

The New York State Chief's Chronicle



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June 2020



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New York State Association of Chiefs of Police

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Do you have an interesting law enforcement story or an article you would like to submit, photographs of member activities or field scenes?
Contact the editor: Larry Eggert at leggett@nychiefs.org

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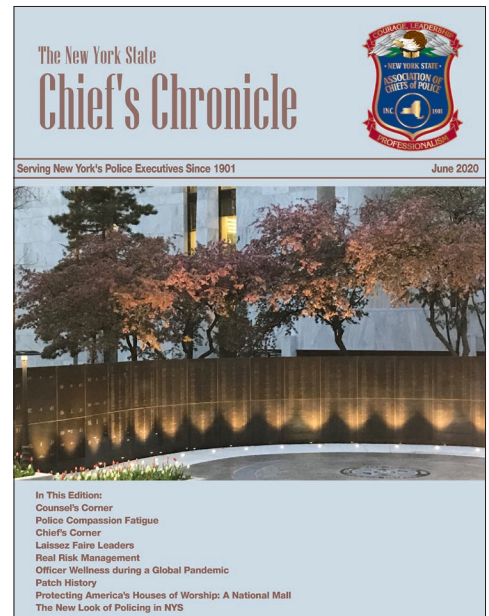
On the Cover:

Pictured on the cover is a beautiful evening view of the New York State Police Officers Memorial.

Every year in May, law enforcement professionals, families, loved ones and friends gather in Albany for the New York State Police Officers' Memorial Remembrance Ceremony, which honors those brave men and women who made the ultimate sacrifice in service to their communities. This year, a video tribute will recognize the 55 officers whose names will be added to the Memorial's black granite wall this year and remembers the 1,567 other officers honored during past ceremonies at the Memorial on the Empire State Plaza. A new date for the 2020 ceremony, postponed due to the COVID-19 global pandemic, has not yet been announced by the state Division of Criminal Justice Services, which coordinates the event. The 51 men and four women recognized this year served with the following agencies: the Cayuga County Sheriff's Office, Harrison Police Department, New York City Police Department, New York State Department of Environmental Conservation, New York State Police, Port Authority Police Department, and Suffolk County Police Department. Two NYPD officers were killed in the line of duty in 2019 and 53 officers died from illnesses resulting from their work at Ground Zero in the wake of the 9/11 terrorist attack at the World Trade Center. Every officer honored at the Memorial – and their families and loved ones they have left behind – will never be forgotten.

To view the video tribute, visit:

<https://www.youtube.com/watch?v=VAP8RWVmXSE>



Ignition Interlock Devices Updated Training Video for New York State Law Enforcement

BY CHIEF (RET.) MARK SPAWN

The New York State Division of Criminal Justice Services, Office of Public Safety and Office of Probation and Correctional Alternatives is pleased to announce the online release of an updated video developed by the New York State Association of Chiefs of Police titled "Ignition Interlock Devices in New York State." Individuals completing the training can submit their information at the end of the session to receive a training certificate issued from DCJS. Additionally, individuals who appear in the Police and Peace Officer Registry will have their training record updated to include successful completion of the training.

This training will provide comprehensive overview of Ignition Interlock Devices - how they appear, how they work, common circumvention tactics, and enforcement guidance for New York State police officers. It was produced by the New York State Association of Chiefs of Police and

funded by the National Highway Traffic Safety Administration with a grant from the Governor's Traffic Safety Committee.

This training will provide the opportunity to learn about their appearance, functionality, driver license restriction codes, and Vehicle and Traffic Law sections for enforcement. The training is approximately 20 minutes in duration and is followed by a brief review of the key takeaways from the video.



The video training provides an overview of what street cops needs to know about ignition interlock devices, including common circumvention techniques. Police officers completing the online training can receive credit to their MPTC training record.

If you have any questions about the training, computer system requirements, or technical difficulties, please contact Matt Slater by email at matthew.slater@dcjs.ny.gov or by telephone at 518-485-5115. The training can be found at the following link:

<http://criminaljustice.ny.gov/ops/training/other/Ignition-Interlock/story.html>

Counsel's Corner



Above All Else: Why Officer Safety Must Be a Top Agency Priority



BY CHIEF (RET.) MICHAEL RANALLI, ESQ.

As I write this article, we are in the middle of a crisis and lockdown without precedent in recent history. While I am retired from active law enforcement, I remain involved as a police trainer and policy consultant through my job at Lexipol. As a result, I carefully watch and listen to how law enforcement is adapting to this crisis and handling the risk it creates for first responders. Obviously, officer safety is paramount in the effort to continue to provide essential police protection and service during the COVID-19 crisis. Whether it be wearing proper personal protective equipment (PPE) or adapting new interview and report-taking procedures, safety is the underlying motivation.

Officer safety has been an essential component of my training for decades. In some of my recent classes I have included a discussion of Paul O'Neill, former U.S. treasury secretary and former CEO of Alcoa Aluminum, and his legacy of worker safety. Sadly, O'Neill passed away on April 18, 2020, after a long and diverse business and public sector career. His death provides another opportunity to explore his commitment to worker safety—and what we in law enforcement can learn from it.

THE POWER OF HABIT

Before becoming the treasury secretary under President George W. Bush, O'Neill was the CEO of the Aluminum Company of America, or Alcoa as it is more commonly known. O'Neill's successes at Alcoa are documented in a book by Charles Duhigg called *The Power of Habit*.¹

O'Neill was appointed CEO of Alcoa in the fall of 1987 and he wasted no time in creating controversy over his organizational priorities. Duhigg describes the now legendary meeting O'Neill had with a group of Wall Street investors and stock analysts at a Manhattan Hotel shortly after becoming CEO. Alcoa had been profitable but the company was having some difficulties. This led the Alcoa board to announce a new leader for the company—O'Neill.

As Duhigg recounts it, O'Neill walked into the room and began to explain his priorities: "I want to talk to you about worker safety. Every year numerous Alcoa workers are injured so badly that they miss a day of work. Our safety record is better than the general American workforce, especially considering that our employees work with metals that are 1500 degrees and machines that can rip a man's arm off. But it's not good enough. I intend to make Alcoa the safest company in America. I intend to go for zero injuries."

The investors in attendance were confused by this message, as it was not the typical approach by a new CEO who would normally be focused on driving growth and delivering profits. As the group started to ask questions more related to making money, O'Neill kept bringing them back to safety. He tied the measurement of the company performance to its safety statistics. He explained that if Alcoa was able to bring injury rates down, "It will be because the individuals at this company have agreed to become part of something important: they've devoted themselves to creating a habit of excellence. Safety will be an indicator that we're making progress in changing our habits across the entire institution. That's how we should be judged."

As the meeting ended, the concerned investors rushed out of the room and headed to the pay phones. Duhigg quotes one investor as calling his largest clients and telling them, "The board put a crazy hippie in charge and he's going to kill the company. I ordered them to sell their stock immediately, but before everyone else in the room started calling their clients and telling them the same thing."

Later, this investor realized, "It was literally the worst piece of advice I gave in my entire career." Within one year Alcoa's profits hit record highs and by the time O'Neill left the company 13 years later, the company's net income was five times larger than when he arrived.

Oh—and Alcoa also became one of the safest companies in the world.

SAFETY AND CULTURE

Ask any police officer what is operationally most important to them and they're likely to say officer safety. Officers frequently walk into situations they may have little or no control over, instead reacting to the actions of others. Enforcement actions can become antagonistic and dangerous. Decisions must be made about a situation with little or no information.

Officers are, or should be, trained throughout their careers on officer safety techniques and practices. Yet occasionally officers will, under the guise of officer safety, act in a manner that puts them at increased risk. Misplaced priorities may be partially responsible for this—for example, rushing up to a stolen car to arrest the occupants because the officer is afraid they may flee if the officer waits to do a proper high risk stop. The motive for such actions is admirable; the officer wants to arrest a criminal suspect. But ignoring the tactics they learned to make a dangerous

situation as safe as possible is not a reasonable trade off. An agency culture must prioritize the safety of the officer and the protection of innocent persons over making arrests. This is not a one or the other proposition—officers must understand they need to be as safe as possible and then make the arrest. The results do not justify compromising the process.

Similarly, Alcoa employees dealt with molten metals and machinery that can be dangerous if proper safety procedures are not followed. For example, early in his tenure at Alcoa, O'Neill received a late-night phone call that an employee at a plant was killed by a piece of machinery called an extrusion press that had jammed. The young man climbed over a yellow safety wall in full view of two managers who made no effort to stop him. He cleared the jam, which allowed the machine to immediately continue to function. A metal arm struck the man, crushing his skull and killing him instantly. He left behind a pregnant wife. His motive was also admirable; he wanted to clear the machine so production would continue. The old culture allowed that to happen because production was more important than anything else.

O'Neill called an emergency meeting with the plant executives and painstakingly reviewed all the circumstances of the accident. His conclusion? "We killed this man. It's my failure of leadership. I caused his death. And it's the failure of all of you in the chain of command."

The key to the focus O'Neill brought on safety was that no one could disagree with it. It not only is the right focus from a moral standpoint, but it also helps to fulfill essential employee satisfiers and motivators—feeling valued, appreciated and having influence over their work environment. For Alcoa, this led not only to significantly reduced on-the-job injuries, but also greatly increased production and efficiencies. Employees worked with management on improvements to company processes. But they also looked out for each other because safety not only became a priority of employees, it became their responsibility.

In a speech O'Neill gave some time after he left Alcoa, he discussed an example of the employee embrace of safety practices.² A reporter was visiting a large plant in Mississippi. He parked his car in the pouring rain but did not have an umbrella. He exited his car, and as he started to run across the parking lot, a voice called out telling him to stop. An Alcoa employee approached him with an umbrella and said, "I don't know who you are, but we really care about safety here. It's wet, the pavement is slick, you're likely to fall and hurt yourself, and we don't let that happen here." The man then shared his umbrella with the reporter and brought him safely into the building.

TAKEAWAYS FOR LAW ENFORCEMENT

Organizational priorities reflect organizational values, which then become part of the culture. Officer safety must be a priority in law enforcement agencies. And not just as lip service, but as a deeply embedded and sincere priority. When something bad happens, blame is easy but can also be counterproductive. If you do not find the root cause of the issue, it's all too easy for the bad event to happen again.

Take for example an officer who is injured or killed in a car crash because the officer did not have their seat belt on—in violation

of department policy. While the officer has responsibility, the blame may not fully rest on them. How did this happen? Were first-line supervisors aware prior to the accident that the officer did not regularly wear their seat belt but chose not to do anything about it? Did the officer's peers know and also chose not to say anything about it? If either of those answers is yes, then this is an organizational failure and safety is not a true priority.

In my previous example of the officer rushing up to a stolen car, the priority for the officer was making the arrest. The Alcoa employee (and the managers standing by) who climbed over the safety rail to clear the machine had continued production as a priority. In both situations the person involved, while well intentioned, had not been sufficiently influenced by the organization to understand that *the individual* is the most important thing. Alcoa will continue as a company regardless whether that one jammed machine is cleared immediately or later pursuant to proper safety procedures.

Similarly, the person who stole the car may get away initially, but also may be arrested by other officers or later after the collection of physical evidence. In the police example, the questions we ask are:

- Why did the officer act this way?
- Were the actions contrary to training? When was the last training performed? Was the training sufficient and effective?
- Did supervisors or co-workers know this officer was prone to such actions?
- Do or could other officers act the same way because policy and procedure is not being reinforced by first-line supervisors?

If after doing such an inquiry, the answers all come out in favor of the agency and it appears the officer is the problem, then discipline may be necessary and appropriate. But the process to get to that point is critical—because it may just as easily reveal a flaw in the agency's procedures, policies or training.

Alcoa's leadership discovered their focus on worker safety led to increases in efficiency and profit. Similarly, law enforcement agencies that place officer safety at the top of their priorities experience additional benefits. The safer an officer acts, the more legal the result will be, and vice versa. If an officer takes the time to carefully assess a person for threat indicators, then they are at the same time assessing factors that could indicate the person is involved in criminal behavior. This thought process can make it easier, for example, to justify a frisk that was undertaken when the officer was ready to do it, had backup present and had the factors to legally support it.

Taken in this perspective, officer safety as a priority ties right into another critical agency priority—constitutional policing.

(Endnotes)

¹ Duhigg, C. (2012) *The Power of Habit*. Random House Publishing Group. I would recommend this book to any administrator or trainer. It has influenced my thinking and course content since I read the book a few years ago.

² <https://www.youtube.com/watch?v=0gvOrYuPBEA> Paul O'Neill on *Safety Leadership*. Last accessed 04/30/2020

Police Suicide

Podcast Series Focuses on Wellness, Peer Support, and Programs



Police officers routinely face unknown situations in the field which can create a sense of heightened awareness, anxiety, and distrust, which can be stressful, especially when these emotions accumulate over time. Image: Pond5

The New York State Association of Chiefs of Police (NYSACOP) in partnership with the Public Employer Risk Management Association (PERMA) have released a series of audio podcasts addressing the topic of law enforcement suicide,

“This is a real problem in our profession and it’s something you cannot ignore. We have to take some sort of action.”

a focus of NYSACOP President Patrick Phelan’s term. In the March edition of *The Chief’s Chronicle*, President Patrick Phelan talked about the serious issue of critical incident stress which can adversely impact an officer’s mental health. He said, “This is a real problem in our profession and it’s something you cannot ignore. We have to take some sort of action.” In the first podcast, *Taking Care of Our Own*, Phelan speaks with Chief/Ret. Mark Spawn about stress, warning signs, police culture, and resources for cops. Jerry Faiella, PERMA Interim Executive Director said, “On behalf of the PERMA Board of Trustees, we are excited to announce this new partnership and work alongside NYSACOP to enhance our training and workshop opportunities for our membership and others in the public safety community. PERMA has been at the

“On behalf of the PERMA Board of Trustees, we are excited to announce this new partnership and work alongside NYSACOP to enhance our training and workshop opportunities for our membership and others in the public safety community.” Jerry Faiella, PERMA Interim Executive Director

forefront of promoting a culture of workplace safety through our robust risk management programming, targeted interventions,

personalized claims handling and high caliber member service support. As we face the challenges of the future, our partnerships become more critical to achieving our outreach and claimant care objectives.”

The second podcast *The Scope of the Problem* is a discussion about what we do – and do not – know about suicide in policing.



Repeated exposure to trauma, including horrific crashes, injuries and deaths, can cause cumulative stress. Image: M. Spawn

While there is currently no official data collection on the incidence of law enforcement suicide, the numbers that are reported are often thought to be an underrepresentation of the actual number of deaths. Professor John Violanti (SUNY Buffalo) is a former State Trooper and an often-cited source on the topic of law enforcement stress and suicide. He advocates for training at the earliest stages of an officer’s career so that they have a better understanding of dealing with their own mental health. Deputy Jim Banish joins in this discussion to talk about a training program for supervisors. ▶

Jim lost his brother, a respected State Police Lieutenant, to suicide 12 years ago. He wrestled with his loss, but has since turned his energies to helping others. He is a founder of the New York Law Enforcement Assistance Program – NYLEAP – a nonprofit 24 hour help service for first responders. He is a proponent of peer support, knowing that cops trust cops, and they are often most comfortable talking with one of their own. Officer Matthew Carpenter (Rochester PD) agrees and says that the topic of police suicide has gained momentum. He said, “We try to get people to not be afraid to talk about these type of things, and not to be afraid to seek out help and treatment when necessary.” Carpenter assisted in the development of a new curriculum which is being used for police recruits, and which is now mandatory in basic police academy classes.

The podcast titled *Searching for Signs: Police Chief Shares a Story of Tragedy* has resonated with many in the law enforcement family. In this heartfelt interview, Chief Bill Whitton (Glen Cove PD) shares the story of a beloved and respected commander who took his own life five years ago. Chief Whitton talks about the officer, the tragedy, and his responsibilities as Chief of Police in working with the family, taking care of his officers and staff, and trying to figure out why it happened. He also shares an observation hoping that it may assist others in recognizing how a deviation from usual behavior might be indicative of someone in distress.

In Virginia, a massive survey was conducted of first responders which has guided their response strategies including sleep education and data collection on critical stress incidents, much the same way that we do in New York State for physical injuries. Virginia has a “heart bill” akin to New York State’s, but they are hopeful to include a “brain bill” in upcoming legislation in order to assess cumulative stress. In the podcast titled, *Risk Management, Data, and Dogs: What Virginia Police Are Doing*, Chief Edwin Roessler of Fairfax County PD discusses with Chief/Ret. Spawn some of the programs that have been implemented. One of those programs involves the deployment of a therapy dog to certain gruesome or disturbing scenes to help distract first responders and to “...break the loop of that visual that’s playing in their head from that horrific scene.”

For cops, concealing our emotions can be an asset in the field, but when it carries over to personal life and prevents an officer from getting help, it can be an obstacle. In the podcast *Another Tragedy: Discussing Suicide Myths and Police Culture* Chief/Ret. Miguel Bermudez talks about some myths associated with suicide. Prof. Violanti discusses how the police culture of ‘taking care of

others first, being tough, and burying our own feelings’, can lead to substance abuse, or suicide. Chief Bermudez shares the tragic story of a suicide within his own department – by a female officer just days before Christmas. He urges that we need to take away the stigma attached to seeking out mental health services, “we in law enforcement have that culture of mental and physical toughness – perceived weakness is not tolerated. The stigma prevents us from seeking treatment, so we need to change the dialogue on that.”

A comprehensive listing of resources is included at the conclusion of each episode to help first responders who may be struggling with job-related stress.

This podcast series is presented to the greater law enforcement community by the Public Employers Risk Management Association and the New York State Association of Chiefs of Police.

**AUDIO PODCAST SERIES:
LAW ENFORCEMENT SUICIDE**

- ◀ **Taking Care of Our Own**
- ◀ **The Scope of the Problem**
- ◀ **Searching for Signs: Police Chief Shares a Story of Tragedy**
- ◀ **Risk Management, Data, and Dogs: What Virginia Police Are Doing**
- ◀ **Another Tragedy: Discussing Suicide Myths and Police Culture**

***Podcast series available
at nychiefs.org***

Police Compassion Fatigue

BY KONSTANTINOS PAPAZOGLU, PH.D., STEVEN MARANS, M.S.W., PH.D., TRACIE KEESEE, PH.D., AND BRIAN CHOPKO, PH.D.

If surveyed, many people probably would state that police work mainly entails performing routine duties and answering questions for the public.

“Officers respond to the scenes of heinous crimes and bring order to chaos, restoring a sense of safety and security in the presence of violence or catastrophe.”

However, the reality proves much more complex and varied.

“Officers respond to the scenes of heinous crimes and bring order to chaos, restoring a sense of safety and security in the presence of violence or catastrophe”. In this regard, police can be more than law enforcers in their communities.”¹

Additionally, myriad situations require them to provide emotional support to persons impacted by crime (e.g., abused children; battered women; victims of robbery, assault, rape) or survivors of natural disasters and other catastrophic events. These distraught individuals often respond unpredictably. Here, officers serve as caregivers or “compassionate warriors.”²

Their unique role in helping to mitigate human suffering renders officers uniquely positioned to recognize and identify individuals traumatized by overwhelming events. When victims experience chaotic and horrendous incidents, police officers represent the most reliable and prominent sources of order, information, and support at the scene.³

Considering these demanding roles, officers can experience adverse effects over time. To this end, agencies should take measures to support personnel and bolster their efforts to help victims cope and recover.⁴

IMPACT ON OFFICERS

As coined, the term compassion fatigue describes the costs that accrue in frontline personnel as a result of caring for those who suffer. Based on this perspective, it develops due to a combination of prolonged exposure to traumatized victims and the inability to emotionally disengage from their suffering.⁵

However, based on their professional and research experience with law enforcement agencies, the authors suggest that police compassion fatigue should not only refer to officers’ inability to disengage from horrific events they encounter. Alternatively, some officers who repeatedly confront violent and tragic circumstances may become emotionally detached or numb.

Within the context of police work, compassion fatigue relates to officers’ powerful desire to help or save traumatized victims and to perform their duties in a manner that makes such individuals feel better and safe. Nonetheless, this type of motivation in many cases is limited, especially when officers respond to situations where victims already suffer from the emotional havoc wrought by their horrendous experience. When ill-equipped to deal with the acute reactions of victims and witnesses, officers often may doubt their ability to mitigate the suffering of those involved in these incidents.

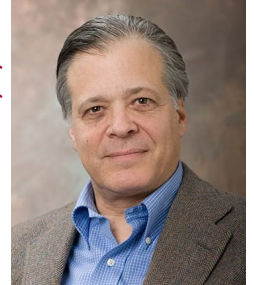
The current scientific literature abounds with studies that explore experiences of compassion fatigue among officers and other caregiving personnel. Most suggest that compassion fatigue affects a significant number of such professionals.⁶ In a recent empirical study involving a large sample of police officers from the United States and Canada, 23 percent—or 230 in a department of 1,000—reported high levels of compassion fatigue.⁷

Significantly, research has shown that compassion fatigue can have an incapacitating impact on frontline professionals’ well-being, decision-making



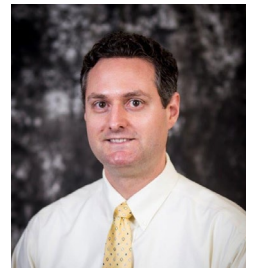
Dr. Papazoglou, a former police captain with the Hellenic National Police in Athens, Greece, is a postdoctoral scholar at Yale University School of Medicine in New Haven, Connecticut, and has collaborated as an expert with law enforcement agencies in the United States, Canada, and Europe.

Dr. Marans is Harris Professor of child psychoanalysis, a professor of psychiatry, and the director of the Childhood Violent Trauma Center at Yale University School of Medicine in New Haven, Connecticut.



Dr. Keese, former deputy commissioner for the New York, New York, Police Department, is vice president of Law Enforcement and Social Justice Initiatives for the Center for Policing Equity.

Dr. Chopko is an associate professor of criminology and justice studies at Kent State University at Stark in North Canton, Ohio.



ability in critical situations, and overall job performance.⁸ In addition, it may negatively affect their cognitive processes (e.g., dissociation, lack of concentration), emotions (e.g., irritability, sense of helplessness and hopelessness), and behavioral patterns (e.g., hypervigilance, physical exhaustion).⁹ Further, compassion fatigue may adversely impact officers’ relationships with family and friends because its effects cannot be left at work and may disrupt the adaptive transition from shift work to family environment.¹⁰

Compassion fatigue more likely will occur if officers remain unaware or ignore the presence of its cues and continue to perform their duties without getting help from available resources, such as supervisors, peer-support groups, or clinical practitioners. If police officers or their supervisors continue to ignore the signs, symptoms of

compassion fatigue can accumulate over time, ultimately leading to debilitating effects on officers' health and well-being.

For instance, officers serving in child exploitation units may experience symptoms of compassion fatigue, such as feeling emotionally overwhelmed or having a lack of concentration, as a result of providing abused children with long-term support during investigations.

In other cases, compassion fatigue may produce signs that an officer may not notice. For example, what officers experience in the line of duty regarding victims' suffering may lead to emotional numbness or isolation. These "underground" emotions may

"Eventually, compassion fatigue—often exacerbated by organizational stressors and a lack of appreciation from the community—may render officers more susceptible to severe mental health issues, such as post-traumatic stress disorder (PTSD), depression, and burnout."¹¹

reemerge in multiple problematic ways for officers' health and well-being, including isolation from family, alcohol abuse, and difficulty controlling frustration and anger during interactions with others.

"Eventually, compassion fatigue—often exacerbated by organizational stressors and a lack of appreciation from the community—may render officers more susceptible to severe mental health issues, such as post-traumatic stress disorder (PTSD), depression, and burnout"¹¹ Further, public criticism and perhaps unfair coverage of police work in the media may erode their sense of community support and professional pride. In turn, this impacts their feelings of well-being and places them at greater risk for harm when they encounter horrendous events and assist victims.

Additionally, failure to recover from traumatic stress after responding to calls for service involving violent and catastrophic incidents can place officers at higher risk for enduring not only behavioral symptoms but chronic physical health issues, such as cardiovascular disease, diabetes, and certain types of cancer.¹²

GRATIFICATION FROM SERVICE

Police officers' key role in critical incidents constitutes a protective factor in helping victims avoid poor long-term outcomes.¹³ These personnel may simultaneously play a crucial part in advancing victims' recovery from traumatic experiences while more broadly contributing to the strengthening of relationships between police agencies and communities.¹⁴

In this context, compassion satisfaction refers to the gratification that officers derive from helping those who suffer.¹⁵ In one study, almost 31 percent of police officers reported high levels of compassion satisfaction.¹⁶ However, research also has shown that a considerable number do not appear to value the importance of their contributions.¹⁷ Therefore, while these officers still serve their communities, their inability to view their work as significant increases the likelihood that they will approach their duties perfunctorily.

Sometimes, officers may suppress their emotions or disengage while focusing their attention solely on investigative aspects of the incident. Perhaps they fail to appreciate the value of additional, trauma-informed approaches that may prove critically helpful to

victims and witnesses and strengthen officers' contributions to the investigation itself.

Research has indicated that officers and other frontline professionals who experience compassion satisfaction feel a greater sense of success and increased motivation because they can appreciate the value that their services add to the community and the lives of individuals.¹⁸ In addition, other studies have concluded that police officers with high levels of compassion satisfaction tend to show greater job performance, more commitment to their duties, and higher levels of self-perceived well-being.¹⁹

Perhaps unsurprisingly, research has revealed that compassion satisfaction is negatively associated with compassion fatigue—that is, an increase in one appears to correlate with a decrease in the other.²⁰ Possibly, compassion fatigue symptoms (e.g., feeling overwhelmed, hypervigilant, irritable) may preclude officers from experiencing compassion satisfaction.

Although this topic requires more investigation, it seems clear that officers with high levels of compassion satisfaction can appreciate the importance of their services despite exposure to overwhelming experiences and care for trauma victims. In addition, the negative association between compassion fatigue and compassion satisfaction indicates that using various techniques to strengthen compassion satisfaction can mitigate or entirely neutralize the virulent experience of compassion fatigue.

COMPASSION FATIGUE SYMPTOMS

Workplace

- Affected judgment and clarity of thinking
- Impacted decision-making in critical situations
- Ineffective overall job performance
- Low professional pride
- Poor job satisfaction
- Skepticism toward the public and agency

Cognitive

- Dissociation
- Lack of concentration
- Intrusive thoughts
- Blame of self and others
- Other maladaptive thinking

Emotional

- Anger/irritability
- Depressive symptoms
- Guilt
- Helplessness
- Hopelessness
- Loneliness
- Low self-esteem
- Shame
- Tension

Behavioral/Physical

- Disrupted sleep
- Fatigue
- Migraines/headaches
- Personal relationship issues
- Physiological hypervigilance

Social isolation
Substance abuse

RECOMMENDATIONS AND IMPLICATIONS

The authors recommend several sources of help in preventing or combating compassion fatigue's impact on police officers' health, well-being, and occupational performance.

SELF-CARE

Researchers have discussed and identified various self-care techniques that officers can use to help deal with compassion fatigue.²¹ As such, clinical practitioners could teach officers certain practical and easily applied measures for mitigating compassion fatigue's effects.

These techniques also could become part of early career training for police cadets and new officers. Equipping new officers in this manner will help them avoid compassion fatigue's deleterious effects on their future health and well-being. Moreover, because compassion fatigue appears positively associated with years of service, such methods would benefit veteran officers as well.

Although beyond the scope of this article, the authors note a number of effective techniques, including emotional regulation, controlled breathing, mindfulness, progressive muscle relaxation, biofeedback, gratitude exercises, journaling, and identifying and changing problematic thinking.²² To this end, clinical practitioners can collaborate with law enforcement trainers, union representatives, and high-ranking administrative staff to incorporate self-care strategies into police training to support officers in managing compassion fatigue.

CLINICAL PRACTITIONERS

Clinicians familiar with policing can play a vital role in helping officers improve their levels of compassion satisfaction. One way is to partner with upper-level administrators to develop programs that identify and celebrate the successes of the department's officers.

For instance, briefing or debriefing sessions often focus primarily on facts and any issues that may have emerged during the previous shift. However, clinical practitioners, as part of ongoing partnerships and based on their training and familiarity with law enforcement, could attend these meetings and work with officers and their supervisors to identify and focus on positive incidents that occurred, such as achievements, moments of gratitude, and pleasant social interactions.

Because police officers appear to view these types of acts as routine aspects of their work (e.g., helping an elder cross the street, appreciating a civilian's gesture to thank them), they may not take the time to reflect upon and feel grateful for the services they provide for their communities.

Additionally, partnerships between police officers and clinical practitioners have proven successful in the context of treatment and referral of crime victims. For example, one of the authors has developed partnership policy programs between clinical practitioners and officers from a local police department to improve the quality of responses to child abuse and domestic violence calls.²³ Similar partnerships between police officers and clinicians may be developed to support officers' handling of their own police-related stress and trauma.

ADMINISTRATORS

High-ranking administrators can promote a focus on compassion satisfaction by inviting supervisory police officers to report any successes or positive interactions involving their officers to command staff and communicate these more broadly to the department. This approach would give officers the opportunity to share the value of their work with their supervisors and peers throughout the organization. It also would help them to appreciate their accomplishments—even the minor ones—while receiving the acknowledgement and support of the command structure, which, in turn, would establish an important departmental tone and set of values.

COMMUNITY GROUPS

Because community clubs and organizations often form partnerships with local police departments, they can help foster compassion satisfaction by sharing their stories of officers' accomplishments and expressing their appreciation of them. This feedback can help officers gain a grounded perspective of how their work plays a vital role in maintaining peace and order within the community. The New York, New York, Police Department (NYPD) has one such community participation program.²⁴

POLICE ORGANIZATIONS

Police organizations should put emphasis on the value of increased training for law enforcement professionals related to dealing with children and families impacted by traumatizing events.²⁵ A toolkit developed by Dr. Steven Marans and his team at the Yale University School of Medicine, Child Study Center, offers an exemplary and tangible way of increasing police knowledge and enhancing responses to children and families exposed to violence and other tragic incidents. Thus, it helps officers achieve greater confidence, a sense of effectiveness, and professional satisfaction.²⁶

CONCLUSION

The issue of compassion fatigue, which affects a significant number of officers, has multiple implications for police personnel. Thus, it demands the attention of law enforcement administrators,

“Further study of police compassion fatigue is imperative because the findings will support the development of evidence-based training curricula and workplace policy programs that will promote compassion satisfaction and prevent or treat compassion fatigue among police officers.”

clinical practitioners, and policy makers.

Researchers have suggested that education, self-care training, and workplace policies can help foster compassion satisfaction while significantly decreasing or eliminating compassion fatigue symptoms.²⁷ “Further study of police compassion fatigue is imperative because the findings will support the development of evidence-based training curricula and workplace policy programs that will promote compassion satisfaction and prevent or treat compassion fatigue among police officers.” The development of

such programs would yield results that will benefit officers, their families, and the community.

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Endnotes

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Policing During a Pandemic

Prior to the current pandemic many police departments had worked with their local health departments, medical examiners offices and emergency medical service providers to develop pandemic influenza plans. Some more progressive agencies may have even participated in tabletop exercises or full-scale exercises to test these plans. These exercises may have included law enforcement agencies providing security at points of distribution (PODs), locations where medicines would be



Chief Cameron at Southside Hospital with Anthony Pelicone, Associate Executive Director.

distributed to the public, or assisting to safeguard medical supplies as they are being distributed from either the Medical Emergency Response Cache (MERC), a New York State asset, or the Strategic National Stockpile (SNS), a federal asset.

Many departments that participated in the development of these plans likely felt that their roles during a pandemic would be largely ancillary, given that the issue at hand would be primarily a public health problem. Some more comprehensive plans may have provided guidelines for the department's continuity of operations based upon personnel attrition due to illness. Most pandemic plans are based upon the outbreak being caused by a new strain of influenza, also more commonly known as the flu and with good reason; past pandemics have been caused by influenza, most notably the 1918 Spanish Flu pandemic. This is where the current pandemic of Novel Corona Virus Disease 2019 (COVID-19)

differs, Corona Viruses are not influenzas and this pandemic is the first to be caused by a Corona Virus. Accordingly, COVID-19 has some unique attributes that must be factored into how public safety agencies deal with this current outbreak.

As this current pandemic plays out law enforcement leaders are likely discovering that their role in a health crisis of this nature is far more involved, intricate and bizarre than they ever could have imagined. Few law enforcement managers likely envisioned that they would be advising their officers to ask children to leave parks, to not play in playgrounds or to break up groups of people peacefully assembled. The oath of office law enforcement personnel swear to uphold includes upholding the constitution of the United States, which guaranties the right of public assembly, just not during a highly contagious disease outbreak; this is akin to clarifying that the right of free speech is not protected if someone yells fire in a crowded theater. During the current outbreak, large groups of people assembled together greatly increases the risk of disease transmission and these activities must be curtailed.

Clearly many of the goals that every law enforcement leader will strive to achieve during this unprecedented time in history are familiar keeping their personnel safe, keeping the public safe, and keeping their departments running efficiently, however these objectives take on an entirely new meaning in the COVID-19 environment.

All three of these goals are largely intertwined. Keeping personnel safe and healthy allows the department to continue to function and to therefore protect the public. If employees are unable to come to work all three goals will fail. Different segments of the department will need to be kept safe employing different tactics; for example, many non-essential civilian employees can continue to do their work from home utilizing virtual private networks to remotely access computer programs. Working from home reduces their chances of becoming infected and reduces the overall density of staff in police facilities, which helps to keep those who continue to work safe as well. Spreading people out and reducing human density and close interactions is a critical consideration to keep staff members healthy.

Keeping employees working from home informed and engaged is also very important. The collaborations and social interactions that occur in the workplace are constructive, but they also serve as a support network for many employees who consider the police department their second families. Connecting work from home employees on a regular basis can have value for the department, but also for their wellbeing. Using app-based video conferencing systems to regularly connect work from home employees can serve to at least

partially bridge this gap, allowing them to stay connected with the department and with each other during an especially trying time for everyone.

Clearly one of the most critical aspects necessary for a law enforcement agency to function is their communications section. The ability to receive emergency calls for service from the public and in turn transmit that information out to patrol cars is essential in a modern law enforcement agency. Relocating communication section personnel in this technology laden world can be burdensome and can present a real challenge. In many cases these employees will be required to continue to work in their traditional format and location.

One of the unique aspects of Corona Virus Disease 2019 is that it appears as though a sizable percent of the people who contract the illness may be asymptomatic or have only very mild symptoms and be unaware that they are ill, however they may still be able to spread the disease to others. Additionally, people may also be able to spread the illness, or shed the virus, shortly before they become symptomatic. This presents a challenge, as seemingly healthy people may be able to make others sick. Many other illnesses only become contagious after symptoms emerge, which makes them easier to contain.

People who need to continue to work together in a common area could become ill or may need to be quarantined should a co-worker have the virus during a work shift. One way to combat this issue is daily health screening checks for incoming workers. Prior to entering their workspace each worker can be asked if they have any of the common symptoms of COVID-19 and their body temperatures can be monitored. This can be easily and rapidly accomplished utilizing a non-contact infrared thermometer. Additionally, these employees can be required to wear a mask that covers their nose and mouth while they are working.

COVID-19 is spread through respiratory droplets that are emitted from a person's mouth and nose when they cough, sneeze or talk. Unrestricted, these droplets can travel up to six feet before gravity pulls them down. Restricting close contact, no closer than six feet, to people can reduce the spread of the disease by direct contact to respiratory droplets from an infected individual. Additionally, respiratory droplets can land on surfaces and result



Chief Cameron inspecting a field hospital in Suffolk County.

in secondary infections when others touch these surfaces and then touch their eyes, nose or mouth without cleaning their hands. In order to restrict the travel of these respiratory droplets individuals can wear disposable or fabric masks that cover their nose and mouth and therefore contain potentially infectious respiratory droplets. Placing every employee working in a department's communication section in a mask of this type, for example, could dramatically reduce the chances that a single employee who is ill, but still reporting for work, could cause other employees to become sick.

Another type of mask can serve to protect an individual from themselves becoming sick if exposed to someone who is contagious. Unlike a simple fabric or disposable face covering, this mask must seal tightly around the face and be able to effectively filter out virus particles. In this application an approved N-95 mask is recommended to be used in conjunction with additional items of personal protective equipment, PPE, to offer complete protection.

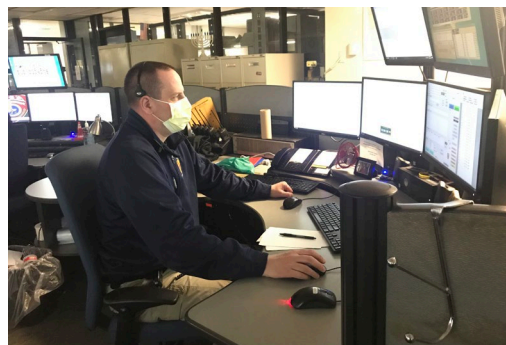
Since virus particles can enter the body through the mouth, the nose or the eyes, adequate eye protection is also required for protection; this can be accomplished by using goggles or a face shield. Respiratory droplets can also be deposited upon hands and clothing during close contact situations. In order to prevent this from occurring gloves and gowns should also be worn, however the mask and eye protection are the most critical items of protective equipment.

Having the proper PPE is essential, however knowing how to properly utilize it is also critical. Following proper procedures for putting on PPE, a process called donning, and removing PPE, doffing, is critical. Police officers, detectives and supervisors who may be placed into close contact situations should have PPE available to them and should be instructed how to properly utilize it.

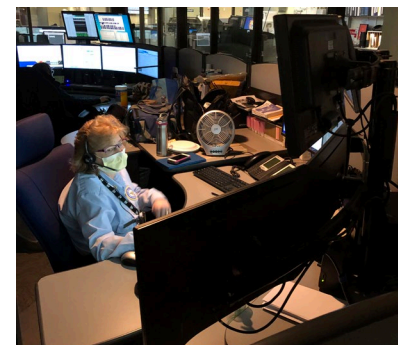
Sworn members of a department cannot eliminate close contact situations, but with effort they can be reduced. For example, officers working together in a double car are in close contact throughout their tour of duty just from being within the same vehicle. Requiring these officers to wear face masks that cover their noses and mouths reduces the chances that an infected officer could make his partner ill. Eliminating double units entirely



Spanish Speaking ECO Madeline Hart working at her dispatch station.



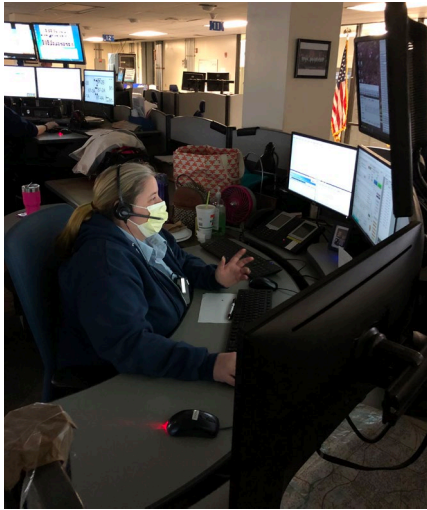
Suffolk County ECO in action during the Corona Virus Pandemic.



Suffolk County ECO staff hard at work during the Corona Virus Pandemic.

is another potential tactic if that is feasible. When one vehicle is shared by officers working different shifts, officers should be instructed to sanitize the vehicle at the start of each tour by cleaning commonly touched surfaces. This will help to reduce the possibility of a secondary infection from touching surfaces that have been exposed to respiratory droplets if an officer who had the car on a prior tour was COVID-19 positive.

Another way to protect sworn members is to minimize opportunities for close public contact. This can be achieved in many ways. Greater use could be made of telephonic or computer-based reporting of incidents. Many departments may provide these services at the discretion of the public; however, these services could be made mandatory for certain types of police reporting, thereby eliminating the need for an in person



Suffolk County ECO's in action during the Corona Virus Pandemic.

or severely restricting access to police facilities or configuring lobbies to ensure that adequate distance is maintained between the public and staff members.

Another unique group of personnel that may require special attention is police recruits. Standard recruit training places large numbers of recruits and training staff together on a regular basis thereby making them more vulnerable to disease transmission, therefore schools and universities closed as the outbreak expanded. Using social distancing, face masks, online instruction or terminating the training entirely are options that can be considered. After officers complete their classroom instruction generally, they would transition to field training, riding double with a training officer.

This simple transition is yet another challenge in the COVID-19 environment raising concerns about close contact within the patrol car during this period. Newly graduated recruits may temporarily be utilized in other roles, such as downtown foot posts or business compliance checks until field training becomes a safe option again.

An unusual aspect of the threat to law enforcement from working in an environment with a widespread disease outbreak is that the threat is not solely directed at the police officers themselves, like most other traditional threats to officer safety, but can potentially affect their families as well if the illness is carried home and spreads.

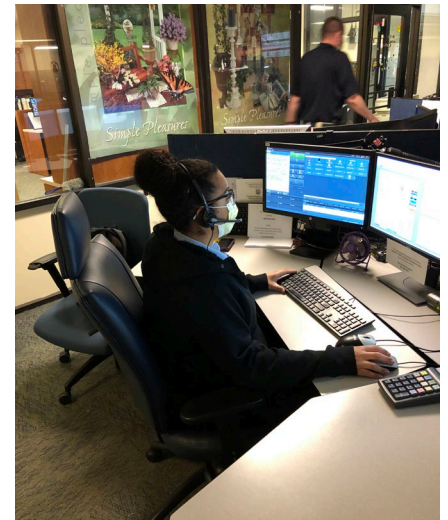
Efforts to contain the illness can protect both the officers

and their families. This is an important consideration for police recruits who may still live at home with their parents. The severity of the effects of COVID-19 is often proportional to age. The recruits may only become mildly ill, but their parents are at greater risk for severe illness. Older staff members and those with preexisting health conditions are also at increased risk if they contract the virus.

Social distancing orders have forced the closure of many businesses and mandated that people remain in their homes whenever possible. This has added numerous non-traditional law enforcement tasks to the plates of many police agencies. Law enforcement agencies are now expected to enforce social distancing rules and ensure compliance at businesses, whether ensuring that they are in fact closed or operating within the limitations imposed upon them. Many of these tasks can be extremely challenging and far outside the scope of the laws that a police department would customarily enforce, such as removing children from parks, and dinners from restaurants. Determining a strategy on how to enforce these new rules can be challenging, but an escalating approach is likely prudent with education and voluntary compliance requests on the low end of the spectrum and enforcement reserved as a final resort.

As schools have shut down for extended periods of time many law enforcement agencies may be challenged to allow their school resource officers or community relations officers to remain connected with their communities. Provided these officers are not needed to backfill staffing that has been reduced by illness, these officers can stay connected with students and the wider community by using social media and other video conferencing applications. Children who are home from school need constructive ways to occupy their time and interacting with school resource officers certainly fits the bill. This is a time for officers to be creative and to use their talents to develop community outreach in novel ways.

As with any crisis, maintaining situational awareness is vital. Agencies that have real time crime centers may be able to partially retool these facilities to assist with providing



Suffolk County ECO.

this type of situational awareness. Video walls can be used to display maps of positive cases, and other real time statistics that may be of value to the command staff, such as personnel attrition.

As citizens lives have been upended in an unprecedented manner, fear and unease are likely widespread throughout communities. The calm reassuring image of law enforcement officers on patrol is a reassuring visualization of normalcy. Officers should be kept informed and reminded on a regular basis how vital their presence is to maintaining law and order. In times like these it is abundantly clear just how essential the role of law enforcement is in our society.

Leadership Tests

BY CHIEF (RET.) GREG VEITCH



One of the things that seems to be a characteristic of the best leaders is their ability to perform well, and sometimes even excel, during and after a crisis. A severe test is often the springboard for growth within a leader. My thoughts have turned to this concept during the COVID-19 pandemic that hopefully, will be winding down by the time you read this.

As police leaders we have certainly seen our share of, and have lived through, many moments of crisis. There were some aspects of the COVID-19 pandemic that were new to us, but as an example of a leadership test it has the same characteristics as other leadership trials which are unplanned, intense, and sometimes traumatic events. Times of testing for a leader are inevitable. We always face the prospect of critical incidents, but a leadership test could also take the form of a difficult policy or personnel decision that needs to be made. A severe budgetary problem or major public safety event. A natural disaster that has affected a department and community. It could also be something more personal, like not getting a desired promotion, betrayal by a friend, or a significant health problem. No matter what the test is, it is often marked by a challenge to our values, and capabilities. Amid a major leadership test, we will be forced to question our methods and beliefs. We may be forced to think deeply about what really matters to us and self-reflect in a way we would not

otherwise. The testing times of our leadership are usually not pleasant experiences. One of the things that distinguishes great leaders from the mediocre is that they do not simply live through times of trouble and survive, they learn and grow from them. They recognize that often leadership tests expose weaknesses in leaders, processes, and organizations, and that coming out of the test, new and innovative approaches to old problems can and should be implemented. This is true however, only if leadership is open and honest, looking for opportunities to improve and become stronger through adversity.

Looking back on your leadership journey, I suspect that you can recognize this principle at work in your life and your leadership. You probably have been through trials, maybe even severe testing, that you can now clearly see were transformative experiences for you. You emerged more engaged, professional, patient, and experienced. Perhaps even with a renewed sense of purpose and commitment.

Your deeply held principals and beliefs were likely forged in the fires of your leadership and life experiences, helping you through the moment of crisis and positioning you for the future. In essence, it is our trials and tribulations that shape us the most.

Leadership tests will come. Whether it is a critical incident, a personal setback, or a global pandemic, if we are open to learning from our leadership tests, we can emerge from each one with a greater understanding of ourselves, our organizations, and our leadership. Forged in the fires of experiences, the best leaders are well positioned for the next leadership test whenever, wherever, and however it comes.

HSI

Homeland Security Investigations Buffalo

Internet Safety Tips for Parents

COVID-19 IMPACT

COVID-19, the cause for school closings, has created an increase in online activity as a key source of education and entertainment for children. It is likely that more online postings and participation in online forums will occur. This online social interaction may create more opportunity for predators to exploit the internet and target children. Parental supervision, open discussions about internet safety, active monitoring, and privacy settings will reduce the chance of victimization from child predators.

Future Impact:	HSI BUFFALO INTERNET SAFETY TIPS FOR PARENTS
<p>Posts to social media and other platforms are truly out there FOREVER.</p> <p>Social Media activity can be used by School Resource Officers to identify violations of school policy or infractions of law, to include sextortion.</p> <p>Once an image is sent, the power of the image is no longer in your control.</p>	<ul style="list-style-type: none"> • Purchase monitoring technology. Every cellphone provider has products for purchase that will allow parents to monitor devices, physically track, and shut down the devices remotely. • Avoid using the child's name, age, date of birth, or any variation of these for user names or e-mail accounts. This will help eliminate identifiers indicating the user is a minor. Avoid profile images of children. • Regulate your child's internet use. Set rules of behavior and shut down devices at certain times. Set limits on internet use to give children an opportunity for a mental reset. • Educate your child on social media manners, behaviors, and the dangers of interacting with unknown people. • Never talk directly to a predator. Contact HSI Buffalo at (716) 464-5900 or your local police department for guidance. • Talk about online activities routinely for continued awareness of your child's interactions. • Spot check activity. Monitor and be aware of what your children are discussing online to include conflict and comments. • Implement privacy controls and parental settings on any social media platform your children use. Set profiles to private; make posts only visible to friends/followers.
<p style="color: red; font-weight: bold;">What to do for ANY attempted child exploitation:</p> <p>If a child is engaged in an inappropriate conversation with an adult, preserve the data by placing the device in airplane mode and DO NOT delete anything.</p> <p>• Report the incident to HSI Buffalo by calling (716) 464-5900 or 1-800-973-2867</p>	
<p><u>Online Resources:</u></p> <p>https://www.netsmartzkids.org/</p> <p>https://www.icactaskforce.org/Pages/InternetSafety.aspx</p> <p>https://www.ice.gov/topics/IGuardians</p>	

Real Risk Management

Who's Your HR SME? (Hint: It's Not You)

BY GORDON GRAHAM



Editor's note: This is the latest installment in the Real Risk Management series, designed to introduce the breadth and depth of risk management by organizing risk into 10 Families. To request earlier articles from the series, please contact Shannon Pieper, Lexipol Marketing Content Director, at 949/276-9938 or spieper@lexipol.com.

Gordon Graham here—thanks for taking the time to read my ramblings regarding the world of risk management operations. Hey, speaking of “world,” it is once again time to visit the Wayback Machine. “Golly gee, Mr. Peabody—are we here?” The start of this piece takes us back 82 years...

... to the evening of Oct. 30, 1938. Radio listeners across the U.S. heard a startling report of mysterious creatures and terrifying war machines moving toward New York City. But the hair-raising broadcast was not a real news bulletin—it was Orson Welles’ adaptation of the H. G. Wells classic *The War of the Worlds*.

For those of you not familiar with the story of that great scare, it is fun to read about but a lot of people who listened to that broadcast thought there was some invasion afoot and it caused a lot of problems for a lot of people.

With this in mind, I will move into my own world of fantasy. I touched on this scenario briefly a long while back, but let’s dive in with a lot more detail. And please remember, this is not real, do not panic, do not call 9-1-1. This is purely “make believe to make a point.”

You are the chief of police and right now in your city you have a major event in progress. In a mixed commercial area, you have a preschool with 40 children present. There is a small hospital on the left side of the preschool and an elder care center on the right side.

A group of terrorists has seized the school (if you have not read *Terror at Beslan* by John Giduck, please do so) and they have already killed all the adult males and large male teens. They are using the school’s technology against the surrounding cops—cameras and remotely locked doors and gates are now benefiting the terrorists. They have issued demands to have some of their brother and sister terrorists released from prisons in Israel, France and England. They have wired up each of the children with explosive neck collars and are threatening to kill (with a live TV feed) one child per hour until their demands are met. Additionally, the on-scene SWAT cops have determined the terrorists have also wired the elder care center and the hospital with high-powered explosives.

The estimate is there are about 30 terrorists involved in this major event—and you are the incident commander. You have air support in the form of two police helicopters (local police because the State Police reported there was a cloud over there someplace which prevented them from flying today) and they are providing you with a live feed of the situation. In your command post you have the fire department (and they are angry because you have interrupted their viewing of “The Young and the Restless”). The mayor of your town is present (it is an election year) and someone from the FBI who wants to take charge is on scene and someone

from the Secret Service, who is trying to chat with an attractive female news reporter (as close to reality as this is, remember I am making all of this up). The Salvation Army has now appeared with free donuts, so all the firefighters have now disappeared.

As the incident commander, you are very troubled about what to do and how to do it. Your SWAT commander says they have a clear shot on number of the terrorists, but she also tells you the terrorists might have “dead man” switches that will cause the bombs and neck collars to detonate if they are killed.

In the midst of all of this, one of your aides comes up and says, “Chief, I know you are busy, but the director of Human Resources from the city is on the outside perimeter and she has some advice for you on how to handle this situation.”

WHAT!!!! HR wants to give me advice on how to handle a tactical situation? Who the &\$\$@ does she think she is—some paper pusher from HR trying to give me—the Chief of Police—some advice on how to handle this major tactical situation!

As exciting as this is, dear reader, let’s get back to reality. Assuming you are the incident commander in the above hypothetical scenario, the anger and angst you feel right now is exactly what goes through the minds of every SHRM-certified risk manager in the U.S. when someone in police work THINKS they understand HR issues. While they may not know anything about tactical situations, they know the world of Human Resources and they are the SMEs in the world of HR.

Going back to my last article, if I were the chief of police, I would not allow any supervisor, manager or executive to make any employment law decision without first consulting with competent HR personnel. You do not fully understand the idiosyncrasies and risks involved in employment law—so don’t pretend you do.

There is another reason I want you to slow down and get their advice. If it all goes sideways and ends up costing the city a ton of money, you can always say, “Well, I asked HR and that was their advice.”

Now I am presupposing you have competent and fully trained HR personnel available to you, someone you can call to get advice. If you do not have them on staff, please do some checking right now with your city insurance carrier; my guess is they have someone on their team you can talk to prior to doing something really stupid that will cause you problems.

Well, that wraps it up for Family Seven of the 10 Families of Risk—which means in our next writing we will address some thoughts on the fastest growing family of risks we face—technology risks! Until then, again thanks for your continued support.

Timely Takeaway — Do some checking right now regarding who you could call in HR when you have a question. If you can’t identify anyone, get with your insurance carrier to learn about their experts available to you as a policy holder.

Gordon Graham is a 33-year veteran of law enforcement and is the co-founder of [Lexipol](http://Lexipol.com), where he serves on the current board of directors. A practicing attorney, Graham focuses on managing risk in public safety operations and has presented a commonsense approach to risk management to hundreds of thousands of public safety professionals around the world. He holds a master’s degree in Safety and Systems Management from University of Southern California and a Juris Doctorate from Western State University.

Camillus Police Response to Persons Affected By Mental Illness: The One Mind Campaign

BY CHIEF THOMAS WINN



The Camillus Police Department is pleased to announce that they have completed a pledge they took to improve their response to those suffering from mental illness in our community. The pledge is part of an initiative called the **One Mind Campaign** started by the **International Association of Chiefs of Police (IACP)**. To join the One Mind Campaign, the Camillus Police Department pledged to implement four promising practices in a 12-36 month period to ensure successful future interactions between our local police officers and persons in our community with mental illness. Chief Thomas M. Winn made the decision to join the International Association of Chiefs of Police's One Mind Campaign to ensure that the Camillus Police Department response to those in our community affected by mental illness and/or addiction is one that emphasizes de-escalation with a focus on treatment, as an alternative to arrest.

In completing the **One Mind Pledge**, the Camillus Police Department established sustainable partnerships with local mental health organizations, developed and implemented a model policy to address officers' interactions with those affected by mental illness, and ensured that all of their officers received enhanced mental health awareness training, with at least twenty percent of the department completing the more intensive Crisis Intervention Training (CIT). The 40-hour Crisis Intervention

curriculum is designed by local agencies to train a team of specialized officers to respond to calls that involve individuals with mental health disorders. The curriculum includes education on various de-escalation techniques as well as live role-play scenarios of officers responding to persons who need mental health assistance.

The greatest benefit in adopting all the strategies of the **One Mind Campaign** pledge has been the development of mutual trust between our local police officers and those in our community affected by mental illness. "Our CPD team joins only a few agencies in the nation completing the One Mind Pledge. One hundred percent of our sworn officers are trained and certified in Mental Health First Aid, and more than 71% of our sworn officers are trained and certified in Crisis Intervention" said Chief Thomas M. Winn, who added, "I have witnessed firsthand how this training and these partnerships have benefited the greater Camillus community. Without the hard work, dedication and commitment of our local Camillus police officers we would not be in a position to provide this enhanced level of service for those who need it most. I am proud of their efforts".

For more information about the **One Mind Campaign**, visit the IACP's website at <https://www.theiacp.org/projects/one-mind-campaign>.



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Officer Wellness during a Global Pandemic

BY GREGORY DRAKE, PH.D. SENIOR RESEARCH ASSOCIATE CENTER FOR PUBLIC SAFETY INITIATIVES AT THE ROCHESTER INSTITUTE OF TECHNOLOGY AND IRSHAD ALTHEIMER, PH.D. DIRECTOR CENTER FOR PUBLIC SAFETY INITIATIVES AT THE ROCHESTER INSTITUTE OF TECHNOLOGY

INTRODUCTION

At the time of the writing of this paper, the morning of April 2nd, 2020, nearly 1 million people globally have tested positive for the novel coronavirus, Covid-19, and nearly 50,000 have died¹. Nationally, more than 200,000 have tested positive and more than 5000 have died².

Those figures are certain to grow as health experts anticipate millions of Americans will contract the virus and more than 100,000 will likely die due to exposure.

The law enforcement community is not immune to the spread of this illness. In fact, due to the nature of police work, specifically the need for officers to violate national guidelines on social distancing to carry out their critical functions, members of law enforcement are likely at higher risk of exposure than many others in the public, save for front-line medical staff. As of Tuesday, March 31st, the NYPD reported that nearly 1,200 sworn officers and non-sworn staff had tested positive for the virus³. A total of more than 5,500 officers had called in sick, about 15% of all staff⁴. Cedrick Dixon, a Detective with the NYPD, is the first officer believed to have died due to exposure to COVID-19⁵.

Sadly, more members of the law enforcement community will die, many as a direct result of contracting the virus in the course of serving their communities. This tragedy is a reminder of the sacrifices officers make in service. Painfully, the cost of this global pandemic on the law enforcement community will not stop at the direct loss of officer lives. Based on medical professionals' experiences with other illnesses like SARS, there is some indication that those who contract this illness and survive may still have longer lasting health complications, particularly with their respiration⁶. While this suggestion will require additional time and evidence to prove, the lasting emotional and psychological toll of the pandemic on the law enforcement community is certain as more officers become ill and others come face-to-face with the human toll of the disease. The issue of officer wellness will never be more important than in the coming months.

OFFICER WELLNESS, THE IMPACTS OF TRAUMA AND ITS CONSEQUENCES ON OFFICERS

At baseline, even in the absence of a global pandemic, the field of law enforcement is one with serious challenges to mental and emotional health. Research finds specifically that police are exposed to tremendous amounts of stress and suffer high rates of anxiety and depression.

These health issues directly impact officers professionally and personally, as evidenced by high rates of burnout and job turnover and higher rates of alcohol abuse, divorce and suicide when compared to others outside of the profession. Stress has also been linked to heart disease, and is believed to be the reason why officers live shorter lives than non-police officers by several years⁷.

Research on exposure to traumatic incidents experienced by

individual officers finds that police have high rates of post-traumatic stress disorder (PTSD) which impacts a range of health outcomes for officers, including suicide. Organization-wide traumatic incidents, like community responses to high profile shootings or the death of police officers, also impact officer health. The scope and breadth of the COVID-19 pandemic suggests that these types of trauma, and a level of resulting PTSD, will likely be felt by large portions of the approximately 20,000 national law enforcement agencies and more than 750,000 officers that work within them. These figures do not include non-sworn supportive staff within the law enforcement community, who will also be impacted, nor the families of sworn and non-sworn officers who will experience this trauma through their relationships. The impacts of this pandemic will likely reverberate within police departments and larger communities of all sizes for the next several years.

RECOMMENDATIONS FOR POLICE LEADERS

More than ever the field of law enforcement requires wellness interventions for its officers as they attempt to cope with the coronavirus crisis and its fallout. Regrettably, few interventions in this space have seen rigorous evaluations for effectiveness and fewer still have been shown to improve officer wellness⁸. Painfully, this means that many police leaders will be unable to reach into a pool of evidence based practices and pull out the one that best fits their department. These leaders will need to think carefully about theory and research to determine how best to fit interventions into their departments. This section will attempt to outline a number of promising wellness interventions that law enforcement leaders should consider for their staffs. Next it will then discuss some of the hurdles wellness interventions have faced that department leaders should take seriously to maximize their effectiveness.

First and foremost, departments should broaden access to counseling for sworn and non-sworn members of staff. Exposure to stress and trauma are common in policing, and will be heightened in the coming months as more officers are exposed and members of law enforcement encounter the human toll the pandemic takes on their communities. Research suggests that counseling can be an effective tool for managing these wellness issues⁹. Departments should consider the feasibility of instituting policies that mandate officers to speak with counselors, or broaden existing policies in consultation with existing psychological staff within departments.

Second, managing officer wellness will require strong and active leadership, both rhetorically within departments and in organizing and driving interventions to their intended effect. Often interventions are found to be ineffective because they are disorganized, poorly carried out, and not structured in ways that are intuitive or based on best practice. Research suggests that direct, active and engaged leadership can help steer interventions toward success.

The area where leadership can have the most impact in regards

to wellness specifically is in creating a culture of acceptance for officers who experience mental and emotional health issues due to stress and trauma. Many wellness interventions that have failed to work with police reference issues of culture and stigma that lead officers to turn away from help. There is perhaps some hope that the scale of this health crisis, in both its physical and psychological toll, will reduce the stigma around mental health in policing, but law enforcement leaders should still take this barrier seriously. Police leaders can challenge that culture directly, and can do several things to help. First, police leaders should consider engaging with a mental health counselor personally, by engaging in therapy sessions with the department psychologist, and speaking openly about the process to set an example for members of their department. Police leaders should also be in direct communication with line-level staff, every week or several times a week, to communicate an understanding of the mental and emotional toll that the crisis is having on line-level staff. These can come in the form of emails from command staff, speaking with officers during roll call, or focus groups and listening sessions facilitated by police leaders regarding mental health.

Third, understanding stress, trauma and how to effectively intervene is of critical importance, particularly because of the lack of evidence based practices for law enforcement wellness. This issue has become particularly salient as law enforcement navigates a global pandemic. With this in mind, the final recommendation of this working paper is perhaps most important: **Quality research on officer wellness has become absolutely critical** and will continue to be in the coming months and years as departments navigate this crisis and its aftermath. This research should be two pronged. First, it must work to broaden our understanding of officer wellness,

its sources and consequences on officers, departments and the communities they serve. Second, it must rigorously evaluate the effectiveness of interventions designed to improve officer wellness. These evaluations can often feel burdensome and time consuming, but considering the recent history of wellness interventions found ineffective, departments can ill afford to waste time providing officers something that will not work, lest the full toll of exposure to trauma will fall upon members of the law enforcement community in the coming months.

Endnotes

- ¹ <https://www.worldometers.info/coronavirus/>
- ² <https://www.worldometers.info/coronavirus/>
- ³ <https://abc7ny.com/nypd-coronavirus-deaths-nyc-news/6065991/>
- ⁴ <https://abc7ny.com/nypd-coronavirus-deaths-nyc-news/6065991/>
- ⁵ <https://www.buzzfeednews.com/article/olivianiland/nypd-detective-administrative-assistant-coronavirus-victim>
- ⁶ <https://abcnews.go.com/Health/coronavirus-long-term-effects/story?id=69811566>
- ⁷ For a review of these health consequences in police work, see Tanigoshi, Kontos, and Remley (2008).
- ⁸ This comes from a meta-analysis of wellness interventions in policing done by Patterson, Chung and Swan (2012)
- ⁹ For a review of one type of counseling, solution focused brief therapy, see work by see Gingerich and Eisengart (2004)

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- Tanigoshi, H., Kontos, A., & Remley, T. (2008). The effectiveness of individual wellness counseling on the wellness of law enforcement officers. *Journal of Counseling and Development: JCD*, 86(1), 64-74.

Patch History



In 2006 the uniform patch was redesigned with some very solid input from members of the police union. Three themes were identified as items that must be included on the new patch. First, we placed the flag of the United States of America in the center of the patch to show our patriotism. Second, we added terminology that reflects the values of the police department – Professionalism, Honor and Dedication. Finally,

we incorporated blue and yellow as they are colors of our local school district and we wanted to display the importance of the strong partnership we share with them.



In 2016 The Town of Cicero Police Department redesigned their police patch. The members of the Department wanted to create something that was unique, and not widely worn by a lot of other agencies. After much research, colors were selected to be symbolic of the law enforcement profession and the Town of Cicero. A dark navy background for what is typically worn for a police uniform.

The gray was chosen as the border and writing, representative that not everything in law enforcement is black and white, but sometimes gray. The thin blue line was added to represent the police standing between good and evil. It was also added to stand out, as again not many LE agencies display the thin blue line on their patch. Finally, the Town Seal of Cicero was added to give us our identity of who we represent.

Protecting America's Houses of Worship: A National Model

BY VINCENT J. BOVE



Houses of worship throughout America must have a welcoming and serene environment, but this must always be balanced with sound security measures.

It is a different world and not making efforts to enhance security in houses of worship is naïve, irresponsible, and irrational.

Our houses of worship are sacred places of prayer where we exercise our constitutional and human right to pray.

Yet, we must be realistic, blending the spiritual with the practical, and do everything possible to protect our houses of worship.

All who seek solace, peace, and community within their hallowed halls deserve our leadership, vigilance, and commitment to protect them.

VIOLENCE AGAINST AMERICA'S SACRED PLACES

Here are just a few of America's violent tragedies violating our houses of worship, and profaning all that is sacred:

Hanukkah Celebration at Rabbi's Home, Monsey, New York: A man stabbed five people on Dec. 29, 2019 as they gathered at a rabbi's in a New York City suburb to celebrate Hanukkah. The New York governor called the attack an act of domestic terrorism fueled by intolerance.



NYPD presence at Saint Patrick's Cathedral, Fifth Avenue, NYC, Feb. 28, 2015. (Vincent J. Bove)

West Freeway Church of Christ, Texas: On Sunday, Dec. 29, 2019, a man shot and killed two worshippers during church services before being killed by members of the security team.

Nationwide Anti-Mosque Activity: According to a December

2019 published report by the ACLU, anti-Muslim sentiment has spiked especially in states especially New York, New Jersey, Ohio, Florida, Texas, Michigan, Washington, and California.

Basilica of the National Shrine of the Immaculate Conception, Washington, DC: Washington authorities apprehended a suspect in an incident involving a Dec. 10, 2019 attack against two security guards at the Basilica, the largest Catholic Church in America, at the height of its busiest season.

Pittsburgh Synagogue Shooting: A mass shooting killing eleven and wounding six on Oct. 27, 2018 at the Tree of Life – or L'Simcha Congregation. Prior to the tragedy, the demented shooter posted anti-Semitic comments online.

Sutherland Springs, Texas Church: At least 26 people were killed on Nov. 5, 2017 in this shooting. About 20 others were wounded, said Freeman Martin, a regional director with the Texas Department of Public Safety, with victims ranging in age from 5 to 72 years old. Among the dead was the 14-year-old daughter of the First Baptist Church's pastor.

Burnette Chapel Church of Christ, Tennessee: On Sept. 25, 2017, a man armed with three handguns and a rifle arrived at the church. He began indiscriminately shooting and seven people were wounded.

Emanuel African Methodist Episcopal Church: This mass shooting on June 17, 2015, in Charleston, South Carolina, involved nine African Americans, including the senior pastor, State Senator Clementa C. Pinckney being killed during a Bible study. Three other victims survived. This church is one of the oldest black churches in the United States and has long been a center for civil rights causes.

Overland Park Jewish Community Center and Village Shalom Retirement Center: A white supremacist was killed three people at two Jewish centers on Apr. 13, 2014, outside Kansas City, Kansas.

Sikh Temple of Wisconsin: On Aug. 5, 2012, a deranged Army veteran killed six people and then himself at a Sikh temple outside Milwaukee.

Tennessee Valley Unitarian Universalist Church: On July 27, 2008, a man opened fire at a Unitarian Universalist church in Knoxville, Tennessee, killing two people and wounding several others. The shooter targeted the church because "of its liberal teachings and his belief that all liberals should be killed because they were ruining the country," according to a police document.

HOUSES OF WORSHIP: SECURITY PRACTICES

A U.S. Department of Homeland Security document titled "Houses of Worship Security Practices Guide" released in May, 2013 deserves attention.

The document notes that there are approximately 345,000 religious congregations in America. These consist of about 150 million members from more than 230 denominational groups.

The guide stresses that the first step to developing a comprehensive plan for a religious facility is to identify threats and vulnerabilities.

According to the guide, the threats include natural hazards, accidents, targeted violence, improvised explosive devices (IED's), vehicle-borne explosive devices (VBIED's), arson, chemical or biological attacks, assassination, or kidnapping.

The guide continues with the importance of having a threat assessment team comprised with a combination of facility personnel, members involved with services, mental health professionals, and emergency responders.

This document is outstanding and should be a resource for training staff and enhancing security measures.

The guide also includes details on prevention, protection, mitigation, preparedness, and recovery.

RECOMMENDED BEST PRACTICES: ASIS INTERNATIONAL

The collaboration of our houses of worship, law enforcement, and private security should include learning implementing "Recommended Best Practices for Securing Houses of Worship" by ASIS International including the following:

- Report suspicious packages to police, and do not touch any suspicious package. Develop a suspicious package protocol with instructions on reporting to police as well as not touching or moving the item. Address this issue in emergency evacuation procedures.
- Request local law enforcement presence during high volume worship times and holiday celebrations.
- Include law enforcement in your security planning process.
- Consider hiring off-duty police officers as part of your security program.

Simply stated, a word to the wise urging vigilance: "To be forewarned is to be forearmed."

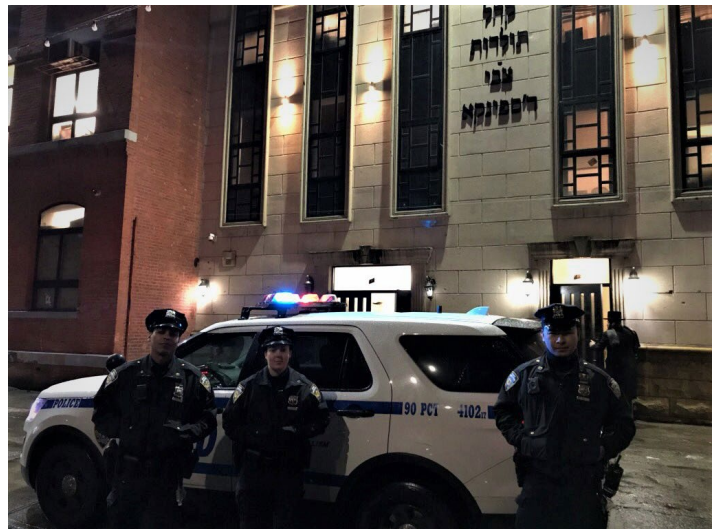
SECURITY COUNTERMEASURES

A robust security program must be comprehensive, proactive, and continually updated. Security must never be piecemeal, negligent, or have its importance minimized.

Approaches to security in houses of worship, as well as in workplaces, schools, campuses, and facilities, must include the following:

Security Vulnerability Assessments: These are best when conducted by board-certified, reputable, and experienced public safety professionals in order to identify and evaluate areas of risk. The board certification of Certified Protection Professional (CPP) by ASIS International is a statement of professionalism, competence, and credibility. Assessments must include interviews with all associated with the facility including employees, administration, security, visitors, worshippers, and maintenance personnel.

Background Checks/Investigations: This is an essential due diligence countermeasure that prevents hiring individuals who do not deserve employment or access. Checks must be made by qualified, licensed professionals who honor laws conducting background checks. Background checks can include criminal history reports, drug testing, motor vehicle driving records, credit checks, liens and judgments, sexual offender registries,



NYPD posted at NYC Synagogue. (Courtesy NYPD)



Islamic Center, Washington DC, (Public Domain/Carol M. Highsmith)



NYPD presence at Temple Emanuel, Fifth Avenue, NYC. (Courtesy NYPD Twitter)

employment, and professional credential verifications.

Investigations that include surveillance, interviewing, and information sources by experienced, conscientious, and ethical professionals are critical to protecting public and private enterprises.

Training: A critical component of security and safety is ongoing training that includes personal safety, substance abuse awareness, domestic violence, diversity, conflict resolution, ethics, situational awareness, Internet security, workplace violence, fire prevention, crisis management, emergency preparedness, loss prevention, economic crime, crime prevention, drills, evacuations, sexual harassment, and warning signs.

Warning Signs: Warning signs are critical to violence prevention. We must recognize warning signs and provide the necessary intervention, training, health care, and security measures necessary to prevent tragedies.

Physical Security: This involves countermeasures preventing unauthorized access. Countermeasures include fencing, bollards, barrier arms, card access systems, ID cards, lighting, crime prevention through environmental design (CPTED), defense in depth programs, locks, alarms, fire extinguishers, Automated External Defibrillators (AEDs), mass communication systems, and metal detectors.

Personnel Security: Certified, well-trained, and licensed security officer programs involving reputable contract or in-house professionals including armed and unarmed personnel. It is essential that training exceed the status quo criteria, and is on-going. Training must also be motivational and customized accordingly. It is essential that security personnel contracts are carefully evaluated so individuals are properly certified, and paid a fair share of the billing costs.

Comparable to the SRO program (School Resource Officer) for American schools, it is highly recommended that a HWSO program (House of Worship) be implemented in communities nationwide.

Procedural Security: Drills deserve planning and evaluation with table-top exercises. It is also essential to conduct partial and full-scale drills based on numerous possible scenarios. These must be complemented by the expertise and involvement of law enforcement, private security professionals, and first-responders.

Essential to training and drills is the Active Shooter program detailed on the FBI website titled *RUN, HIDE, FIGHT*.

Informational/Cybersecurity: In this age of instantaneous global data at the fingertips of individuals across the globe, some with nefarious intentions, protecting information is vital to security.

Informational security must be effective and continually updated

with ongoing training for personnel that empowers them with preventive techniques. This protects companies from breaches of information through the Internet, Ransomware, dumpster diving, and social engineering and can prevent unnecessary turmoil.

ANTI-DEFAMATION LEAGUE PRACTICAL TIPS

The following are some exemplary practices by the ADL, not only for Jewish institutions but applicable to other places of worship. Remember, global and local events may impact security and remain proactive.

1. Make safety and security part of the culture of your institution, involving staff, leadership and constituents.
2. Designate a member of your staff to serve as a security manager.
3. Designate a member of your staff (who may be different from the security manager) to serve as an emergency/incident manager and designate a backup in the event of this person's absence.
4. Create security plans, regularly assess risks, and revisit your security plans to update them accordingly. It is important to be proactive in preparing for potential security scenarios.
5. Meet and develop relationships with public safety officials, including police, fire, and EMS.
6. Provide regular security training to all staff and volunteer leaders. Run regular safety and security exercises, reviewing how to respond to different scenarios.
7. Establish procedures for controlling access into your facility.

FINAL REFLECTIONS

America's law enforcement, in collaboration with private security professionals and houses of worship, demand leadership.

All of us must continually build bridges with communities through the concept of shared responsibility.

We must remain vigilant as these are challenging times. The principles of security recommended in this article serve as foundational for security in houses of worship nationwide.

Our houses of worship represent the bedrock of America's freedom of religion, guaranteed by the First Amendment to the United States Constitution. The nation's sacred spaces deserve our dedication, unity of effort, vigilance, and leadership.

About the Author

Vincent J. Bove, CPP, is a national speaker and author on issues critical to America. Bove is recipient of the FBI Director's Community Leadership Award, and is former confidant of the New York Yankees. He served as spokesperson for a coalition of victim's families of the Virginia Tech tragedy. His most recent books are "Reawakening America" and "Listen To Their Cries." For more information see www.vincentbove.com or twitter @vincentjbove

Written specifically for the Chiefs Chronicle.



Pittsburgh Police Officer with boy. (Courtesy Pittsburgh PD)



NYPD counterterrorism officers, Saint Patrick's Cathedral, Fifth Avenue, NYC. (Courtesy NYPD Twitter)

Communicating When it Counts: Supporting Law Enforcement Crisis Negotiators in the Empire State

BY MEGHAN DUDLEY AND JAMES TURLEY

NEW YORK STATE DIVISION OF HOMELAND SECURITY AND EMERGENCY SERVICES

The role of certified, experienced and well-trained law enforcement crisis negotiators is more important now than ever. Today's threat environment is increasingly complex - Law enforcement agencies routinely face calls for service that necessitate the unique skillsets that crisis negotiators provide. This complexity, coupled with increased emphasis on the de-escalation of incidents within the state's law enforcement community, means that the services of crisis negotiators are in high demand.

Given this reality, the New York State Division of Homeland Security and Emergency Services (DHSES) partnered with the New York State Police (NYSP), the Federal Bureau of Investigation (FBI), the Yonkers Police Department, the Fairport Police Department and the New York State Association of Hostage Negotiators (AHN) to bring a variety of cutting-edge, contemporary

training opportunities to law enforcement crisis negotiators in New York State. This effort includes:

FBI BASIC CRISIS NEGOTIATOR COURSE

The FBI Crisis Negotiator Course serves as the foundation for negotiator training across New York State - and the nation. This five-day course is highly sought after, given the quality of the training and the certification that negotiators receive after successful completion of the course.

This course is delivered at least three times per year in New York State - one time by each of the FBI Field Offices in the State (New York City, Buffalo, and Albany). The demand for this course is always high - for example, the Albany Field Office's delivery in June 2019 quickly garnered nearly 90 registrations for just 24 slots



in the class. Three additional deliveries for this course are planned in 2020, including offerings in the New York City area in May, the Capital Region in June and Western New York in September.

CREATION OF A NEW ADVANCED CRISIS NEGOTIATOR COURSE

The success of the FBI's five-day course has been a key driver for a new training effort in New York State: The creation of an Advanced Crisis Negotiation course. Senior Investigator Jeffrey Scholz of the New York State Police said, "*The Advanced Crisis Negotiation Course fills a need for additional training for current negotiators who may not get a chance to use their skills much in real-life applications. Like many other skills, these are perishable if not often used. It also gives negotiators a chance to go through scenarios based on actual events that may not have been encountered when they attended the basic course.*"

Accordingly, DHSES and the local, state and federal partner agencies outlined above are collaborating to develop this new course. It will include a series of realistic training scenarios for negotiators to participate in, including negotiations with a fellow law enforcement officer, with a veteran with Post Traumatic Stress Disorder (PTSD) and with a barricaded person that has mental health concerns. This course will be piloted at the State Preparedness Training Center (SPTC) in October and additional deliveries are planned for 2021.

COORDINATION OF OTHER UNIQUE TRAINING OPPORTUNITIES

The NYSP, FBI, AHN, Yonkers and Fairport Police Departments, and DHSES also routinely coordinate to provide additional specialized training opportunities for the state's crisis negotiators. For example, the group hosts an annual Crisis Negotiator Workshop each November at the NYSP Academy in Albany. This past year,

nearly 250 negotiators from across the state participated in the workshop, which included presentations on the role of negotiations in different real-world incidents and negotiations with people with a variety of special needs. The feedback on this workshop was excellent and the next iteration is planned for November.

New this year, the group will bring in a series of experienced negotiators from Police Scotland to provide a five-day Kidnapping and Extortion course at the SPTC in April. Chief Sam Farina of the Fairport Police Department (and President of the NYS Association of Hostage Negotiators) said, "*Our ability to utilize the international experts from the United Kingdom that have a proven effective and successful process for addressing kidnapping for ransom cases by using negotiators, is an invaluable tool for policing in the United States. This expanded use of the negotiator for kidnapping cases is the on cutting-edge of law enforcement tactics today and a training opportunity essential for the experienced negotiator.*"

COMMUNICATING WHEN IT COUNTS

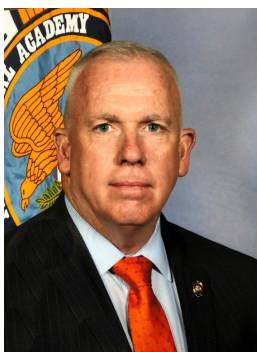
Law enforcement agencies rely on their crisis negotiators to "Communicate when it Counts" to de-escalate complex calls for service. Crisis negotiators must continually hone their skills in order to effectively serve in this capacity. Local, state and federal agencies are effectively partnering to provide new and evolving training to this critically important stakeholder community.

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Written for NYSACOP's Chiefs Chronicle

Building Police Officer Psychological Capital to Mitigate Stress

BY ERIC MURRAY, ED.D



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Law enforcement officers honor the pivotal role they have in preserving law and order in the communities they serve, but policing is one of the most stressful occupations in the United States and around the world.¹ Police stress represents an imbalance between what is required of officers and what they are capable of giving, under conditions where failure may have dire consequences.²

One researcher calls stress an "organism's response to any demand placed on it."³ Stressors are physical or psychological stimuli that impact one's state of arousal. They might be long-term states, like those

during illnesses or financial problems, or short-term states resulting from individual incidents, such as upsetting conversations or specific traumatic events. While some positive stressors exist, more often people see them as threatening, frustrating, or conflicting, which leads to anxiety.⁴

People experience highly personalized reactions to stressors, and responses depend on the meaning individuals attribute to them.⁵ Thus, the way different police officers interpret, for example, a stressful situation will determine the severity of their reactions.⁶

Small amounts of stress may prove desirable, beneficial, and even healthy.⁷ Eustress occurs when a person perceives a stressor as positive—for example, a pregnancy or job promotion. Alternately, *distress* is a negative, or "bad," stress, such as a fight with a spouse or a death in the family. Positive adaptation, an often-overlooked side of stress, can lead to motivation and challenge instead of anxiety, creating a feeling of eustress or

euphoria.⁸ However, when demands exceed a person's capabilities, stress can threaten quality of life and lead to bodily harm.⁹

STRESS MANAGEMENT STRATEGIES

Police leaders should consider a multipronged approach to organizational stress management—taking action before, during, and after stressful incidents or traumatic events.

PRETRAUMATIC

One preventative strategy involves exposing new police recruits to high-stress situations. This inoculates them to stress under controlled conditions. Instructors can increase stress levels as recruits master task proficiency. This stress inoculation tactic uses a blend of cognitive, behavioral, and humanistic training techniques to target officer stressors. At the same time, it trains officers to work through them.

Training programs should include coping methods, such as problem-solving, autogenic or applied relaxation, and breathing retraining. Other potential lessons include plans for controlling or better managing intense emotions, reducing physiological activation, and preventing the emergence of dissociative reactions at the time of the trauma.

One positive psychological resource that has received little attention in leadership research is the concept of mindfulness, which promotes a direct consciousness of bodily movement, sensations, and surroundings.¹⁰ Specifically, a mindful person maintains heightened awareness of the present reality and gives close attention to living in the moment.¹¹ This induces positive psychological and behavioral responses.¹²

The surge of clinical research regarding mindfulness attests to its beneficial psychological properties, providing evidence of its positive relationship with well-being and stress reduction.¹³ Despite

the current popularity in the clinical literature, mindfulness has yet to find an avenue as a standardized practice within preventive stress interventions designed for pretraumatic officer or recruit training.

PERITRAUMATIC

Peritraumatic strategies exist to reduce the negative impact of trauma-related stress during a traumatic incident. They help officers maintain operational functionality. For instance, first responders, military personnel, and athletes often use slow breathing to focus, gain control, and manage stress.

Slow breathing has a balancing effect on the autonomic nervous system through enhanced parasympathetic activation.¹⁴ It also enhances vagal activity, leading to reduced psychophysiological arousal and decreased sympathetic activity and stress responses. The practice has been associated with reduced PTSD symptom severity.¹⁵

COMBAT BREATHING

Slow, deliberate combat breathing techniques help officers maintain psychomotor functionality during stressful events.

1. Breathe in through the nose slowly and deliberately for 4 seconds.
2. Hold the breath for 4 seconds.
3. Exhale slowly and deliberately for 4 seconds.
4. Hold the empty breath for 4 seconds.
5. Repeat.

Source: Tricia Kennedy, "How Combat Breathing Saved My Life," Police, March 9, 2011, accessed July 8, 2019, <https://www.policemag.com/373760/how-combat-breathing-saved-my-life>.

"Police leaders should consider a multipronged approach to organizational stress management—taking action before, during, and after stressful incidents or traumatic events."



POSTTRAUMATIC

Often, debriefings and other short-term interventions help but do not completely eliminate the impact of stressful incidents.¹⁶ In the days following a traumatic event, leaders should provide psychological first aid by—

1. providing nonintrusive, practical care and support;
2. assessing officers' needs and concerns;
3. listening, but not pressuring officers to talk;
4. comforting officers and helping them feel calm;
5. helping connect officers to information, services, and social support;
6. and protecting officers from further harm.¹⁷

Although many police organizations make counseling available for officers following critical incidents, the most commonly used intervention is a one-time critical incident stress debriefing (CISD). Subsequent efforts to check in with those officers seeking help in the days following a stressful incident could provide leaders an early awareness that PTSD symptoms might appear in the following weeks or months.¹⁸

The use of mindfulness strategies helps reduce the negative effects of PTSD.¹⁹ Because early intervention is critical in reducing the development of PTSD and symptoms are strongly correlated with the degree of distress immediately after trauma, mind-body interventions may provide an effective nonpharmacological treatment for individuals with PTSD symptoms.²⁰

Psychological debriefing has become the norm for trauma intervention in police work. Although it has been successful in many cases, it is advisable to consider alternative, evidence-based responses to critical incidents. Important relationships exist between social support and PTSD symptomatology, and law enforcement agencies should incorporate officers' support systems—for example, their families—into response protocols.²¹ Support for officers must be ongoing or long-term; research reveals that short-term debriefing is not effective.²²

PSYCHOLOGICAL CAPITAL

Increasing police officers' psychological capital (PsyCap) has a positive impact on their overall well-being and reduces the adverse impact of stress.²³

HERO WITHIN

PsyCap is an individual's positive psychological state of development, characterized by perseverance toward goals. This includes, when necessary, redirecting paths to goals (hope), having confidence (efficacy), bouncing back from adversity (resilience), and making positive attributions and holding positive future expectations (optimism).

These core constructs make up PsyCap, and researchers refer to them as the HERO within.²⁴ Together, they offer a viable set of resources and mechanisms that promote well-being and have a strong positive relationship with desirable attitudes, behaviors, and performance. Such domains offer increased psychological well-being for employees exhibiting cynicism, intent to quit, and other counterproductive behaviors—and more important, facing and recovering from stressful life events.²⁵

Researchers propose that PsyCap triggers *cognitive*, *affective*, *conative*, and *social* mechanisms, leading to happiness and

well-being.²⁶

Based on positive psychology research through the years, “positive interpretations and appraisals boost effort, motivation and perseverance.”²⁷ The affective mechanism occurs through the wide range of positive states generated by PsyCap, which can be instrumental in broadening one's thought-action repertoires and building physical, psychological, and social resources.

PsyCap promotes the conative mechanism through agentic thinking and effective goal pursuit, which leads to intentional actions and a sense of control.²⁸ Lastly, a “social mechanism can occur through the increased attraction, improved relationships, and enriched networks and connections that positivity in general can bring about.”²⁹

DEVELOPMENT

The theoretical mechanisms underlying PsyCap can help explain employees in today's workplace, as well as lead to their greater happiness and improved well-being. Thus, these concepts offer an appropriate lens for the examination of law enforcement leaders.³⁰

Police leaders can create *hope* in the workforce by establishing goal-oriented pathways through a clearly defined mission statement, career development planning, strategic and succession planning, and a clear direction for a future state. Officers should learn the concepts of SMART goal setting so they can learn to be self-guided and self-directed.

SMART GOAL SETTING

S – Specific

A specific goal helps maintain focus and confirm exactly what will be accomplished.

Implement a Cops and Coffee community event.

M – Measurable

A measurable goal is more tangible and promotes continued motivation because it allows progress tracking.

Raise \$50,000 for a new community outreach program.

A – Attainable

An attainable goal means stakeholders have the resources and capacity to accomplish it, instead of getting discouraged and abandoning it.

Reduce departmental spending by 5 percent.

R – Relevant

A relevant goal ensures time is not spent pursuing something that does not align with other objectives or that someone else would be better suited to do.

Research new technology applicable to policing.

T – Time Bound

A time-bound goal holds participants accountable to complete it by a specific deadline, instead of getting distracted by other tasks.

Create new officer training curriculum by January 15th.

Source: “SMART Goals,” Mind Tools, accessed July 16, 2019, <https://www.mindtools.com/pages/article/smart-goals.htm>; and University of California, SMART Goals: A How to Guide, 2016, accessed July 16, 2019, https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf.

CONCLUSION

Law enforcement leaders must be proactive in implementing

stress management strategies. They can achieve this through multidimensional and multipronged methods. Such an approach includes giving officers training and resources before, during, and after an incident.³¹ Agencies should analyze the current organizational, interpersonal, and individual system strategies (policies, procedures, and practices) that lend to building organizational and individual officer psychological capital.

By focusing on strategies to develop PsyCap (hope, efficacy, resiliency, and optimism), leaders can provide improved methods to bolster officer well-being, mitigate the adverse impact of stress, and nurture the HERO within.

“Law enforcement leaders must be proactive in implementing stress management strategies.”

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The New Look of Policing in NYS



Albany PD



Dunkirk PD



Kingston PD



North Tonawanda PD



NYPD



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Suffolk County PD



University at Buffalo PD



Watervliet PD



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