director of research and development at LSU-NCBRT/ACE. He is a graduate of the United States Naval Postgraduate School’s Center for Homeland Defense and Security’s graduate program. Monier is a former lieutenant and current reserve deputy with the Lafourche Parish Sheriff’s Office in Thibodaux, Louisiana. Julie Cavin is public affairs and outreach coordinator at LSU-NCBRT/ACE and a graduate of LSU’s Manship School of Mass Communication. Cavin has worked with LSU-NCBRT/ACE in numerous capacities since 2003.



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THE BEST DEFENSE

A criminal conviction can short-circuit an excessive force claim

By Capt. Maurice E. Bostick, Esq.

Frovulous excessive force claims against law enforcement are a continuous drain on time and resources. Such claims include civil rights claims under Section 1983 and state law claims. A good way to defend against these claims and have them dismissed summarily is to obtain a criminal conviction against the perpetrator for resisting arrest, battery on an officer, or another offense committed against the officer. Courts have held that law enforcement is entitled to a grant of a summary judgment dismissing excessive force claims following a criminal conviction for such offenses. In

Williams v. Harding, 117 So. 3d 187 (La. App. 1st Cir. 2013), the court explained why.

Williams resulted from a traffic stop made in 2009 in Houma, in which Louisiana State Trooper Brian Harding discovered that the driver, claimant Sidney Williams, had been drinking and was in possession of marijuana. When Harding asked Williams to hand over the marijuana, the claimant suddenly fled into a dark, vacant field adjacent to

the parking lot area where the traffic stop occurred. As Harding chased the claimant, he issued a verbal command to Williams to stop. Harding then deployed his police-issued Taser, which slowed but did not stop the claimant.

Harding eventually tackled the claimant in an attempt to get control of him, but Williams fought and continued to resist. During the confrontation, Harding inadvertently dropped his Taser on the ground. The claimant picked it up and immediately used it in a "drive stun" maneuver by placing it directly on Harding's neck.

The Taser shot incapacitated Harding, making it difficult for him to breathe. He temporarily lost all feeling and muscle control from the waist up, became dizzy, and was on the verge of passing out. Williams did not leave the scene while Harding was debilitated; instead, the claimant got on top of Harding and attempted to pull his service revolver out of its holster. In fear of losing his life, Harding rolled on his side to protect

his firearm while kicking the claimant off. Convinced that Williams was trying to take his revolver, Harding managed to hold the claimant off with his leg, pulled his revolver, and fired a single shot into the claimant's left flank/abdomen.

Williams was eventually convicted and sentenced for seven felonies, including aggravated battery, attempt to disarm a police officer, and possession with intent to distribute cocaine and other illegal narcotic painkillers. The claimant filed a lawsuit for damages in the same month he was convicted, claiming that his constitutional rights were violated because he was the victim of excessive and unreasonable force at the hands of Harding. Williams also alleged that Harding was inadequately trained. Despite criminal convictions on charges of aggravated battery and attempt to disarm a police officer, Williams' lawsuit contended that he did not engage in any aggressive behavior toward Harding, that he was unarmed and not attempting to gain control over

Harding's firearm, and that Harding's use of deadly force was unreasonably excessive.

Harding and the Louisiana State Police filed a motion for summary judgment on the issue of liability, maintaining that Harding's use of force was reasonable and justifiable. They alleged that the force was used in self defense, that the claimant was legally barred from making such collateral attacks on his convictions, and that Harding's defense was qualified/discretionary immunity. The trial court granted the motion for summary judgment, and dismissed the claimant's petition with prejudice.

“
Make sure that the officer charges the perpetrator with resisting arrest and any other applicable charges for offenses against the officer.”

On appeal, the court explained that in *Heck v. Humphrey* (512 U.S. 477, 1994), the U.S. Supreme Court held that a plaintiff who has been convicted of a crime cannot bring a Section 1983 claim challenging the constitutionality of his conviction unless that conviction has been reversed, expunged, declared invalid, or called into question by federal *habeas corpus*. *Heck* bars claims for harm caused by actions whose unlawfulness would render a conviction or sentence invalid. The court further held that the *Heck* rationale is equally applicable to a claimant's state law claims of excessive force that necessarily attack the validity of his underlying convictions. Thus, due to the *Heck* bar to civil action, there was no underlying tortious act on the part of Harding. This is because, as a matter of law, due to Williams' conviction for aggravated battery upon Harding, the claimant can't show that Harding used excessive force.

The court explained that a state law conviction for aggravated battery of a police officer is a conviction that prevents a plaintiff from bringing an excessive force claim in connection with the incident. A finding that the officer used excessive force would



necessarily mean that the plaintiff was somehow justified in the battery, which would undermine the conviction. Likewise, the reasoning of *Heck* precludes the claimant's ability to prove vicarious liability on the part of the state police for excessive force.

Based on the above, the appeals court affirmed the summary judgment granted in favor of Harding, individually and in his official capacity as a Louisiana State Trooper, and the State of Louisiana through the Louisiana State Police, dismissing all of the claimant's claims.

If an officer must use force, make sure that the officer charges the perpetrator with resisting arrest and any other applicable

charges for offenses against the officer. In addition, make sure that the district attorney is fully informed of the facts via a thorough report outlining the offenses against the officer to assist with the prosecution and conviction of the defendant. Otherwise, the failure to successfully obtain a conviction for offenses against the officer will result in the loss of the officer's best defense against a frivolous excessive use of force claim. ■

Capt. Maurice E. Bostick, Esq., is legal counsel for the St. Charles Parish (Louisiana) Sheriff's Office, and a member of the NSA's Legal Affairs Committee.





COMPREHENSIVE COLLECTION IS CRITICAL

Locating all cartridge casings can help police connect violent crimes and close more cases through ballistics analysis

By Tom Joyce

Without context, a number is just a harmless configuration of scribbles symbolizing amounts. The number "318" on its own means nothing; it could be good or bad, a large amount or barely a drop in the bucket.

But with some context, that same number reveals a grim story: It's how many people are shot every day in the United States, according to an average of recent statistics from the CDC's National Center for Injury Prevention and Control cited by the Brady Campaign to Prevent Gun Violence. Another number, 96, is just as disturbing—that's how many people die each day as a result of gun violence.

Gun-related crimes are rampant in many of our cities. Chicago is often in the spotlight due to weekend flare-ups in gang activity and gun violence, but police departments in many other cities such as New Orleans, St. Louis, Detroit, and

Baltimore also battle gun violence on a daily basis.

Law enforcement agencies have their work cut out for them when it comes to lowering violent crimes—but some cities have shown that it's possible. New York City, for example, was a dangerous place to live in the 1970s and 1980s, but it began to turn around in the 1990s, and now has the lowest violent crime rate of any major city in the country, according to NYPD Compstat records. The drop-off is due in large part to policing tactics.

So what can other law enforcement agencies do to lower their communities' rates of violent crime? There is no single answer because a wide variety of strategies and tools are required to combat violent crime. But one of the most important practices is a policy of comprehensive collection and analysis of ballistic evidence during investigations of crime scenes where shots were fired.

What is comprehensive collection?

Comprehensive collection is the foundation on which successful ballistics analysis is built. It means that every cartridge case is recovered from a scene and every fired casing is entered into an evidence system, regardless of whether it was recovered from a drive-by shooting, a homicide, or simply someone taking potshots at a stop sign.

This may seem like overkill, but it's actually a major step toward being able to solve violent crimes and preventing future violence. When fired, a gun leaves distinctive tool marks on an ejected cartridge case. These marks are like fingerprints; they are unique to the gun that produced them.

Ballistics analysis programs and technologies allow officers recovering fired cartridge casings to upload images of the casings into a system containing images of other cartridge casings. The system's analytic capabilities then scan existing images and pull

out potential matches—casings fired by the same gun. Next, a technician or trained firearms examiner can correlate the matches and hand the evidence over to investigating officers as a lead with potential value—important intelligence in any violent crime investigation.

Why comprehensive collection matters

The idea of comprehensive collection sounds straightforward and easy to implement and follow, but the unfortunate truth is that many departments don't take this approach due to an assumed lack of resources, or because they don't fully understand why it matters.

Comprehensive collection is important because for a ballistics analysis system to work at its highest capacity, every piece of potential evidence must be collected and accounted for. Ballistics analysis programs need images in the system to connect crimes, and the more pieces of evidence available, the more likely it is that a connection can be made.

When firearms experts review cartridge case markings, they can determine if the recovered cartridge case may be linked to a cartridge case fired from a weapon used to commit another crime. The metadata created during the scanning of each cartridge case—caliber, date, time, location, and other

information—helps investigators connect cases quickly.

Uploaded images also go into a national database of casings to help compare more crimes and shots fired. When law enforcement has a way to connect shots fired without injury (e.g., celebratory gunfire) with crimes committed, they can get guns off the streets long before violent crimes occur. In a true environment of nationwide information sharing, a cartridge case in New York City can be compared to historical cartridge cases in Los Angeles with the click of a mouse.

Comprehensive collection can not only help connect and solve cases, but also can help interrupt cycles of gun violence.

Matching cartridge cases and finding potential correlations also help officers quickly determine how many firearms were present at a single crime scene. For example, if two .40-caliber and two 9 mm casings are recovered at a crime scene, analysis may reveal that the two .40-caliber casings have similar markings, while the two 9 mm casings have different markings. This indicates that three different guns were used during this

crime—a helpful piece of information for officers on the scene asking witnesses questions. A witness may say he or she only saw two guns, but the witness either is mistaken, or may be protecting someone.

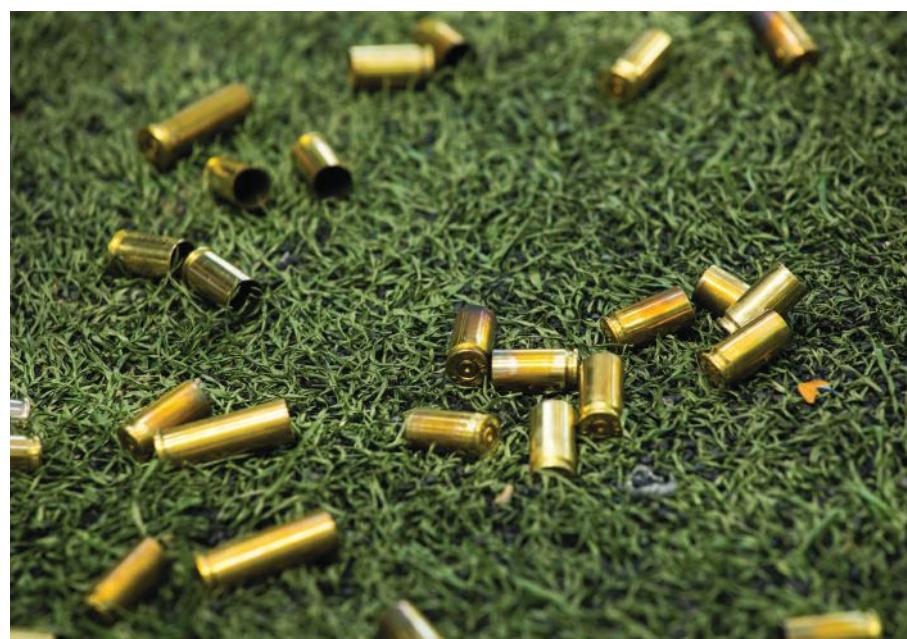
Additionally, just because no one was harmed at a scene where a gun was discharged doesn't mean that the cartridges aren't valuable. Vandalism involving a gun, a drive-by shooting in which no one was harmed, and a homicide all may have the same perpetrator. With more information available via potential matches of different cartridge cases, investigators and analysts can connect more crime scenes and connect people to those scenes, opening up more possible leads that will solve crimes.

All ballistics evidence is valuable

At the recent International Association of Crime Analysts annual conference, the keynote speaker, NYPD Chief Dermot Shea, spoke about "precision policing," a concept that focuses on the small amount of people responsible for a disproportionately high amount of crime. He also spoke of targeting organized narcotics gangs and violent serial offenders, and how investigators looking into these offenders shouldn't leave any stone unturned—including the highly valuable practice of connecting gun crimes based on ballistic evidence left behind at the scene. "Please don't kick any cartridge cases down the sewer," Shea said. "Collect and invoice all ballistic evidence on every case." In other words, commit comprehensive collection.

Cities need improved strategies to support the men and women attempting to prevent and investigate violent crimes. Comprehensive collection can not only help connect and solve cases, but also can help interrupt cycles of gun violence. It should be a critical part of every investigative workflow, so that investigating officers can compare ballistics evidence from other crime scenes, generate more investigative leads, connect more cases together, and get violent offenders off the streets. 

Tom Joyce retired from NYPD as Lt. Commander of Detectives. He is vice president of Business Development at Vigilant Solutions, and can be reached at tom.joyce@vigilantsolutions.com.





BUDGET BESTS

The 2018 federal budget funds substantial increases for law enforcement grants and programs

By Madeleine Colaiezzi

This month's Capital Watch looks into the Omnibus Appropriations Bill of Fiscal Year 2018 (H.R. 1625)—otherwise known as the federal budget—and its effect on the law enforcement community.

On March 23, 2018, President Donald Trump signed the 2,000-page bill into law. Almost \$2 billion larger than the FY17 budget, the \$1.3 trillion budget passed 256–167 in the House of Representatives, and 65–32 in the Senate. Included in the legislation is funding for the Stop School Violence Act and FIX NICS criminal background check improvements; not included in the bill was a fix for the Deferred Action for Childhood Arrivals (DACA) program. While the budget dedicates \$1.6 billion to border security and a wall, this was only a fraction of what the White House initially called for.

The Department of Justice (DOJ) will get nearly \$1 billion more funding in 2018, raising

its budget to almost \$30 billion. This should contribute to increases in grants and funding for state and local law enforcement programs. Increases target the opioid crisis; grants and funding to combat the epidemic will triple from 2017's \$103 million to \$330 million in 2018. This is a huge win for law enforcement.

Mental health is another major priority in the 2018 budget. Funding for the Mentally Ill Offender Treatment and Crime Reduction Act (MIOTCRA) more than doubles to \$30 million in 2018 from \$12 million in 2017. Additionally, grants of interest will include funding increases for initiatives to combat human trafficking, violent gun crimes, violence against women, and missing and exploited children, as well as money for DNA programs, the State Criminal Alien Assistance Program (SCAAP), Byrne JAG programs, High Intensity Drug Trafficking Area (HIDTA) initiatives, and COPS programs.

Another win for sheriffs is the reauthorization of Securing Rural Schools (SRS) funding, which had not been reauthorized since 2015.

Grants and funding to combat the epidemic will triple from 2017's \$103 million to \$330 million in 2018.

The risk of a government shutdown was thwarted with the passage of the Omnibus Appropriations Bill. Now with the FY18 budget finally under wraps, the appropriations process for FY 2019 is underway. 

Madeleine Colaiezzi is NSA's manager of government relations.

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TAKE THE TURNER TEST

Are your jail policies constitutional?

By Capt. Maurice E. Bostick, Esq.

In a recent Eighth Circuit case, the court explained the test used to determine if a jail policy is constitutional. In *Simpson v. City of Cape Girardeau*, 2018 U.S. App. LEXIS 13 (8th Cir., Jan. 2, 2018), the court tested a challenged mail policy.

On Jan. 1, 2014, Cape Girardeau implemented a new incoming mail policy for its jail requiring that non-privileged mail be sent on postcards. The rules were as follows:

- All postcards must be standard white postcards—no index cards or photographs.
- Postcards must be no larger than 5" X 7".
- Postcards will have their stamps removed and discarded prior to delivery to the inmate.
- Postcards must be addressed with the return address clearly readable.
- There is no limit on how many postcards inmates can receive, but inmates will be limited to 10 postcards in their cell at any one time.
- Unacceptable postcards will be returned to sender.

Deemed “unacceptable” under the new rule were any defaced or altered postcards; plastic or wrappings; labels or stickers; watermarks or stains; “biohazardous” materials such as lipsticks or perfumes; depictions of nudity, weapons, or alcohol; and gang references.

Cape Girardeau’s reasons for imposing the strict postcard-only policy were to reduce the risk of contraband entering the jail and to reduce the time that officers spent searching the mail. Other means of communication available to inmates at the time included 15-minute visits on Saturdays and outbound collect phone calls.

Cheryl Simpson brought a 42 U.S.C. § 1983 claim against the County of Cape Girardeau (Missouri), alleging that the Cape Girardeau County Jail’s postcard-only incoming-mail policy for non-privileged mail violated her First and Fourteenth Amendment rights by impermissibly restricting her ability to communicate with her son, Trey Simpson, who was an inmate at the time. The district court found in favor of Cape Girardeau, and Simpson appealed.

On appeal, the court found that the four factors in *Turner v. Safley*, 482 U.S. 78, 89-91, 107 S. Ct. 2254, 96 L. Ed. 2d 64 (1987), applied to determine whether the postcard-only policy was constitutional. In *Turner*, the Supreme Court held that a prison regulation or action that restricts a prisoner’s constitutional rights “is valid if it is reasonably related to legitimate penological interests.” *Turner* established four factors courts must consider in making that determination:

1. Whether there is a valid rational connection between the prison regulation and the government interest justifying it;
2. Whether there is an alternative means available to the prison inmates to exercise the right;
3. Whether an accommodation would have a significant “ripple effect” on the guards, other inmates, and prison resources; and
4. Whether there is an alternative that fully accommodates the prisoner “at *de minimis* cost to valid penological interests.”

Each is examined below.

A valid rational connection?

The first *Turner* factor requires that Cape Girardeau’s interests reflect legitimate, neutral governmental objectives, and that there is a valid, rational connection between the prison regulation and the legitimate governmental interest put forward to justify it. Also, the prison regulation(s) restricting inmates’ First Amendment rights must operate in a neutral fashion, without regard to the content of the expression.

Cape Girardeau had implemented the postcard-only policy based on jail security and efficiency, not based on the content of the mail itself, and the policy applied to all non-legal, incoming mail. Therefore, the

court found that the postcard-only policy was neutral.

The court found that Cape Girardeau need not present evidence of previous incidents stemming from the receipt by inmates of letter mail—"prison officials may also seek to prevent harm that has yet to occur." Moreover, *Turner* does not require actual proof that a legitimate interest will be furthered by the challenged policy. The connection between the two need only be objectively rational, according to the court.

Further, the court stated that Cape Girardeau did not even have to show that its interests would actually be furthered by the policy, only that there is a rational relationship between the policy and its objectives. The court noted that it is reasonable to believe that contraband could be smuggled into the jail by mail; it is also a rational concept that limiting non-privileged mail to

A *Turner* analysis is a fact-intensive inquiry requiring careful examination of the policies and institutions at issue in each case.

postcards could reduce the risk of contraband being introduced into the jail through the mail. Accordingly, the court found that Cape Girardeau's postcard-only policy was rationally connected to the legitimate penological objective of jail safety.

The court said there is also a common-sense connection between a postcard-only policy and efficiency. Simpson argued that Cape Girardeau has not presented evidence that the postcard-only policy made the jail more efficient. Again, the court found that Cape Girardeau did not have to show that efficiency was or will be furthered. It only needed to show that rationally, the policy *could* lead to more efficiency. Removing the need to open envelopes and shuffle through pages of letters could reasonably allow officers to spend less time and energy checking the mail for contraband. Therefore, the court held that Cape Girardeau's policy was rationally related to the legitimate

penological interest of an efficiently run institution.

Because the postcard-only policy is neutral and rationally related to both security and efficiency, the court concluded that the first *Turner* factor weighed in favor of Cape Girardeau. Finding a valid rational connection, the court then balanced the remaining three *Turner* factors.

Alternative means to exercise the right?

The second *Turner* factor asks whether there are alternative means of exercising the right that remain open to prison inmates. If other avenues are available for the inmate to exercise the asserted right, "courts should be particularly conscious of the measure of judicial deference owed to corrections officials ... in gauging the validity of the regulation." Moreover, the court said, "alternatives to the type or amount of speech at issue need not be ideal ... they need only be available."

The court found that Simpson's ability to communicate with her son had not been completely foreclosed. She could still send Trey as many postcards as she liked. She could also receive collect calls from Trey and visit him on Saturdays. Accordingly, the court found that the second *Turner* factor weighed in favor of Cape Girardeau.

Significant ripple effect?

The third *Turner* factor considers what impact the accommodation of the asserted constitutional right will have on guards and other inmates, and on the allocation of prison resources generally. The court gave particular deference to the informed discretion of corrections officials as to whether the accommodation of an asserted right will have a significant ripple effect on fellow inmates or on prison staff.

The court reasoned that requiring Cape Girardeau to abandon the postcard-only policy would force the jail to dedicate more time and resources to searching the mail, which would detract from the officers' other duties related to security and inmate welfare. Furthermore, returning to a mail policy allowing letters would increase the risk that contraband would reach inmates, creating a greater threat to institutional security. The threatened impact to Cape Girardeau's

institutional efficiency and security was sufficient to convince the court that returning to a letter mail policy would have a significant ripple effect on the inmates and jail staff. Therefore, the court found that the third *Turner* factor weighed in favor of Cape Girardeau.

Alternative policies?

The final *Turner* factor asks whether there are any ready alternatives to the policy. The absence of ready alternatives is evidence of the reasonableness of a prison regulation, and the existence of obvious, easy alternatives may be evidence that the regulation is not reasonable, but is instead an exaggerated response to prison concerns. The policy does not have to be the least restrictive alternative, but if an inmate claimant can point to an alternative that fully accommodates the prisoner's rights at *de minimis* cost to valid penological interests, a court may consider that as evidence that the regulation does not satisfy the reasonable relationship standard.

Cape Girardeau's previous mail policy and the other incoming-mail policies show that there are alternatives to the postcard-only policy. The question, then, is whether the cost of returning to a letter mail policy would have a greater than *de minimis* cost to the jail. Deferring to the judgment of jail officials, the court found that returning to a letter mail policy had more than a *de minimis* cost to institutional security, so the fourth *Turner* factor weighed in favor of Cape Girardeau.

The court held that because all three of the balancing *Turner* factors favored Cape Girardeau, Cape Girardeau's postcard-only incoming-mail policy was constitutional. The court cautioned that its holding in this case is narrow, as a *Turner* analysis is a fact-intensive inquiry requiring careful examination of the policies and institutions at issue in each case.

If you have an existing jail policy you are concerned about, are thinking about implementing a new policy, or changing an existing one, conduct an analysis to determine if your policy will pass the *Turner* test. Then you will know if the policy is constitutional. Be safe! 

Capt. Maurice E. Bostick, Esq., is legal counsel for the St. Charles Parish (Louisiana) Sheriff's Office, and a member of the NSA's Legal Affairs Committee.



RECRUITING FOR THE FUTURE

Create a character profile of your best employees to attract more like them

By Kimberly A. Miller, Ph.D.

Recruiting and retaining high-quality employees has long been a concern for sheriffs around the country, but given the current climate, it is even harder to identify and attract those “ideal fits.” And while there are many reasons it is harder to attract quality people (i.e., millennials having different values, negative perceptions of law enforcement, salary/benefits), focusing on things you can’t control is a waste of time and energy.

A better way to spend your energy and efforts is learning why great employees stay. For example, do they stay because they believe in the work, because they built a solid, high-performing team or unit, or for some other benefit? Maybe they appreciate the positive work environment, location, job diversity, or upward mobility available with your office. Once you identify the reasons that great people stay, you can use these as a foundation for your recruitment strategy.

While you examine why your best people stay, delve deep into their character traits and use any themes that emerge across employees to create a hiring profile. You can use this profile to market directly to potential new hires that are most like your best current employees.

Be sure to directly assess the important character traits throughout the hiring process. You may wish to include character-based questions during your oral interviews: For example, “Describe positive character traits you are lacking and how this hinders you,” or “What variables were at play during your last bad decision?”

Ask references about any character challenges the recruit has faced and how they addressed them, and have background investigators speak to family, friends, and coworkers about the recruit’s character (i.e., their ability to manage emotions, how they have grown in the last year, how they would describe their mindset, and what might lead

this person to compromise their character). The purpose of these assessment dimensions is to try to determine how the candidate responds when things don’t go well—his or her character. If you take these extra steps, you’ll find it easier to tell which candidates are a true fit to your office and which are not.

Once you know the traits you want to attract, re-examine your marketing efforts. Most agencies just send out an announcement saying there are open positions and list the basic requirements and duties of those positions. This is not a helpful recruitment strategy, because it doesn’t distinguish you from any other agency that’s hiring. To recruit the ideal person, market to their heart! Speak to them directly by discussing the character traits and abilities you’re looking for, and that they have.

For example, you could create a poster with your office’s logo or pictures of your deputies working various assignments and ask: “Are you a person who hates the idea of



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sitting behind a desk all day? Do you want to make positive difference in the community? Do you value teamwork, and are you passionate about serving? If you answered ‘Yes’ to these questions, we want you! Apply here to become one of our heroes.”

As a second example, you could create an old-fashioned wanted poster that lists the character traits you’re looking for, then say, “If you find this person, send them our application. We are looking for a person who has earned the right to wear our badge.” Get as creative as you like; the point is to distinguish yourself from the crowd. What does your office stand for? What are you about? How can someone know if they are what you are looking for?

Consider using social media to advertise your open positions. Most people have at least one social media account, so this is a great way to reach them. It is also a great way to create an ongoing dialogue with the community about your office and the character traits that form the foundation of the work you do. Post what’s going on in your office, share pictures and videos of staffers operating from the office’s core values, and report feel-good stories about how your employees are making a difference in the community.

Create an ongoing dialogue with the community about your office and the character traits that form the foundation of the work you do.

My final recommendation is to create a recruitment video that describes how your office is different from other sheriff’s offices and law enforcement agencies. It might include the office’s physical location (geography, cost of living, community enhancements, quality of life, etc.), or the benefits you offer (salary, health insurance, retirement benefits, job diversity, mentoring opportunities, etc.). Each office has something special, so make sure that your video speaks directly to these aspects. I would also recommend having some



of your best employees discuss the character and skills that are most important to the office, why they enjoy working at your office, and why potential employees should apply.

These tactics will help you “sell” your office, and when done right, speak to the hearts of those ideal employees. When you use these strategies, you’ll increase the quality of applications and better weed out those who won’t be a long-term fit.

Finally, I challenge you to rework your mindset about recruiting. This is not something you should focus on just when you have vacancies to fill. How your employees interact with community members each and every day is your best recruitment tool. Ask yourself, what does your community think of you? Your employees come across potential employees every week. How often are your employees recruiting during day-to-day interactions?

Do your current employees regularly visit middle schools, high schools, and colleges and universities? A guest lecture will not

only create a positive experience for the community, but also plant the seed with potential future candidates. Many successful sheriff’s office employees have military experience, so you should plan appearances, outreach, and recruitment efforts to veterans’ organizations, too.

Use your hiring profile to guide you to groups in your community that provide the best potential fits. Make sure that employees spend time at these organizations, build quality relationships, and discuss the benefits your agency offers. Keeping your office at the forefront of the minds of your ideal candidates is the best way to find long-term, character-appropriate employees. ☀

Kimberly A. Miller, Ph.D., a licensed psychologist in Colorado, consults with law enforcement agencies, nonprofits, hospitals, and other organizations. She has significant experience in leadership and mentoring; her research interests include strength-based psychology and resiliency, job satisfaction, organizational development, and psychological well-being.

As seen in
New Orleans!



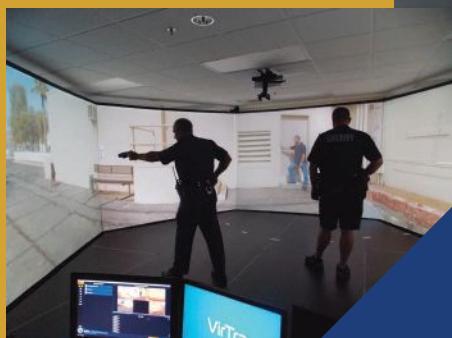
Thanks to an exclusive partnership between the National Sheriffs' Association's National Law Enforcement Center on Animal Abuse (NLECAA) and VirTra, Inc., new virtual simulation training has been developed on law enforcement and dog encounters training (LEDET).

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CARING FOR CATS

Abandoned exotic cats seized by Kansas sheriff and saved from starvation

By Jennifer Leon

In May 2013, the Atchison County (Kansas) Sheriff's Office (ACSO) seized nearly a dozen dangerous wild animals from a private property, including a tiger, two cougars, three bobcats, two lynx, and an African serval. The exotic cats had been abandoned by their owner and were living in tiny, dilapidated chain link cages layered with feces and mud, with no access to food or clean water. And these were the lucky cats—a number of others had already starved to death.

Like many U.S. states, Kansas law prohibits the private ownership of dangerous

regulated animals such as big cats. But there is a loophole that makes such laws virtually ineffective: In more than 30 states, one can easily obtain a USDA exhibitor license and circumvent the law.

Usually when privately owned exotic cats are abandoned, abused, or neglected, no government agency steps in to help the animals. The USDA inspects facilities approximately once a year and inspectors note various egregious violations of the Animal Welfare Act, but rather than taking action, the owner is simply cited for the violations. This pattern often goes on for years and

years while the exotic cats continue to suffer or die due to inadequate care by unqualified private owners.

In this 2013 case, however, the ACSO refused to sit idly by. It quickly took action and confiscated the abandoned, starving cats while working with the Humane Society of the United States (HSUS) to find appropriate sanctuaries for the cats. When Big Cat Rescue, one of the world's largest accredited sanctuaries for exotic cats and an NSA corporate partner, learned that the cats were suffering, the Florida sanctuary immediately offered to take six of the cats. At Big Cat

Rescue's expense, an experienced team of rescuers drove to Kansas with transport cages, nets, food, and medicine to pick up the cats.

You might not know what to do and whom to contact if you or someone in your department discovered a lion, tiger, or several big cats languishing in a backyard in your community or living in flimsy cages that can't safely contain them. Fortunately, the International Fund for Animal Welfare (IFAW) has a unique resource for law enforcement agencies that find themselves confronted with privately owned, dangerous big cats.

IFAW's Wildlife Rescue Network is a rapid response structure that supports law enforcement dealing with abused or neglected wildlife. IFAW will recommend suitable placement solutions—both temporary and permanent—and provide logistical support to transport seized or surrendered big cats

to sanctuaries accredited by the Global Federation of Animal Sanctuaries. Contact IFAW by phone at (508) 744-2092 or email WildlifeRescueNetwork@IFAW.org.

You might not know what to do if you discovered a lion, tiger, or several big cats languishing in a backyard in your community.

An estimated 10,000–20,000 exotic cats are owned by ill-equipped private individuals and roadside zoos in the United States. Being on the lookout for them and knowing

where to turn is an important first step in ensuring the safety of your community and the cats themselves. But the only long-term solution is to end ownership of dangerous big cats as pets, end the cub petting and photo ops that drive rampant breeding, and clamp down on repeat violators who put the public and law enforcement at risk. The way to accomplish this is by passing the Big Cat Public Safety Act (HR 1818), a federal bill now pending in Congress. It's a common-sense bill that's supported by NSA. Learn more at BigCatRescue.org/lawenforcement. ★

Jennifer Leon is the director of outreach for Big Cat Rescue. For more information about the Big Cat Public Safety Act or to submit an endorsement from your office, contact her at (813) 393-6066 or Jennifer.Leon@bigcatrescue.org.



Investigators encountered a mass grave at the Kansas site.

ANYTHING BUT ROUTINE

Law enforcement's response to domestic violence should be more than an incident report

By Sheriff James Stuart

If citizens are asked what the most dangerous call is for our deputies respond to, they might guess a domestic. They're right!

The Department of Justice's Community Oriented Policing Services (COPS) Office found that "Police officers are more likely to be killed responding to domestic disputes and disturbances than any other type of call."

Yet most law enforcement agencies only provide the initial training for responding to these complex calls. As a result, deputies' response to domestic violence calls can then become a matter of routine, even though the calls themselves seldom are.

In the law enforcement community, we expect to see people at their worst. If they call us, they are out of other options. Domestic calls can be dangerous and unpredictable, and that fact kept me interested in my days as a patrol deputy. I liked the excitement, but often overlooked the victim dynamics occurring right before my eyes. After all, I was there to handle the call, make an arrest if necessary, write a report, and go to my next call as efficiently as possible.

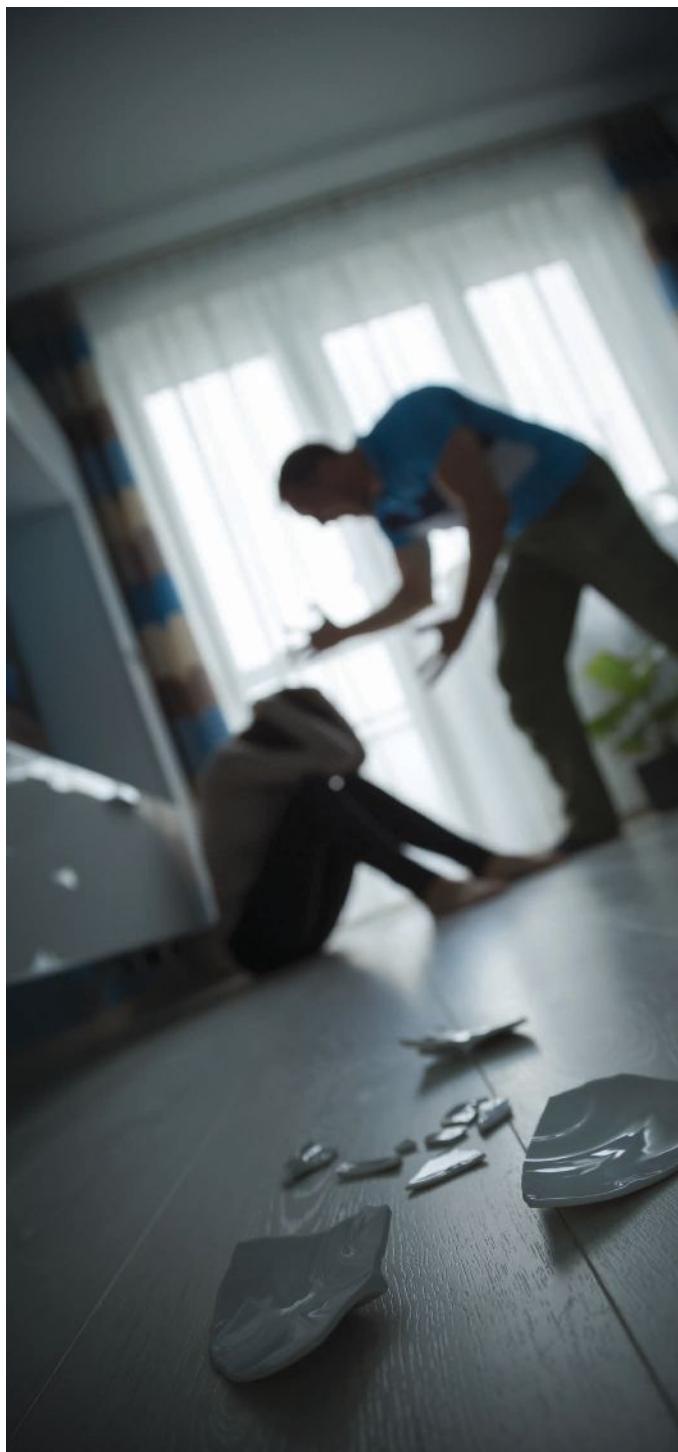
Domestic violence does not discriminate. We see it in every environment, from the poorest apartments to the richest mansions. It does not depend upon the community status, ethnicity, age, education, or religious background of the people involved. It also never takes a break from devastating lives, families, and communities.

That's why we must be more proactive in altering the course of domestic violence in our communities. And just as importantly, we must draw domestic violence into the light to prevent it from remaining a dirty little secret. We can effect change for the future if we work together, but we need everyone in the game.

Respond and repeat

When domestic violence calls requiring law enforcement response become repetitive, it is easy to consider them part of the routine. And even though our offices' patrol deputies respond to such calls routinely, our detectives process cases consistently, our court security units handle cases daily, our civil units issue protection orders regularly, and our jails house suspects and convicts constantly, we never think of these incidents as a drain on agency resources.

But that is a significant drain, and we are only one point of contact for each case's impact in our communities. Across the nation, domestic violence is estimated to cost our economy more than \$8.3 billion annually, according to the National Coalition Against Domestic Violence (NCADV). And while we could just keep responding to the calls as a matter of routine, perhaps it's time we considered how to combat domestic violence more effectively.



Ambassadors to the public

I encourage our team members to think of every public contact as an opportunity to make a positive impact. While that may sound a bit "fluffy" for some law enforcement professionals, most would agree that it ties into the core of their mission statement. I know first-hand the positive impact seemingly simple law enforcement interactions can make on a person's life.



As a youth, I was a product of domestic violence at the hands of a stepfather. Alcoholism, threats, and physical abuse were common in my home. Like many kids in that environment, I would encounter police officers from time to time. Though policing protocols were different then, I saw them as “the good guys”—noble warriors who arrived to provide safety and security in a volatile and unpredictable environment. It was the positive, caring demeanor of the officers that inspired me to want to serve others and eventually pursue a career in law enforcement.

I share that story because I want my staff and anyone reading this article to remember that there is no “routine” response to a domestic call. They are dangerous calls, and we must remain vigilant if we want to go home safely to our own loving families. But we sometimes forget that each call offers an opportunity to be an ambassador, and that our actions could be life-changing—or even life-saving—for the people involved.

Rebranding response through training

Even though we know that each domestic violence call is unique, complicated, and likely dangerous, law enforcement doesn’t always invest a lot of training time into preparing for such incidents. Going beyond

the mere response to a call will take effort, but it can produce positive impacts in our communities for generations to come. Don’t let anyone tell you that you can’t “because that’s the way it’s always been done.”

Most law enforcement agencies provide initial domestic and crisis response training to new deputies. However, it is important to offer our troops ongoing training opportunities to keep them safer, more effective, and more likely to make a difference.

“There is no ‘routine’ response to a domestic call.”

Our office recently partnered with NSA to host training provided by the Department of Justice’s Office on Violence Against Women (OVW). The two-day course provided advanced response and investigative training on domestic violence, dating violence, and stalking. The multi-disciplinary team of instructors included law enforcement officers, prosecutors, and victim advocates.

The training was well-received. It addressed officer safety, lethality concerns, and

liability issues while creating an environment that encouraged law enforcement officers (LEOs) to see domestic violence through a new lens. While keeping deputies safe is paramount, improving their ability to investigate cases and decrease the likelihood of return visits should also be seen as an investment.

Whether they had been on for one year or 10, the deputies in attendance expressed appreciation for the opportunity to attend. Many said they found a renewed focus on safety after learning about officers who have been killed in the line of duty while responding to calls, investigating them, and apprehending domestic assault suspects.

Participants expanded their knowledge and honed their skills in interviewing, evidence collection, report writing, and civil aspects of domestic violence calls. The instruction also allowed them to better understand the victims, while enhancing their ability to make longer-term, positive outcomes. My own team finished the training feeling safer and more effective while gaining access to a toolbox of additional resources.

An improved initial response to a domestic violence call can keep victims safer, increase perpetrator accountability, and prevent the need for future calls to the same location. While deputies across the country continue to serve and protect to the best of their abilities, we owe it to them to provide the tools to help them stay safe and continue to improve their skills.

Rethinking the basics

While the training is significant, there are numerous ways to embrace a broader spectrum of actions to make a positive difference in the domestic violence arena. Other ways for our offices and departments to continue the pursuit of public safety excellence is through developing and implementing best practices, model policies, and response protocols.

We can also dramatically improve our effectiveness by embracing the fact that we are not in this fight alone. Collaboration and community-wide cooperation is key to a broader impact. Publicly supporting and partnering with local advocacy groups and



victim shelters affirms the commitment to protect and serve.

Since actions always speak louder than words, our offices can make an impact by supporting events and activities in our counties that combat domestic violence. The events can take many forms—walks, carnivals, fundraisers, galas. If you don't already have these events in your communities, the sheriffs of America are the ideal leaders to create them.

Another effective way to collaborate with other stakeholders is to work with prosecutors, judges, and advocacy groups to establish lethality assessment programs. These programs enhance deputies' ability to evaluate victim needs, improve suspect accountability, make effective referrals, and prevent ongoing violent behaviors.

As we expand collaboration to develop programs and events, our efforts can create a community that works together to stop the cycle of violence. While any of these elements alone would be a positive step, they can have an even larger impact in combination. Our collective future will be better off due to the actions we take today.

It's easy to understand why we need to be more engaged. According to NCADV:

- An average of 20 people in the U.S. are physically abused by their intimate partners every minute.
- 1 in 3 women and 1 in 4 men has been physically abused by an intimate partner.
- 1 in 5 women and 1 in 7 men has been severely physically abused by an intimate partner.
- 1 in 7 women and 1 in 18 men has been stalked.
- 1 in 3 female murder victims and 1 in 20 male murder victims was killed by an intimate partner.
- Intimate partner violence accounts for 15 percent of all violent crime.

These numbers are tragic, but it is important that we never forget that these are not just statistics. They are real victims—real people who live right down the street. They are families that are suffering. They are people who need us to get more engaged to insure a safer future for our children, our grandchildren, and every member of the community.

The sheriff's role

As a profession, we are expected to respond to calls involving every sort of scenario that society can create. Typically, we get calls for help because the citizens that we serve don't know where else to turn and can't handle the situation by themselves. That is who we are.

“Going beyond the mere response to a call will take effort, but it can produce positive impacts in our communities for generations to come.”

I'm proud to be part of NSA, because together we strive to serve and protect our counties, our states, and our nation with pride and honor. As we continue to push ourselves to be better, domestic violence is an area where we can boldly push our communities toward a safer future.

If not us, who? If not now, when? Our actions speak louder than words as we strive to make our communities safer while reducing law enforcement and civilian fatalities. As law enforcement leaders, we have an obligation to be proactive, and a duty to take action.

As sheriffs, the people have granted us unique responsibilities and the privilege of leadership. We can use our positions to lead positive change in our communities and inspire others to action. Consider taking some of these actions within your own communities. I know that our actions can make a difference—I am living proof. ■

Anoka County (Minnesota) Sheriff James Stuart serves on NSA's board and the executive board of the Minnesota Sheriffs' Association. A former Marine, Sheriff Stuart is a graduate of St. Mary's University and the 102nd session of the National Sheriffs' Institute. He was awarded NSA's Medal of Merit in 2015 and 2016 for his contributions to the community and the field of criminal justice.

Can You Sniff Out the Link?

Research demonstrates a correlation between acts of animal cruelty and other criminal activities:

- In one study, research revealed that **35% of search warrants executed for animal abuse or dog fighting resulted in seizures of narcotics and/or weapons; 82% of offenders arrested for animal abuse violations had priors for battery, weapons offenses, or drugs, and 23% had subsequent arrests for felony offenses.**
- Another study found that upwards of **70% of people charged with cruelty to animals also had other reported incidents of violent behavior** – including homicide.
- **43% of perpetrators of school shootings have histories of animal abuse.**
- Over **71% of battered women reported that their batterers had harmed, killed or threatened animals** to coerce, control and humiliate them, and **41% of intimate partner violence offenders had histories of animal cruelty.**
- **60% of families under investigation for child abuse, and 88% for physical child abuse, reported animal cruelty.**
- Dogfighting is often associated with other forms of criminal activity including **illegal gambling, possession of drugs and firearms, and child pornography or sexual abuse.**

“If somebody is harming an animal, there is a good chance they also are hurting a human. If we see patterns of animal abuse, the odds are that something else is going on.”

John Thompson, Deputy Executive Director, National Sheriffs' Association



The National Sheriffs' Association's **National Law Enforcement Center on Animal Abuse** intends to bring greater awareness to and understanding by our nation's law enforcement officers on the misunderstood nature of animal abuse crimes and their link to violence against humans. NLECAA was established to provide law enforcement officers information on the realities of animal abuse and to promote their proactive involvement in the enforcement of animal abuse laws in their communities. Through our partners, the Center will serve as an information clearinghouse and forum for law enforcement on the growing problem of animal abuse and its link to other types of crimes, including violence against humans. Additionally, NLECAA seeks to train and educate officers on how to handle officer-dog encounters more safely.

Learn more at <https://www.sheriffs.org/nlecaa>.





THE FIX IS IN

Roadside assists can help win public gratitude and support recruitment and retention

By Walt Brinker

As sheriffs, you have three persistent challenges: (1) Winning the hearts and minds of the public; (2) Recruiting deputies; and (3) Retaining deputies. The following suggestion could represent at least a partial solution for all three.

I suggest allowing in-service deputies to perform safe, simple, quick roadside assists to motorists when time permits and there aren't any 911 calls or other top-priority

tasks. By "simple," I mean assists when tires fail or drivers run out of gas; other types of assists might not only expose you to risks for claims of vehicle damage, but also require special skills and inordinate amounts of time.

I myself have provided more than 2,000 roadside assists free of charge in my spare time, so I know what works and what doesn't. Along the way, I have received many heartfelt expressions of gratitude.

Law enforcement officers could garner the same kind of gratitude, winning the hearts and minds of the public as well as greater respect and cooperation.

The personal gratification from doing these assists is immense; that's most of the reason I keep doing them. But many law enforcement agencies have problems with recruiting and retention. Most people join law enforcement because they are service-oriented. Performing occasional

roadside assists can help officers feel better about themselves and help offset the negative aspects of the job, and that, in turn, ought to help retention.

Roadside assists by officers help law enforcement agencies win the hearts and minds of the public.

To capture the lessons I've learned from those assists, I wrote the book *Roadside Survival: Low-Tech Solutions to Automobile Breakdowns* to empower everyday drivers to prevent and manage breakdowns. I also recently trained 150 deputies from the Cumberland County (North Carolina) Sheriff's Office in advanced techniques, and

have since made a 50-minute video that replicates the training.

It costs about \$600 to outfit a vehicle to perform assists. Most items are small, and they may be eligible for Department of Justice (DOJ) grant funding. Sheriff's offices can start out by equipping only a few vehicles per shift. I'm not in the business of selling such equipment, but you can visit roadsidesurvival.com and look for the "Law Enforcement" page for more information.

A year ago, I met a Grimes County (Texas) deputy who had stopped to help a motorist with a flat tire. The deputy was an experienced guy with the best intentions, but he lacked the knowledge and tools to finish the job. Judging from that example, I'd suggest that many deputies could probably perform assists much more safely and quickly, even if they already do them regularly.

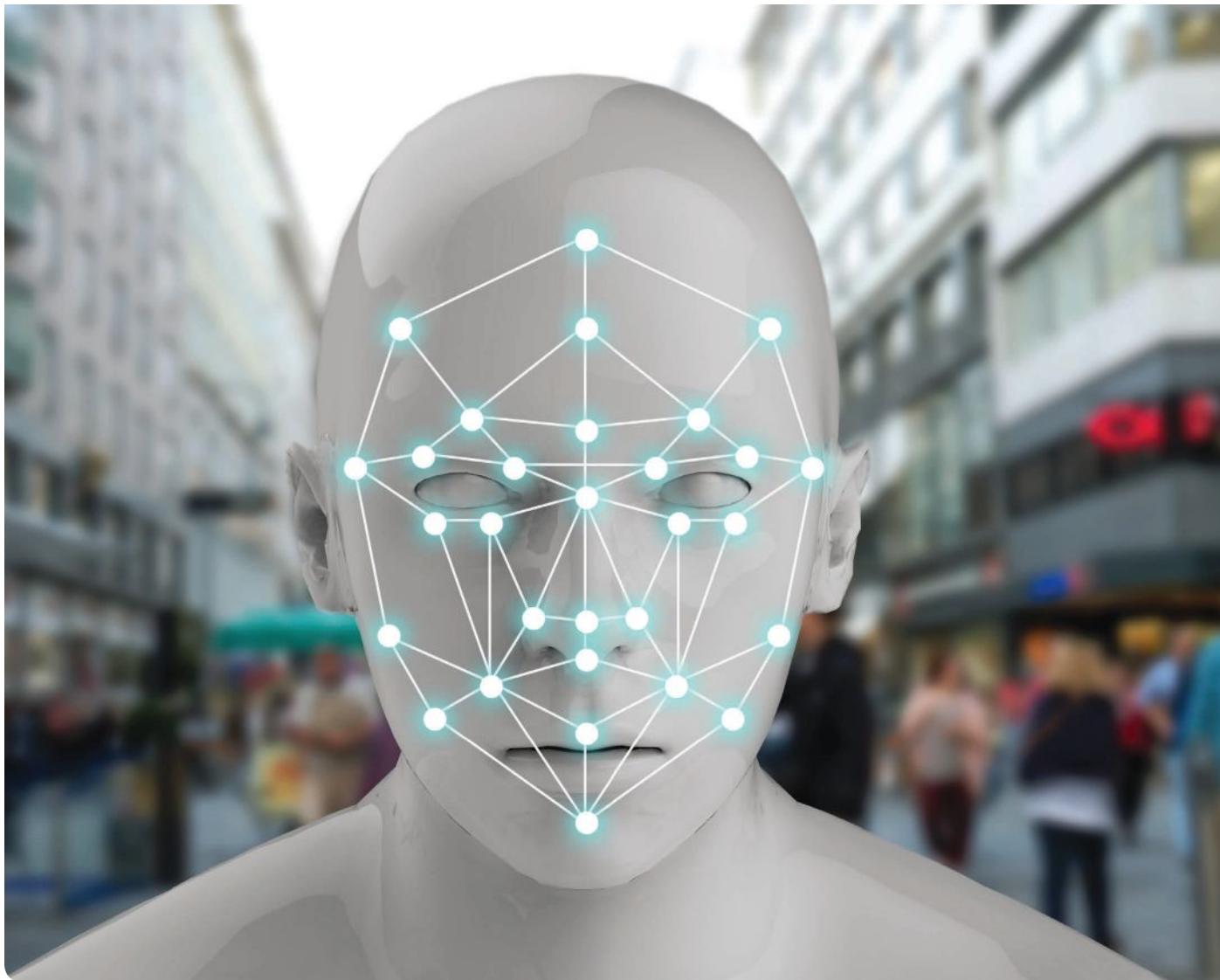
Your office may have a fleet of vehicles dedicated to roadside assists, but sometimes,

having an in-service officer participate is great for PR—even if all he does is loosen some lug nuts. It makes a big impression on the assist recipient, as well as others who witness the assist.

Roadside assists by officers help law enforcement agencies win the hearts and minds of the public, making law enforcement more productive in the long run. If a "carrot and stick" concept can be applied to law enforcement, a roadside assist is one of the carrots—those things citizens appreciate about your force and want to see more often. ☀

Walt Brinker is a graduate of West Point, a retired U.S. Army lieutenant colonel, a Vietnam veteran, and a retired civilian project manager. He has provided more than 2,000 roadside assists free of charge as a hobby, and offers resources for public agencies wishing to do the same. Email Brinker at walt_brinker@hotmail.com or call (281) 703-2881.





VISAGE QUEST

The use of facial recognition software in law enforcement has benefits and drawbacks

By Don Wick

Facial recognition software seems to be cropping up everywhere. Facebook, of course, created a huge uproar when it began using facial recognition in its default “tag” settings. Today, though, facial recognition software is being used for everything from dating sites that match people with similar facial features to credit card companies that allow customers to pay for items using their selfies. In the U.K., schools are even using facial recognition to take attendance.

Given recent improvements to the technology and its increased use, it was perhaps inevitable that law enforcement would add facial recognition to its arsenal of tools to use in determining who an individual actually is. Led by the Department of Homeland Security (DHS) and the FBI—which launched its Next-Generation Identification Interstate Photo System (NGI-IPS), containing more than 30 million searchable photos, in 2011—facial recognition software is now being used by numerous state and local agencies.

While budget constraints have hampered deployment in the past, the use of facial recognition solutions is becoming more widespread as they become cheaper for departments to purchase. Before embracing facial recognition, however, sheriffs’ offices need to take a step back to better understand how such software works, as well as know the pros and cons of using the technology.

Facial recognition software uses image processing and machine-learning algorithms to match a photo of an unidentified person

against a database of photos of known persons. The algorithms produce a list of possible matches, with each match including a score indicating the likelihood of a match.

The obvious advantage of using facial recognition is that it enables law enforcement to generate leads on cases that might otherwise be unsolvable. While there are numerous examples of high-profile crimes such as kidnappings and mass shootings in which the only initial clue to a suspect's identity was a security camera photo, the more likely scenario for most departments is using facial recognition to help solve day-to-day crimes such as shoplifting or motor vehicle theft.

“It was perhaps inevitable that law enforcement would add facial recognition to its arsenal of tools.”

Beyond identifying suspects in crimes, facial recognition software can be used to match and record the likely identity of persons entering a jail or court facility against a database of wanted persons' photos. Similarly, photos of a suspect or field contact

taken with permission on a deputy's smartphone could be matched against a database of jail booking photos.

If the facial recognition software also provides face detection, it can detect faces in an image without necessarily identifying to whom each face belongs. It may also detect facial features and identify gender, race, approximate age, and emotional state—all information that could be useful in gathering statistics about a large group of people (such as visitors to a public building) or determining the possible intent of individuals in a crowd.

From a logistical standpoint, facial recognition software can often be easily integrated with computer systems already in use in most sheriff's offices. If the agency has already transitioned to a cloud service, adoption is even easier, since there is no software to install and no servers to manage. While that translates into significant cost savings, know that a cloud deployment will likely raise questions about how secure the cloud provider is, and whether it is compliant with the FBI's Criminal Justice Information Services (CJIS) Policy.

No software or algorithm is perfect, and facial recognition software is no exception. Low resolution, poor lighting, motion blur, glare, off-angle faces, facial hair, glasses, and

other factors can inhibit the ability of the algorithms to produce a good match. Even though the software is getting better at overcoming these challenges, users must be aware that with lower-quality photos, false matches are more likely.

Public reaction also can undermine the use of facial recognition software. While the public tends to accept when the photo and database are obtained in direct association with criminal activities, acceptance plummets if the photo in question is of a person with no known or suspected criminal activity, and/or the database used is non-criminal, such as driver's license or state identification photos. To avoid such problems, sheriffs should be transparent about using facial recognition software, and maintain a consistent policy on how such technology is to be used.

Facial recognition represents a huge advance for law enforcement, but like most software, it has its pros and cons. Sheriff's offices are advised to think through all options before committing to a specific solution. 

Don Wick recently retired as Chief of the Arvada (Colorado) Police Department. He currently serves as director of operations at Numerica Corp., makers of Lumen and Lumen FR database software. For more information, visit www.numerica.us/lumen.



CHRISTMAS CARD KISMET

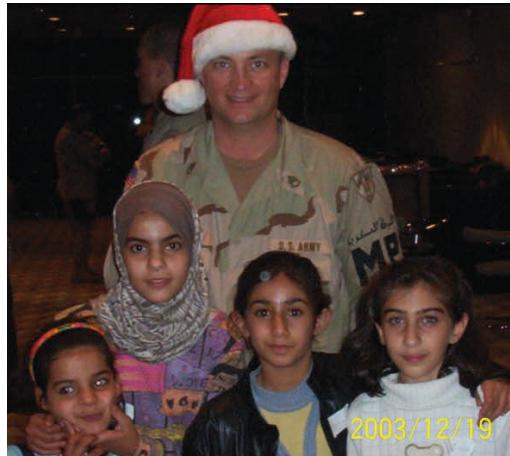
Sheriff finds letter written by a deputy-to-be 15 years prior

By Ian P. Murphy

Ozaukee County (Wisconsin) Sheriff Jim Johnson was sorting through some memorabilia recently when he found a stack of letters he received from young students during his tour of duty in Iraq. "My wife said I needed to downsize and get rid of some stuff, so I was going through it and saw this name, Uselding," Johnson says. "Hey, I've got a deputy named Uselding, I thought."

Sheriff Johnson was serving in Iraq with the Wisconsin Army National Guard over Christmas in 2003, at the same time kids from the Cedar Grove-Belgium (Wisconsin) Elementary School were sending the troops holiday greetings. Sheriff Johnson saved the letters, but didn't realize until that moment he had hired one of his well-wishers, Chris Uselding, as a deputy in 2015. "Dear soldiers. Thank you for what you all do and are doing for our country. Best wishes and have a Merry Christmas," the letter reads.

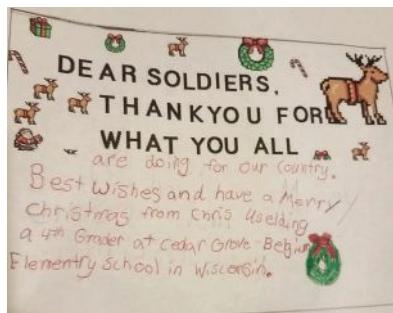
Sheriff Johnson took the letter to the county jail and posted it on the bulletin board as a surprise. When Deputy Uselding saw it—bearing his name and a familiar fourth-grade scrawl—he was "a little shocked. I clocked in, and nobody said anything. Why is something I did in fourth grade in roll call?"



Jim Johnson served in Iraq over Christmas in 2003.



Uselding as a youth



Uselding's letter to the troops



Sheriff Johnson welcomes Deputy Uselding in 2015.

"I said, 'You sent it to a soldier in Baghdad, Iraq,'" Sheriff Johnson recalls. "You sent it to me. I was in the National Guard."

"What a coincidence: Being a fourth grader—just a kid—and not knowing

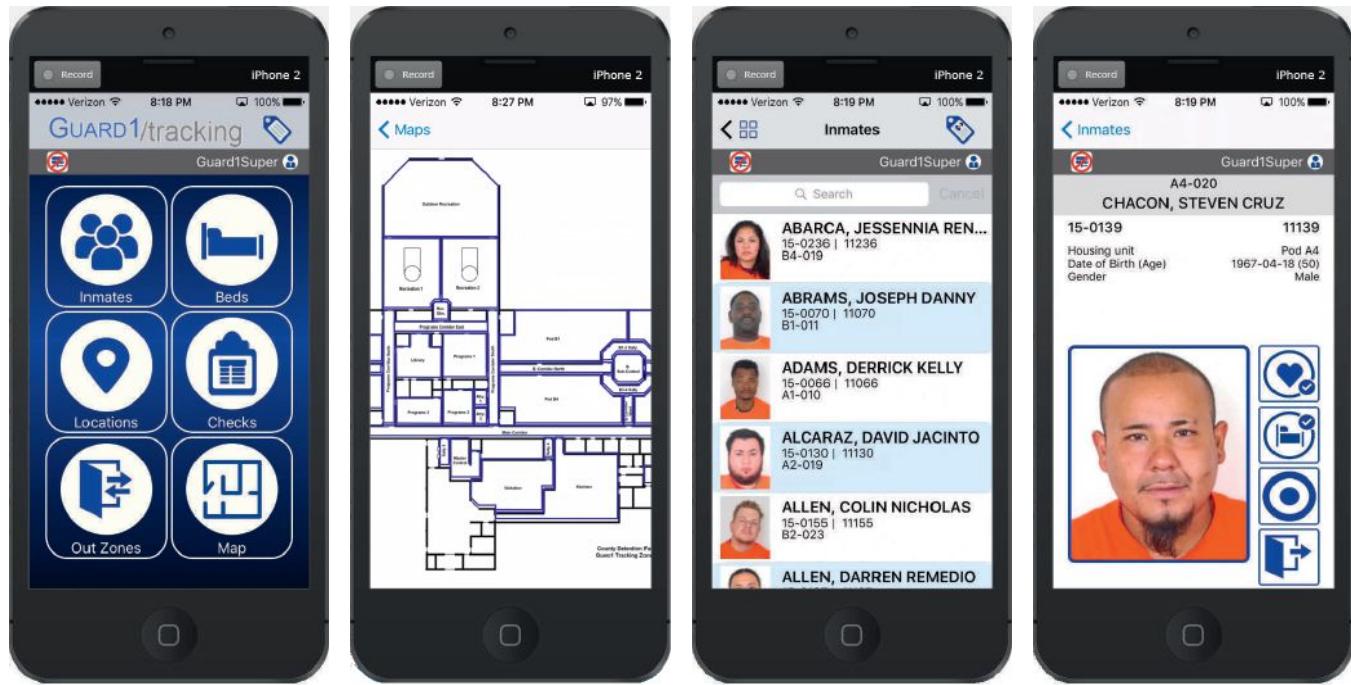
that I would do this for a career, and the sheriff himself hires me 12 years later," Deputy Uselding says. "It's just a cool story—like a message in a bottle."

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