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From the Executive Director



David Bradford,
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The Three P's of Ethical Behavior and Decision Making

Police officers are granted a great deal of discretion in performing their duties. The police service, like other aspects of society, is subject to fads and trends. Professional Policing, Community Policing, Problem-Oriented Policing, DDACTS, Best Practices / Evidence-Based Policing — all are fads, phases, or what some may call models of policing that we have seen over the past 20 years. Administrators and policy makers promulgate rules and regulations to guide, govern, and in some cases, control officers' decision making and behavior. Administrators and leaders also use training and continuing education as tools to help shape and mold behavior and the decision-making process. However, more than one training academic has expressed dismay that trends have driven training instead of an analysis of department and officer needs.

To be sure, a portion of that motivation is provided by the distribution of federal dollars to training programs and curricula that are conducive to federal goals and political response. Throughout the early days of the Homeland Security era, we saw a definite shift in federal monetary support from law enforcement training and operations to fire service and emergency operations training and support. It was not long ago, just before the Ferguson Incident and Black Lives Matter movement began, that the hot training topic was ethics. I cannot help but wonder if the ethics training that we all witnessed and participated in morphed into today's Procedural Justice and Implicit Bias training, driven by the pressure on policing to change due to an image problem.

I am not postulating or advocating a position. I am attempting to stimulate your thinking for two reasons: first, I want to put you in a mindset to read Ron Fisher's article on ethics (page 3); second, I would like to share with you what I consider to be the **Three P's of Ethical Behavior and Decision Making** to provide a mental template for making good, ethical decisions on the street, especially when the situation is not covered by policy, a rule, or a regulation.

PERMISSION

When contemplating making a decision or embarking on a course of action, the first question to ask is, *"Is this decision within my authority or my area of responsibility?"* Or, *"Is this action justified and within my authority or scope of responsibility?"*

PROHIBITION

The second "P" begs the question, *"Is this decision or action a violation of police rules and regulations or illegal?"* Whether one should engage in a course of contemplated action when it is prohibited is simple and obvious. But you are not off the hook just because it is not prohibited and is within your authority. In this case, there is a third "P" to consider, which perhaps determines your police image more than anything else.

PRINCIPLE

There are three questions to consider when making a principled decision or engaging a principled action.

1. *"Does the decision or behavior inhibit or promote the constitutional principle of freedom?"*
2. *"Is the probable outcome of this decision a wise and acceptable result?"*
3. *"What does the decision or behavior say about my integrity and character and my image as a professional police officer?"*

Applying and living this process in your personal and professional life so that it becomes automatic and you just do it without having to mentally go through each step will significantly reduce the odds that you will ever face a charge or accusation of unethical behavior.

Be Safe!

Doing Right:

Leading with Everyday Ethics



by Ron Fisher

LAW ENFORCEMENT AND OTHER PUBLIC SAFETY executives historically have maintained that ethics is the lynch pin to success. Maintaining public trust is a critical factor to effectively carry out the myriad of required duties. How public safety and law enforcement leaders approach the challenge of creating an organizational environment that is centered on ethical decision making, problem solving, and delivery of services is fundamental to establishing and maintaining public trust. These two primary objectives — establishing and maintaining public trust — rest on re-educating the industry's work force on ethics, and even more importantly, re-examining the hiring process for new recruits.

Ethics Requires Leadership

Re-educating the public safety work force is more than an in-service block of instruction. Instead, it is a transformational re-thinking about how all members of the organization make all decisions. As an example, everyone at all levels of an agency need to ask the question: *Is this the right thing to do?* Ethics should be a natural part of executive conversations. Most would agree that nearly all organizations that have suffered loss of public trust, lawsuits, or employees finding themselves in legal trouble have

experienced these matters as a result of unethical decision making.

Most police, fire, and other public safety professionals have been exposed to basic ethics classes and to policies that outline ethical behavior. By itself, though, ethical policy has limited effect or value. Ethical behavior needs to be exercised on a daily basis. Every member of an agency should be applauded for measuring decisions against solid ethical standards.

Ethical behavior starts at an agency's executive level. Leaders must set the example of ethical behavior every single day, which means not just asking *Is this the right thing to do?* — but always choosing and doing the right thing. All members of the organization are looking up and around. Leadership's influence on officers' behavior cannot be overestimated.

Public safety executives must have the courage to have zero tolerance for ethics violations. Zero tolerance must apply to everyone in the organization without exception, and transparency must be at the forefront for dealing with problem employees. The public can only trust what they see — and the public must see the agencies dealing directly with the “bad apples.” Challenging the current workforce to rethink ethics is a demanding task.

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Re-examining the Hiring Process

Arguably, an even more difficult task than re-educating one's agency on ethical behavior is the process of recruiting and selecting principled applicants. **Principled** in this context is an individual who doesn't need policy, training, or a leader's influence to make an ethical decision. Principled individuals do the "right" thing primarily because that's who they are.

Attracting this caliber of applicants forces organizations to devote additional resources into the hiring process. As an example, background investigators generally make sure applicants have not participated in a number of activities, such as drug use, alcohol abuse, and domestic violence. While this is important, it simply falls short of finding principled applicants. This limited investigation only proves the applicant has demonstrated a level of compliance to rules. The process can do much more. Questionnaires, applicant personal history statements, and interviews can be constructed to draw out a number of attributes in an applicant that point to a solid history of earning respect from friends, family, associates, past employers, and teachers. Taking the time and expense to recruit principled applicants is an excellent investment in an organization's future.

A little common sense: Over the past two decades, I repeatedly have heard from leaders in law enforcement, "I spend 80-plus percent of my time dealing with 20 percent of the problem employees."

You can fix this, re-think who you hire. §

Author

Ron Fisher is a NUCPS senior instructor with more than 38 years of law enforcement experience, including seven years managing law enforcement development programs in the US and the Middle East. From 2010 to 2016, he worked with ICITAP as the director of law enforcement assistant efforts at the US Embassy in Pristina, Kosovo, and as the program manager for the US Embassy in Belgrade, Serbia.

Batting 3 for 3: The NUCPS Executive Leadership Award

Each year, NUCPS is proud to present the Executive Leadership Award to the candidates who have successfully completed the following classroom or online courses:

- Supervision of Police Personnel;
- School of Police Staff & Command; and,
- Executive Management Program.

In August, we will welcome the 2019 Executive Management Program participants to Evanston. With enrollment still open, we already have several potential award recipients registered for the two-week course. If you have taken SPP and SPSC, consider joining the ranks of the select few who have received this well-earned award. Qualifying courses do not need to be taken in a specific order, just as long as all three courses are successfully completed. Online SPP and SPSC courses count toward qualification.

The NUCPS Executive Leadership Award represents a cumulative total of hundreds of hours of course work, homework, papers, study, and exams. Recipients are invited to the NUCPS December graduation program for School of Police Staff & Command and receive an award similar to the one pictured below. §



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The Opioid Crisis & Its Impact on Public Safety

by Catherine L. Feinman

The United States is in the midst of an epidemic of opioid and fentanyl addictions. To discuss this threat, *DomPrep Journal* hosted a roundtable discussion on Sept. 18, 2018, at MedStar NRH Rehabilitation Network in Washington, DC. Led by Craig DeAtley, PA-C, emergency manager for MedStar System, the conversation examined the extent of the problem, including the harmful risks to operational responders — people who are in physical contact with people as part of their daily work — from fentanyl / opioid exposure. Key discussion points summarized in this article include impacts on public safety, data collection, best practices, personnel protection, and whole-community collaboration.

ACCORDING to the Centers for Disease Control and Prevention, overdose deaths in the US totaled more than 72,000 in 2017, with almost 30,000 of these deaths attributed to fentanyl and fentanyl analogs (synthetic opioids). This statistic is almost 10,000 more deaths than in 2016 and is more than three times higher than in 2002. Despite the significant number of deaths, the impact of the opioid crisis is far greater in volume than confirmed data reflect. The data sometimes differ between jurisdictions because the primary and secondary causes of death are recorded differently. For example, a responder may describe the cause in the narrative portion of a patient care report rather than using a more traceable drop-down menu. Other discrepancies between jurisdictions may occur because of difficulty in navigating the data-sharing process.

In addition to fatalities, even larger numbers of nonfatal overdoses occur each year. With a crisis that is stigmatized, the court of public opinion judges government agencies based on these statistics and

numbers of deaths. This then leads to policies being created more to calm public concern than solve the problem.

Methodology

Knowing what data to collect and how to use that data constructively is necessary but challenging. One significant barrier for policymakers in obtaining a complete picture of the crisis is the reporting within disciplinary silos. Each agency has its own objectives and agendas, so these internal priorities drive decisions about which data are gathered. For example, effectiveness of law enforcement is often ranked based on homicide and violent crime rates. This draws the focus in law enforcement away from drug-related deaths, with limited resources available for nonviolent drug offenses. The opioid crisis also has had a different impact on rural versus urban environments.

To create a dashboard, Maryland state government collects three levels of data: real-time data; impact indicators; and, research data. However, the process is not simple. Each agency has a responsibility to that agency's perspective, but the totality of data and solutions cannot be found within any single agency. To better identify and interpret data, multidiscipline perspectives and discussions are required to solve complex problems.

Such organizations as the Police Executive Research Forum (PERF) provide strong national leadership, necessary public debate, valuable research, and policy development for critical issues and concerns related to law enforcement. However, law enforcement topics certainly go well beyond the scope of law enforcement agencies.

Multidiscipline discussions such as the

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DomPrep roundtable expose gaps that otherwise may go unrecognized when only addressed within disciplinary or jurisdictional silos. The opioid crisis is just one example. For instance, at the federal level, one roundtable participant stated that government facilities experience minimal narcotic-related problems. As a result, those tasked with protecting facilities may not consider opioids a significant threat within their daily operations. Federal agencies see a snapshot of the problem but do not see the daily overdoses at the street level. However, their counterparts at the local level have different firsthand experiences. For example, SWAT teams and canine officers who enter scenes are at greater risk for exposure to dangerous substances, so education about such risks is particularly important for them.

From a laboratory perspective, only a portion of confiscated drugs are actually tested, but forensics are looking to expand surveillance on drugs beyond those that have prosecutions associated with them. However, testing can take up to 45 days depending on the priority of each test. With drugs such as synthetic cannabinoids (K2/Spice) competing with other testing concerns, comprehensive and field testing by trained responders is not yet generally available.

From an emergency department (ED) perspective, prescription drug monitoring programs help ensure that prescribed drugs are available to ED personnel. The gold standard in emergency care keeps prescriptions to three days or less to minimize abuse and shift the culture away from opioid overuse. In some Washington, DC, hospitals, high-risk patients (those who have overdosed in the past) are offered a naloxone-dispensing program and a video of how to use it. However, many hospitals across the country do not have funding for such programs.

Homeless and transient populations present exposure threats that law enforcement officers may not consider when focusing on dangers associated with violent criminal activity. Despite interagency discussion groups, more action is needed following these discussions. Talking about policy and analysis is great, but to fix the problem, individual people must be considered (e.g., where they are located; where they are getting their sources, and which conditions are prevalent). Discussions need to be turned into actionable data, with widespread multi-disciplinary efforts being sustained in order to have a significant impact.

Data simply for the sake of data does not solve the crisis. The federal government has a National

Response Framework but does not adequately coordinate federal efforts. A key problem is operational coordination, knowing where funding and resources are. For example, when the federal government simply shuts down a drug-dispensing facility without considering the consequences, thousands of patients receiving medication are suddenly affected. In such cases, the solution is often to simply spend more money. However, there needs to be clearly coordinated plans and operations.

Best Practices

To develop best practices, jurisdictions must understand how to interpret the data collected and consider data that may be missing. Pertinent data must identify the different elements of the problem, addressing the front end of dealing and using as well as the back end of treatment and recovery. Roundtable participants described different ways in which the following four jurisdictions manage the opioid crisis within their areas:

- In Massachusetts, agencies focus on the opioid dealers rather than the end users. One program employs station lock boxes for residents to safely dispose their medications. Another program involves street interdiction of suspected abusers to get them into programs and work with hospitals to follow up with those released. The programs resulted in dramatic reductions in repeat offenders.
- In Maryland, opioid prescriptions are down due to programs to minimize over-prescribing. Through Project Purple, state agencies offer workshops that are similar to TedTalks. These workshops are collaborative with operational personnel around the state. In addition, county correctional facilities have treatment programs to help integrate incarcerated people back into society.
- In Washington, DC, some hospitals are implementing a two-phase pilot program: (1) a screening, prevention, and referral program; and, (2) enrollment in clinics and programs. One concern that is currently being addressed is the need for more facilities and resources to handle the expected volume of referrals and enrollments. DC shelters, which used to have a low tolerance for drugs within their walls, have needed to shift to address inevitable concerns as the opioid crisis expanded. Shelters now are equipped with naloxone kits.

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- Seattle, WA, is planning to implement a controversial supervised injection sites, where drug users can inject illicit drugs under the watch of nurses equipped with naloxone. The argument for such spaces is to allow people to take drugs in a safer, more hygienic area than on the streets. The argument against such spaces is that it will only enable users and exacerbate the problem. Whether this becomes a best practice or a practice that compounds the problem is yet to be seen.

Protecting Personnel

Various steps are being taken to protect personnel in law enforcement and beyond. However, some protection efforts may hinder investigations. For example, to prosecute many cases, testing must be performed in the field, which offers less protection to officers than testing in laboratories equipped with additional safeguards. Some agencies are re-ranking their protocols, having their officers not touch substances at all before sending them to laboratories; others still handle testing in the field. Agencies are working on determining how to handle probable cause without field-testing methods. To ensure safety, some agencies train their officers on hazmat operations and issue personal protective equipment (PPE), such as goggles, gloves, and masks. However, protective security officers who are contracted may have different protective measures when they are responsible for their own PPE.

For all responders, education is needed for learning how to react and handle situations. The law enforcement environment is dynamic, so personnel in an active scenario may not have the time to put on the proper PPE before engaging with potential threats. Despite a recent spike in carfentanyl and the current emerging problem of K2, some law enforcement chiefs do not think providing their officers with naloxone is necessary. Others see the benefits of such distribution for officer safety reasons and because officers are often the first on scene, arriving before emergency medical units. For example, Virginia's Revive! program addresses the public safety issue and factors for law enforcement using the antidote.

Naloxone & Burden on Responders

The use of naloxone to address the opioid crisis is

still evolving. Some EMS agencies have reduced the use of naloxone by titrating to maintain adequate respirations, but not necessarily to wake up patients. However, without being able to provide statistics depicting who would have died without naloxone administration, it may be difficult for agencies to justify keeping the opiate antidote in stock. Some people question whether agencies are actually doing something or are keeping it on hand more for show. Virginia, though, attributes naloxone as a key variable in saving more than 26,000 lives.

Even with reductions in some areas, numerous overdose calls — including repeat calls to the same patients — have negative mental-health effects on responders, which can lead to compassion fatigue. When burnout occurs, responders may lose some quality control or may treat patients based on assumptions. In addition, the psychological wear and tear could lead to response personnel abusing drugs encountered during operations (e.g., EMS medications and law enforcement confiscations). It is critical to recognize the potential problem and put a system in place to combat drug and alcohol use by responders who are heading toward trouble. Treatment after a crisis should not be optional, as counseling saves lives following traumatic stress. However, keep in mind that simply treating symptoms does not address the disease.

The Value of Working Across Disciplines

The opioid crisis is too large for any one agency or organization to tackle alone, especially considering that fire, EMS, law enforcement, and other service-based professions are declining in numbers. Although politics and funding are common obstacles, the need to take action is high. The stigma of this topic is also high, so buy-in is needed from investors and educators. Messaging must also be consistent to avoid confusion, especially for such vulnerable populations as children.

Even many suggestions for addressing the crisis do not address the underlying problem. For example, the concept of supervised injection sites remains controversial. In other cases, some people simply do not want help or treatment. Needle exchange programs have reduced hepatitis cases but do not address the problem. Those inflicted with drug addiction may not feel comfortable having frank discussions with law enforcement officers, but breakthroughs could be made with health personnel

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Network of Communities Affected by the Opioid Crisis

- Addiction centers
- Behavioral services
- Departments of corrections
- Emergency managers
- Emergency medical services
- Facilitators
- Faith-based communities
- Fire / rescue services
- Hospitals
- Laboratories
- Law enforcement agencies: local, state & federal
- Lawyers
- Legislators
- Media outlets & celebrities
- Nonprofit organizations
- Pharmaceutical companies
- Private sector & businesses
- Public health agencies
- Recovering addicts
- Schools

Figure 1: All of these communities are affected by the opioid crisis and should be involved in finding a solution.

under HIPPA guideline protections.

Open communication is key. In some jurisdictions, law enforcement is shifting to programs that help in ways other than arrest, and in turn, build trust in law enforcement agencies. By identifying obstacles and implementing best practices, communities can better address networked problems, such as the opioid crisis. Lessons learned from other networked issues could also be applied.

There is a significant need to break down the disciplinary walls because too many different communities are affected. Without national direction and leadership, service levels vary from community to community. For example, some jails and correctional facilities offer addiction and recovery services during incarceration, whereas others have made no advancement in this effort. With no single agency oversight, more challenges and vulnerabilities are created. For example, the same government agencies that say they want to help those affected by addiction refuse to hire these people. Thus, they remain stigmatized. The disease of addiction leads to criminal records, which lead to the inability to obtain jobs. The problem is self-perpetuating.

In addition to breaking down disciplinary walls, hierarchical walls need to be understood. Historically, the local role is to design and execute, the state role is to manage, and the federal role is to support. Unrealistic expectations that contradict these roles are catalysts for failure.

Media outlets play another big role in the stigma surrounding drug addiction. Reports focus more on situations rather than circumstances. They have to be integral partners to report accurately on the problems as well as the successes. Police departments should communicate with media to promote community-policing suggestions and collectively address problems. The us-versus-them

approach is counterproductive.

Legislators and emergency managers are well positioned — yet not necessarily motivated — to drive situational awareness. Legislators could introduce global programs such as drug awareness in K - 12 schools. In fact, the US Department of Health and Human Services developed a “5-Point Strategy to Combat the Opioid Crisis,” and the US Senate passed the Opioid Crisis Response Act of 2018 with high expectations. Emergency managers could serve as coordinators and facilitators, albeit some have argued that they should not be involved.

Hospitals and other receiving facilities balance many complex decisions. Most addiction issues have a primary need for behavioral health. However, behavioral health units in hospitals have limited beds and staff. In-patient rehabilitation facilities are plagued with long waitlists. Other empty hospital beds often do not have the psychiatric and behavioral services required to assist these types of patients. In addition, there is a growing need for psychiatric and behavioral health professionals. Supply is not meeting demand.

Key Recommendations

The nation cannot afford to ignore this problem. When people come together to examine data in a meaningful way, a solution or solutions can be found. The opioid crisis needs to be a high priority for a number of professions (not just one) and requires funding to support commonly agreed upon solutions. With more than 100,000 US fatalities from drug abuse over the past few years, the problem is even bigger than many people realize. To address the problem, data needs to be connected with actionable solutions.

The 14 subject matter experts at the 2018 roundtable discussion leave readers with the

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following recommendations (in no particular order):

- Be more inclusive in community problem-solving discussions. Invite members from all the categories listed in *Figure 1* (p. 8).
- Consider a spending shift. Rather than spending significant amounts of money on the cure, start investing in prevention.
- Recognize demographic changes. Problems that were traditionally found in urban settings have shifted to rural and suburban spaces.
- Mitigate responder addictions. Agencies need to inventory and monitor EMS control medications and ensure that all LE confiscations are reported.
- Address circumstances without glorifying them. Increase awareness of the problem by being transparent and staying focused on moving toward a solution.
- Coordinate between correctional institutions and addiction centers. Through education and addiction counseling, programs can be created to reduce recidivism.
- Define community service boards' roles in solving the opioid crisis. Community stakeholders need to recognize and invest their time and resources into it.
- Establish more out-patient services and treatment programs. Out-patient treatments reduce the need for more costly in-patient care.
- Create opioid intervention teams. Actions should be taken when warning signs appear, before a person is in crisis.
- Examine data from both police and EMS 911 calls. Research and studies could help identify vulnerable populations that would benefit from targeted efforts.
- Recruit recovering addicts or addicts who have not yet recovered into the planning.
- Include champions of the cause, such as celebrities, to inspire the program and publicly promote it.
- Structure the mental and behavioral health roles. Clinics, personnel, and funding are all required to support these services.

The opioid crisis is a slow-rolling disaster that has been building for years. As one roundtable participant said, "The only difference between a public health emergency and a disaster is time." The time to act is overdue, but it is not too late to reverse course. Lives depend on integrated, networked action by all community stakeholders. The recommendations

shared by subject matter experts during the September 2018 roundtable discussion will help focus community resources and efforts on mitigating the opioid crisis rather than simply responding to it.

§

Author

Catherine L. Feinman, MA, serves as editor-in-chief of the DomPrep Journal, www.DomesticPreparedness.com, and the DPJ Weekly Brief. She is an EMT for Hart to Heart Ambulance Transportation and also volunteers as an EMT / firefighter in Anne Arundel County, Maryland. Feinman is a member of the Media Advisory Panel of EMP SIG (InfraGard National Members Alliance's Electro-Magnetic Pulse Special Interest Group). She received her Bachelor's in International Business from the University of Maryland, College Park, and a Master's in Emergency and Disaster Management from American Military University.

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Traffic Safety & Vision Zero: The Program, Effectiveness & Awareness among Highway & Public Safety Professionals

by Caroline Paulison Andrew

Claiming more than 1.3 million lives each year, international traffic crash fatalities are considered global health concerns and are closely tracked by such institutions as the World Health Organization (WHO) and the Organization for Economic Cooperation and Development (OECD). (Ahangari; WHO) In fact, WHO reports that more than half of all road fatalities are pedestrians, bicyclists, and motorcyclists. Further, traffic crashes are the leading cause of death for people ages 5 through 29 years; and, 73% of all road traffic fatalities are young men under 25 years. (WHO) The innovative traffic safety program, Vision Zero, aims at reducing these tragedies to, well, zero.

What Is Vision Zero?

In 1996, Sweden lost 541 people to traffic crashes. Deciding that any deaths were unacceptable, it developed and adopted Vision Zero as its official road policy. Only two decades later, the Scandinavian country halved its traffic deaths to 270 by 2016, despite the fact that the number of cars and miles driven have doubled in Sweden since 1970. (Jezard; Shahum) Sweden now has the third lowest traffic fatality rate in the world. (Shahum)

Vision Zero is based on the principle that "it can never be ethically acceptable that people are killed or seriously injured when moving with the road transport system." (Tingvall) In other words, "loss of life is not an acceptable price to pay for mobility." (CAD) Included in its core philosophy is a systems approach to enhanced

safety, which refocuses the responsibility for crashes from solely that of the vehicle driver to shared responsibility between transportation system design and road users. (CAD) In fact, Vision Zero is based on a stakeholder collaboration that incorporates a team of diverse professionals: local traffic planners; transportation engineers; law enforcement and fire professionals; public health professionals; and, local policy makers. (ITE)

Among Vision Zero's emphasized the safety factors are roadway designs, speeds, enforcement, behaviors, emergency response, technology, and policies. (ITE) One of Sweden's Vision Zero architects, Claus Tingvall, believes that system design must be based on the theory that humans will make mistakes. "If you take a nuclear power station, if you take aviation, if you take a rail system, all of them are based on [the idea that] they are operated by people who can make a mistake." (CAD) Tingvall stresses the importance of human-proofing roadways and notes that even separated bike lanes, well-marked

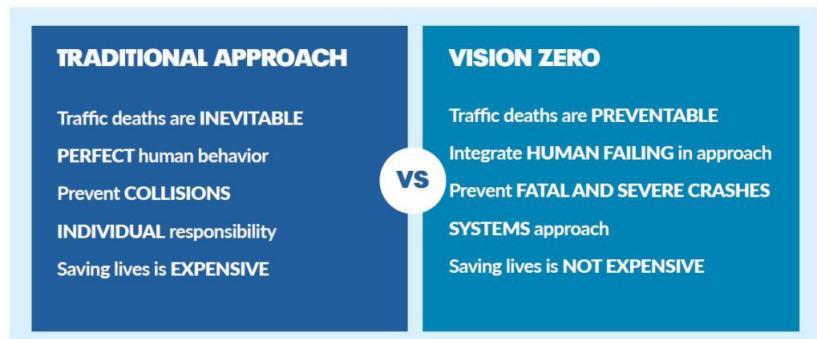


Figure 1: Traditional theory vs Vision Zero principles. | Credit: VisionZeroNetwork.org

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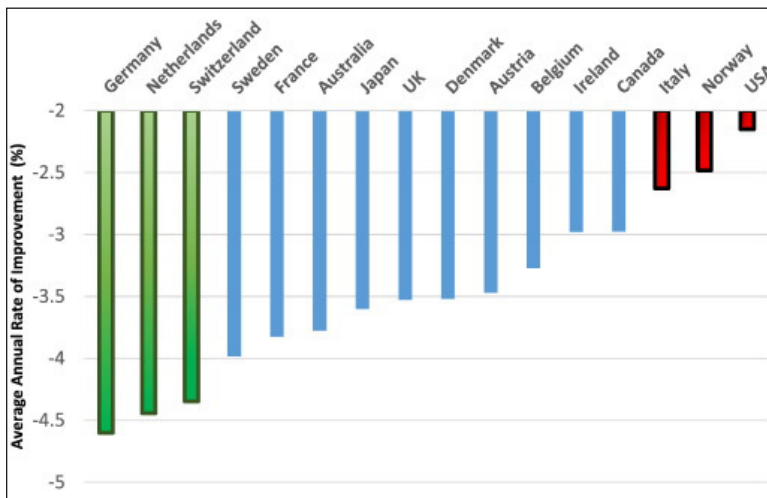


Figure 2: Ave. annual traffic fatality improvement by country (1970 - 2010). | Ahangari et al.

a two-step panel model to analyze the rate of road fatality improvement. "After controlling for macroeconomic conditions, gasoline price, motorization level, health factors, and vehicle miles traveled, they found that country-specific factors such as safety culture, safety policies, and infrastructure conditions shape road traffic fatality performance. The model produced an index of relative performance and showed that hard-to-quantify, country-specific factors have a positive outcome in the Netherlands, Germany, and the UK, but a negative outcome (in relative terms) in the US and Italy." (Ahangari et al) (See Figure 2)

crosswalks, traffic calming, and pedestrian zones can help minimize fatal errors. (CAD)

Vision Zero Effectiveness

European cities are case studies for the effectiveness of Vision Zero. For instance, between 2001 and 2007, Paris cut its road fatality rate in half. According to the Vision Zero Network, "The 'Green Neighborhoods' program calmed traffic, adding more dedicated pedestrian space, widening sidewalks, and raising crosswalks, as well as lowering speed limits from 50 kmh to 30 kmh." (Shahum)

While Vision Zero has become a proven safety strategy in Europe, it has only begun to take hold in the US, where the traffic fatality rate is two to four times higher than other developed countries in northern and western Europe. (Shahum) New York, San Francisco, Los Angeles, and Austin, among other cities, have adopted the program in the years since 2014. (Shahum) Many of these recent US programs have already realized significant benefits. Traffic fatalities have dropped in Minnesota by 43%; in Utah, by 48%; and, in Washington State, by 40%. (CAD) In 2016, the International Transportation Engineers (ITE) launched its Vision Zero Task Force to "aggressively advance the goals of the Vision Zero ... movements."

Measuring and analyzing each Vision Zero nation's rate improvements can be difficult. Trends in road fatalities change over time in different countries. In the US, for instance, the rate of change in fatalities has slowed over time while in the Netherlands the rate has decreased at a more "persistent rate." (Borsos et al) However, in 2015, Ahangari et al developed

both in crash fatality and long-term serious injury rate improvements — as well as program recognition among professionals.

Program Awareness

While several US cities and states have adopted Vision Zero, the campaign has yet to become widespread in practice and promotion. According to Evenson's 2018 research study, 57.8% of the planning and engineering professionals surveyed had heard of Vision Zero, but only 16.7% of public health professionals and 8.9% of law enforcement / EMS professionals were aware of it. Of those aware of Vision Zero, 41.8% worked for a municipality that has the program in place; 41.2% worked in a municipality that does not. In a surprising display of poor communication, 17.1% of those who had heard of Vision Zero did not know if their municipality participated in the program.

Of the survey respondents aware of Vision Zero, 97.3% work in planning and engineering; 76.5%, in law enforcement / EMS; and, 75%, in public health. Interestingly, less experienced employees were the most aware of the program: 92.3% with zero to 5 years in the field were aware of Vision Zero.

Next steps should emphasize program promotion among current and potential stakeholders and among the public for whom they work. To that end, professional organizations, including Vision Zero Network and ITE, have created tool kits for professional and public promotions and for enlisting the support of mayors and local policy makers. §

Author

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9 Components of a Strong Vision Zero Commitment

Based on the experiences of early-adopter cities in the United States, these nine components have proven to be an effective high-level framework for communities considering a Vision Zero commitment. While these are not the only factors to consider, they are critical aspects to ensure a strong and lasting commitment to Vision Zero.

POLITICAL COMMITMENT

The highest-ranking local officials (Mayor, City Council, City Manager) make an official and public commitment to a Vision Zero goal to achieve zero traffic fatalities and severe injuries among all road users (including people walking, biking, using transit, and driving) within a set timeframe. This should include passage of a local policy laying out goals, timeline, stakeholders, and a commitment to community engagement, transparency, & equitable outcomes.



MULTI-DISCIPLINARY LEADERSHIP

An official city Vision Zero Taskforce (or Leadership Committee) is created and charged with leading the planning effort for Vision Zero. The Taskforce should include, at a minimum, high-ranking representatives from the Office of the Mayor, Police, Transportation (or equivalent), and Public Health. Other departments to involve include Planning, Fire, Emergency Services, Public Works, District Attorney, Office of Senior Services, Disability, and the School District.



ACTION PLAN

Vision Zero Action Plan (or Strategy) is created within 1 year of initial commitment and is implemented with clear strategies, owners of each strategy, interim targets, timelines, & performance measures.



EQUITY

City stakeholders commit to both an equitable approach to Vision Zero by establishing inclusive and representative processes, as well as equitable outcomes by ensuring measurable benchmarks to provide safe transportation options for all road users in all parts of the city.



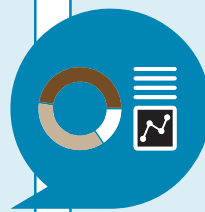
COOPERATION & COLLABORATION

A commitment is made to encourage meaningful cooperation and collaboration among relevant governmental agencies & community stakeholders to establish a framework for multiple stakeholders to set shared goals and focus on coordination and accountability.



SYSTEMS-BASED APPROACH

City leaders commit to and prioritize a systems-based approach to Vision Zero — focusing on the built environment, systems, and policies that influence behavior — as well as adopting messaging that emphasizes that these traffic losses are preventable.



DATA-DRIVEN

City stakeholders commit to gather, analyze, utilize, and share reliable data to understand traffic safety issues and prioritize resources based on evidence of the greatest needs and impact.

COMMUNITY ENGAGEMENT

Opportunities are created to invite meaningful community engagement, such as select community representation on the Taskforce, broader community input through public meetings or workshops, online surveys, and other feedback opportunities.



TRANSPARENCY

The city's process is transparent to city stakeholders and the community, including regular updates on the progress on the Action Plan and performance measures, and a yearly report (at minimum) to the local governing board (e.g., City Council).



For more visit the Vision Zero Network at visionzeronetwork.org.
Questions or ideas? Contact leah@visionzeronetwork.org.

VISION ZERO NETWORK

Resources

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SAVE THE DATE

NUCPS Annual Reception
London House Hotel Chicago
Sunday, October 27, 2019
5:30pm - 7:30pm
85 E Wacker Dr, Etoile Room





Information Communication Technology Use for Public Safety in the US

by Naim Kapucu, PhD, & Brittany Haput, MEd

INFORMATION COMMUNICATION TECHNOLOGY (ICT) is a crucial tool for supporting effective communication and decision-making under complex and uncertain environments of disasters. With the continuous influence and evolution of communication technologies, information sharing and decision making have drastically changed, and researchers continue to investigate the relationship of human involvement for spreading public safety information through ICT. Each disaster holds diverse characteristics that influence prediction, detection, and specific activities required for prevention, mitigation, response, and recovery. Therefore, an interoperable and dependable communication infrastructure, a common operating picture, and supportive regulations, policies, and practices are necessary.

Introduction

ICT is a crucial asset for effective decision making under complex and uncertain disaster conditions. Moreover, ICT enhances the cognitive capacity of emergency managers when processing large volumes of information in short time periods. (Comfort; Bharosa; Celik & Corbacioglu; Van De Walle) This is a critical skill during disaster response and impacts information sharing, communication, and collaboration between

response agencies. The lack thereof can lead to potentially catastrophic consequences.

With the continuous influence and evolution of communication technologies, information sharing and decision making have drastically changed and affect each phase of emergency management. (Bharosa) For instance, the 9/11 terrorist attacks significantly increased priority of public safety's use of communication technology. With overloaded landline circuits in the New York City area, individuals had to rely on Internet connections for mass communication. (Fu, 2011) The heightened use of the Internet to disseminate disaster-related information led to critical research surrounding ICT as a tool for emergency management communication.

Speaking to current and future trends, researchers continue to investigate the relationship of citizen involvement for spreading public safety information through ICT. (Black) However, effectiveness relies on an interoperable and dependable communication infrastructure, a common operating picture, and supportive regulations, policies, and practices. In essence, ICT must provide multifaceted support during an emergency. (Van De Walle)

The Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) are responsible for coordinating a national response infrastructure through strategic planning,

Continued →

implementation, and communications equipment training for relevant local, state, and tribal governments and emergency response personnel. (DHS; FEMA) However, with the speed of technological advances surpassing policy and regulatory changes, there is a significant gap to address. Moreover, each disaster holds diverse characteristics influencing prediction, detection, and specific activities required for effective prevention, mitigation, response, and recovery.

This paper examines following research questions: *How have information communication technology-related policies been implemented? What is the relationship between ICT and public safety? What are the applications of ICT for public safety? and What are the benefits and challenges of utilizing ICT for public safety?*

This paper also builds on and contributes to earlier studies on the use of ICT in public safety. Although earlier studies examined avenues of ICT, they did not incorporate the focus of public safety use along with historical developments and current trends. As such, this paper provides additional insight into the evolution of ICT, the development of ICT-related policies, and the relationship between ICT and public safety.

ICT-Related Policy Development in the US

Analyzing historical influences, the field of Emergency Management (EM) shifted in the perception of information-sharing needs via policy changes and agendas. (FEMA) From early years to the Cold War era, there was limited systemic management of disasters as government tended to focus more on threats by fires and diseases with EM operating as a function of government to avoid nuclear war. With the Disaster Relief Act of 1950 and the creation of FEMA in 1979, the field's focus broadened to natural disasters and coordination between federal, state, and local agencies as well as non-profit and private organizations. (Kapucu & Van Wart; FEMA)

As policymakers and practitioners noticed how each disaster or extreme event required unique information and communication needs, policy adaptations focused on information-specific processes and led to the establishment of DHS, Title XVIII of the Homeland Security Act of 2002, and the Office of Emergency Communications (OEC). The OEC developed the National Emergency Communications Plan (NECP) and the National Public Safety Broadband Network (NBP) to deploy wireless IP-

based technologies for information sharing. (FEMA)

The NECP incorporates five specific goals, beginning with governance and leadership to enhance coordination, planning, and decision making for EM communications. The remaining goals focus on such aspects as governance and leadership to update and improve communications and readiness for dynamic environments. Remaining goals focus on improving abilities for responders to communicate and coordinate operations to improve effectiveness while engaging in evaluation activities to support responders and unveil innovative capabilities (DHS). The goals support three specific priorities for EM communication: (1) identifying and prioritizing areas for improvement in emergency responders' land mobile systems; (2) ensuring that emergency responders and government officials plan and prepare for the adoption, integration, and use of broadband technologies, including the planning and deployment of the NBP; and, (3) enhancing coordination among stakeholders, processes, and planning activities across the emergency response community. (DHS)

An additional influence on the evolution of ICT is FEMA's connection with the Federal Communications Commission (FCC) for focused message distribution that fit within the following parameters:

1. conditions of impending or actual nature that jeopardize public safety during times of civil emergencies;
2. information relating to immediate safety of life or property protection, maintenance of law and order, or alleviation of human suffering and need along with combating attacks;
3. information essential to public activities for civil defense or additional government and relief agencies; or,
4. information for Radio Amateur Civil Emergency Service (RACES) training, drills, and testing.

The current National Incident Management System (NIMS) offers a traditional approach that focuses on components of preparation, mitigation, response, and recovery. (FEMA, 2015) These phases are considered the life cycle of a disaster, beginning with preparation. Mitigation focuses on prevention and reduction of potential impact through: (a) changing the nature of the threat; (b) decreasing vulnerability; and, (c) reducing exposure. The response component increases the community's capacity to monitor, predict, avoid, and reduce potential damage or

address potential threats along with strengthening preparation activities for responding to disasters and assisting those impacted. (Waugh & Streib; McEntire; Kapucu & Özerdem; Kapucu & Garayev; Sylves)

Since it cannot be predicted how infrastructure failures will fully affect EM agencies, trust and reliance are given to Incident Command Systems (ICSs). This centralized command and control structure incorporates five dimensions: command; operations; planning; logistics; and, finance / administration. (Boin & O'Connell; FEMA, 2015) ICS' main benefit is unified command and collaboration between local, state, and federal stakeholders. (Hu et al, 2014) However, major challenges include the lack of flexibility and adaptive capability of the system in conjunction with complex communication needs for all local, state, and federal actors. (Birkland; Hu et al, 2014; Liu)

Integration of ICT in Public Safety

Public safety organizations and disaster response agencies are increasingly relying on ICT for effective coordination and communication during disasters or extreme events. In the past, the deficiencies of communication between first responders and public safety organizations led to failure to mobilize a coordinated communications infrastructure at the site of a disaster. (Van De Walle & Turoff; Fu) An effective emergency-response ICT must be a structured system with interoperable and dependable components and comprehensible and realistic protocols. (Turoff; Peha, 2015) Moreover, the system must balance fault tolerance and provide avenues for advanced capabilities to manage security, cost, and spectral efficiency as well as trained personnel to operate the system. (Peha, 2006; Van De Walle & Turoff; Ansari) With the NECP's proposed national communication system, the goal of interoperability strengthens the ability of individuals and organizations to communicate and disseminate information and, hopefully, overcome such impediments as funding, incompatible systems, and geographic coverage. In addition, the national system has the capability of creating a common operating picture and vocabulary for local, state, and federal response agencies. (Faulhaber; Peha, 2015; Manoj & Baker) As for dependability and fault tolerance, communication infrastructure and information sharing policies must be able to adapt to the needs of response agencies and support operations in regards to stationary (i.e., physical headquarters), semi-mobile (i.e., mobile command posts), or mobile

actors (i.e., frontline personnel).

The integration of ICT and public safety begins with the decision-making process for policies and practice. Although EM tends to rely on a traditional, hierarchical approach, public safety agencies are moving toward more flexible and adaptable approaches. For example, some public safety organizations keep their information process in a top-heavy format with the decision processes flowing from top to the bottom. Other response organizations, such as non-profits, tend to have a decentralized process with decision making starting at the lowest level. Regardless of the structure, the interaction between ICT and public safety can still be complicated during disaster or event response due to such variations in the communication process as acronyms, colloquialisms, technical jargon, and other agency-specific or professional language. (Waugh)

Moreover, each agency varies as to its adoption process for ICT's diverse technologies. For instance, the size of the agency greatly affects ICT dispersion. According to Bretschneider and Mergel (2011), "large, better-resourced governments tend to adopt earlier than small and poor ones. New technology and its diffusion through government provide the potential for simple, complex, minor, and major changes in organizations and institutions, but they certainly do not guarantee them." The process of adopting technology is unique to the organization, but the organizational structure affects how the agency will implement the new technology.

Information Collection, Processing & Dissemination

A significant challenge for emergency responders revolves around providing timely and accurate information before, during, and after disasters and crises. (Manoj & Baker; Van De Walle & Turoff) In addition, filtering occurs when determining sharing needs. (Meissner) Sharing must keep in mind the voice of public safety (i.e., first responders, practitioners, researchers, community members, etc.) while safeguarding sensitive, classified, and proprietary data. (Peha, 2006; White House; Rysavy)

Once the information is collected and the necessary stakeholders are identified for sharing, then the processing and dissemination begins. It usually is necessary to disseminate information in diverse modes (i.e., warnings, reports, news

broadcasts, training videos) and utilize a number of communication avenues. (Kapucu et al., 2008; Black; Peha, 2015) This is critical in maintaining support for EM personnel (Van De Walle et al). Another aspect to consider is interorganizational relationships when disseminating information. Knowing the recipients helps optimize resources and encourages collaborative strategies (Hu et al., 2014).

Sharing is dependent upon a shift in mindset from the traditional perspective. Response organizations must be comfortable with not having full access to information and being transparent to their communities. Moreover, operators must adopt and utilize innovative communication technologies to navigate dynamic situations.

Technical & Cultural Interoperability

Adoption of a national communication system is growing; however, its policies and practices are far from universal. Certain demographic groups of citizens (e.g., the poor, the elderly, individuals with disabilities, rural or geographically isolated citizens) may not be reached through current citizen-focused ICT practices due to lack of affordability, availability, or applicability (Peha, 2006; Manoj & Baker; Habib & Mazzenga; FCC, 2010). If policies and practices do not investigate and generate solutions for technical and cultural interoperability issues, then trust in the system is affected. As stated by Kapucu and Liou (2014), government officials should invest time and resources into developing trust prior to disasters as this enhances recovery processes and supports resiliency. An avenue for developing this trust is training the personnel utilizing these systems while promoting transparency and accountability. (Van De Walle & Turoff) If a community consists of fragmented relationships, then there is a decreased desire to participate in EM practices and act upon critical information. (Waugh & Liu, 2014)

The other side of access is disseminating information in a comprehensible format. Researchers examined ICT diversity and discovered a single avenue for public information only increases vulnerability because people need affirmation from several resources. (Chiu et al, 2010) This may be due to recent studies showing specific racial and ethnic minorities holding higher degrees of distrust for their local, state, and federal authorities. (Donner & Rodríguez)

Trends in ICT Applications for Public Safety

The real-time capabilities for information exchange enhance preparation, mitigation, response, and recovery activities. (Jefferson)

Software Generation

The foundation of ICT begins with software, some of which is adaptable for peer-to-peer communication to support collaboration between agency operators in disaster situations. Other programs allow for quick dissemination of information to assist responders in making informed decisions. (Hu & Kapucu, 2014) At issue are system-to-system collaborations and urgency notifications that are not fully supported within all system types. To address these issues, Fiedrich and Burghardt (2007) researched the deployment of response agencies and improved communication among key personnel. (Jennings et al, 2006) Buono (2008) discussed WIISARD, a Wireless Internet Information System for Medical Response in Disasters, that uses location-aware technologies to coordinate and improve care of victims in multi-casualty events. Through utilization of a mesh network, WIISARD enhances communication technologies among emergency responders and improves safety through tracking the “hot zone” — the location where the impact of a natural disaster or terrorist attack is centralized and affects the most civilians. (Chiu)

Radio and Wireless Technology

The implementation of different programs hinges on suitable ICT. By utilizing mobile cellular networks and wi-fi, organizations are able to connect systems for worldwide operability. Another approach is through such technology as land mobile radio (LMR) or terrestrial trunked radio (TETRA). The employment of commercial technology provides several significant benefits: “wide availability of commercial handsets during emergencies; significant cost savings from economies of scale because of large-scale deployment of commercial technologies; rapid evolution and feature development in handset capabilities and services driven by competition in the commercial market; and, multi-vendor interoperable solutions.” (Abusch-Magder et al., 2007, p. 115)

Virtual Organizations

New York City’s technological infrastructure was seriously damaged during 9/11. EM agencies scrambled to initiate response activities and create avenues for communication to affected communities

about specific issues.

Social Media Use

Social media is a key component for information dissemination for response and virtual organizations. It offers public safety organizations a unique way to connect and inform local civilians as well as individuals who may not be geographically impacted by the incident (Palen). By providing diverse avenues for communication, social media extends the reach of a disaster past its own community and creates more sources for information dissemination and collection. However, these avenues can also provide channels for misinformation and confusion (Sutton). Yet, the benefits of social media outweigh the weaknesses.

Due its popularity, many agencies have incorporated social media into their communications and public relations strategies. In addition to Facebook and Twitter, agencies are posting informational and instructional videos on YouTube to help prepare communities for responding to a crisis, thereby increasing resiliency. (Appleby)

Conclusion

When identifying benefits and challenges for ICT use, it is important to recognize historical advances. Advances in policies and practice provide hope for effective crisis communication and response for future disaster situations. The demonstration of strategic and technical issues in the response to 9/11 prompted needed changes in policies and practice. Virtual organizations became an intrinsic part of communication infrastructures to enhance capabilities and inform communities (Turoff et al, 2004). Response to extreme events also highlights the benefit of equipment redundancy as a characteristic for reliable communications. As Fu stated, “the idea of built-in architectural redundancy is demonstrated by revisions made by phone service providers who no longer route multiple lines of communication through the same hub. Agencies also duplicate their protocols to ensure that certain tasks are completed by at least one department” (2011, p. 109).

Another benefit is the naturally evolving realm of ICT itself. In past events, there were issues of connecting local systems or managing coordination events. (Manner; Hallahan & Peha) However, the Internet and the use of ICT led to the generation of critical communication points that can intelligently route

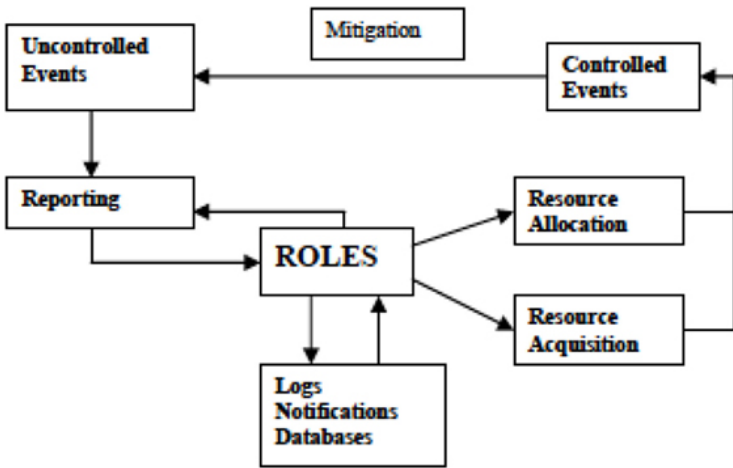


Figure 1: Virtual Organization Formal & Informal Workflow.

amid complete or partial damage to surrounding buildings, destruction of electrical power generation and distribution systems for lower Manhattan, immobilization of the water distribution system, and disruptions within gas pipelines and the telephone and telecommunications services. (Kapucu, 2006) To circumvent this issue in the future, an avenue for ICT and public safety was created with the use of virtual organizations, which consist of formal and informal organizational workflow processes (Figure 1) and a meta-process (Figure 2, p. 19). (Turoff et al, 2004)

Becerra-Fernández et al (2008) conceptualized and developed measures for the virtual emergency operations center with the goal of mediating knowledge integration between task performance and complexity / uncertainty. However, one challenge is redundancy between virtual organizations, virtual emergency operations centers, and virtual operations support teams when monitoring disasters and events via social media. (Steen, 2015) To reduce redundancy, Roman et al (2008) proposed electronic knowledge management (eKM) tools to reduce the magnitude of information and sources that civilians encounter during emergencies.

EKM's navigation can guide information seekers to the relevant websites depending on search criteria. (Chiu et al., 2010) This specialized navigation is completed through a customized program that considers the information source and timeliness. In an emergency, it is critical that all data are identified by source, time of occurrence, and status. The program can ensure the information is up-to-date and comprehensible. (Turoff et al. 2004) By using eKM, responders and communities are able to quickly gather information from many websites to learn

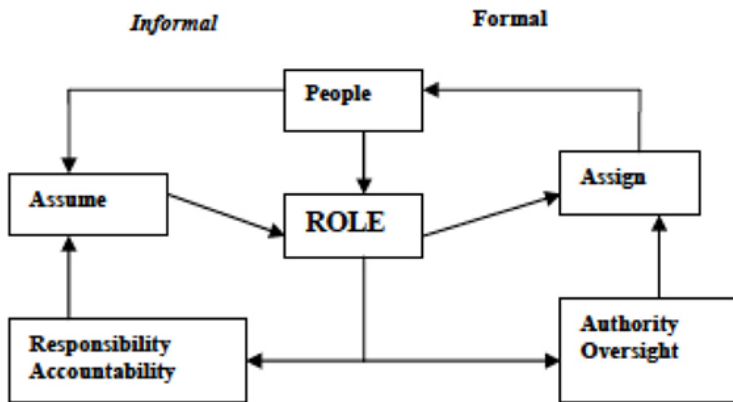


Figure 2: Virtual Organization Meta-Process.

information and provide flexibility. (Kapucu, 2006) This connects to the ability to cover all geographic areas to maximize capacity and promote strategic infrastructure allocation. (Meissner et al, 2002; Peha, 2006) Although the system is not fully encompassing, rural areas with limited resources can be reached, reducing extensive concerns about their remote nature. (Donner & Rodríguez; Kapucu et al., 2013) In addition, developing trust between local, state, and federal agencies further supports preparation, mitigation, response, and recovery activities. (Hu & Kapucu, 2014)

However, there are critical challenges for ICT in public safety, beginning with the debate on centralized versus decentralized systems. (Liu et al, 2014) A centralized system is considered more efficient and projected to outperform a decentralized system with regard to managing public safety communication networks. A decentralized system is flexible, adaptable to local needs, and results in higher social welfare. (Kapucu, 2006; Peha, 2006) In terms of EM, the response hinges on community knowledge and the capabilities of a community's members. (Kapucu & Liou, 2014) If response agencies are unaware of community dynamics, then issues with technology and sharing will occur and affect response activities. Strong information sharing between local, state, and federal organizations is critical for efficient and effective recovery; therefore, it is important to understand the community's abilities to prepare, mitigate, respond, and recover from an event. (Palen; Kapucu et al, 2013; Waugh & Liu, 2014) EM cannot "hide" negative impacts of disasters or extreme events. Every situation causes communities to question the effectiveness of response organizations. This is impacted by the frequency of action, or lack thereof, during response activities. (Turoff et al., 2004) §

Authors

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Resources

All article references and resources can be viewed online.

Implementing Mindfulness into an Officer's Life

by Jason Newton, Colorado Springs (CO) Police Department, SPSC Class #373

Problem

In 2014, the Colorado Springs (CO) Police Department (CSPD) implemented a Culture of Fitness by introducing a mandatory Physical Ability Test (PAT). By 2015, CSPD already saw the benefits in the physical health of its officers. Studies show that employees who get plenty of physical activity perform better in quality and quantity of work. (Nindl & Sharp, 2015) Although the department addressed the physical element, it did not formally address “cognitive fitness or mindfulness” training for its officers.

The majority of the CSPD officers' waking time is spent connected to their smartphones or computers, utilizing texts, Facebook, Twitter, Instagram, SnapChat, YouTube, and other similar apps. Frequently, law enforcement officers' minds are cluttered with everyday distractions. By the time they arrive at work, their minds may be spinning from everyday stressors, which are often heightened by their connections to technology. Such activities as checking phones every five minutes or commenting on a Facebook post in the middle of a shift lead to poor productivity and the inability to fully address work and life issues.

As officers get younger and technology continues to advance, the department is noticing that officers are having trouble disconnecting themselves from life and technology and never have a clear mind. Studies have shown that having a clear mind can improve mood, memory, and performance — even under stress. (Kelley, 2012) Offering time for officers to disconnect and clear their minds is essential to cognitive clarity and would aid in the development of better situational awareness.

Assumptions

- Officers will continue to experience high stress and may use ineffective means to help handle it.
- The time spent connect to — and using — technology will continue to increase, and officers will be less focused on work duties, resulting in negligence or harm.
- The more that technology advances, the harder it will be for officers to connect to the human

element of police work.

- The younger generation will rely more on technology and may struggle to effectively communicate.
- Officers may suffer from stress-related ailments.

Facts

- The CSPD has 651 sworn personnel.
- 25% of the CSPD sworn personnel belong to Gen Y (Millennials, born 1980 - 1994); 56%, to Gen X (born 1965 - 1979; and, 19%, to the Baby Boomers (born 1946 - 1964). (Figure 1, next page)
- 76% of the employees who took part in the survey do not practice any form of mindfulness. (Annex B)
- 76% of the employees who took part in the survey feel they would be happier and healthier if they could slow down life and have time to disconnect. (Annex B)
- 74% of the employees who took part in the survey report that being connected to technology causes stress in their life. (Annex B)
- The CSPD has a mandatory physical fitness program but does not offer any form of mindfulness training for its officers.
- Americans ages 18 and older spend 11-plus hours per day watching TV, listening to the radio, or using smartphones and other electronic devices. (Richter, 2015)
- The University of Gothenburg found that those who constantly use a computer or a cell phone can develop stress, sleeping disorders, and depression. (Wrenn, 2012)
- Mindfulness-Based Stress Reduction (MBSR) has been shown to reduce stress, ruminative thinking, and chronic anxiety and increases empathy and self-compassion. (Serretti, 2009)

Discussion

Most people in today's society are affected by work-related and personal stress in some way. According to Carnegie Mellon University psychologist Sheldon Cohen, stress is a contributing factor in such conditions as depression and cardiovascular disease.

Continued →

(Carnegie Mellon University, 2007) At the same time, technology is growing in relevancy as such devices as laptops, tablets, and smartphones are a part of everyday life. According to one study, the average US adult spends more than 11 hours a day watching TV, listening to the radio, or using smartphones and other electronic devices. (Richter, 2015) Researchers at the University of Gothenburg found that those who constantly use computers or mobile phones can develop stress, sleeping disorders, and depression. (Wrenn, 2012)

A study of police officers in Buffalo, NY, found that officers are at greater risk than the general population of developing a range of physical and mental health ailments, including sleeplessness, suicide, and cancer. (Goldbaum, 2012) Approximately 20% to 25% of working police officers are chemically dependent on either alcohol or drugs. (Clark, 2013) Interestingly, 74% of the CSPD employees who took part in the mindfulness survey reported that being connected to technology causes some level of stress in their life. As younger generations connect to technology to escape the stress of life and work, they are only deflecting this stress and adding another stressor to their lives.

The American culture is shifting and losing the human connection as more time is spent connected to technology and less time includes face-to-face human interaction. Social media and other online apps can pull people away from real interactions, as they get sucked into online drama. A study by *Marketing Week* found that even young people believe it has gone too far, with 93% of respondents agreeing that people spend too much time looking at their phones and not enough time talking to each other. (Harrison, 2014)

As older generations give way to the younger generations, this cultural shift will continue. Members of Gen Y are outpacing older Americans in virtually all types of internet and cell phone use. The majority in all age groups have a cell phone, but significantly more Gen Y members use their phones for texting, compared to members of all other generations. Among survey respondents who report that they texted in the past 24 hours, the typical Millennials / Gen Yers (born 1980 - 1994) sent or received 20 texts in that period, compared with 12 for a Gen Xer (born 1965 - 1979) and five for a Baby Boomer (born 1946 - 1964). (Taylor & Keeter, 2010)

As CSPD recruits more Gen Yers to its ranks, it will likely see more effects of these technological shifts. While the mission, vision, and value statements drive

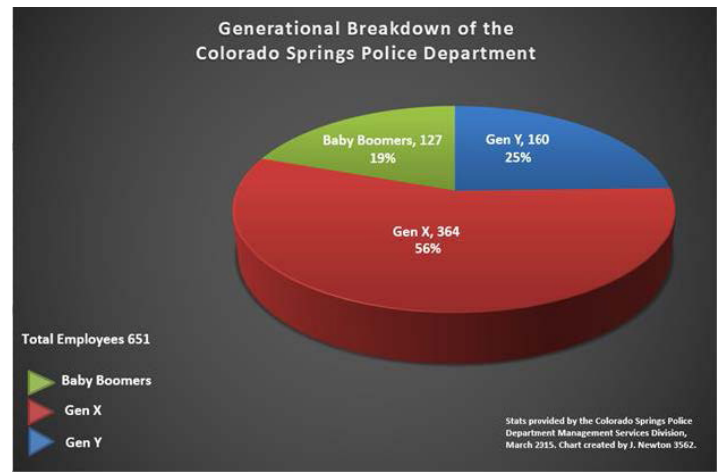


Figure 1: Annex A, A Generational Breakdown of CSPD, 2015.

an agency forward, agencies face a unique challenge keeping officers focused on their jobs. As law enforcement is not likely to become less stressful, CSPD needs positive methods for helping all officers reconnect with themselves and disconnect from stress and technology. One solution being implemented is cognitive and mindfulness training.

Mindfulness means paying attention to each event and being present in the moment, within your body and mind, with a non-judgmental, non-reactive, and accepting attitude. (Cayoun, n.d.) Mindfulness helps officers disconnect and has shown that it helps decrease stress and depression, while improving sleep and job performance. (Chan, 2013) Researchers at Johns Hopkins University found that mindfulness meditation can help ease such conditions as anxiety, depression, and pain. (Goyal, 2014)

The community depends on law enforcement in times of need that may involve making split-second, life-altering decisions. Mindfulness training offers officers the opportunity to learn critical skills based around self-awareness and situational awareness. Lack of such skills could cost a life. Several departments across the country have recognized the impact of stress and technology and the inability of officers to appropriately handle the stress and disconnect themselves from everyday life. The following examples are of agencies that have developed mindfulness programs within their departments.

Hillsboro (OR) Police Department

In Fall 2013, Hillsboro Patrol Lt. Richard Goerling embarked on a yearlong journey to teach mindfulness to officers to not only cope better with myriad job stressors but also serve their communities with

Continued →

greater awareness and empathy. Goerling believes mindful officers are better listeners, make smarter decisions, are more productive and less judgmental, and show greater empathy. (Woolington, 2014)

Goerling's Mindfulness-Based Resilience Training (MBRT) was a nine-week program during which officers attended a two-and-a-half-hour session and a six-hour session each week, as well as one six-hour retreat toward the end of the training. The results have been positive, according to Brant Rogers, a certified MBRT instructor who has worked with the Hillsboro Police. He has seen stress reduction, less chronic pain issues, reported improvements in sleep, and less burnout. The program represents a dramatic evolution in policing. (Rogers, 2014)

Barrington (RI) Police Department

Chief John M. Lacross has 37 years of law enforcement experience: 23 years with the Road Island State Police; and, 13 years as the Chief of Police for the Barrington Police Department. Since 2006, he has been using meditation to guide families impacted by drunken driving.

Lacross is not only a law enforcement professional but also a Reiki master who has completed five courses in grief counseling. He also completed a nine-week class in stress reduction through the University of Massachusetts Medical School's Center for Mindfulness in Medicine, Health Care, and Society. As a Reiki master, Lacross is trained in healing-touch therapies.

Lacross regularly encourages his officers to show compassion and empathy toward everyone they encounter. He talks to officers about the importance of disconnecting and giving themselves five minutes after a call to do some type of mindfulness exercise. In an interview, Lacross stated he was working to get officers to put their "ego on the shelf" as he introduces them to their spiritual side. He stated that Navy Seals and Olympic athletes are practicing mindfulness and realizing the benefits. He stated, "If you're not OK [mentally and physically], you can't be a good cop." (Lacross, 2015)

Lacross believes that it's important for his officers to find a balance in work that allows them to better focus. Since he has started working with his officers — showing them how important it is to appreciate the little things in life and how to open and clear their minds — he has seen a rise in the officers' professionalism and effectiveness. He says that he receives more letters now about how professional and compassionate his officers are

when dealing with a suspect or a victim of a crime. He said that he reads those letters at roll-call. All the officers are able to see that "they don't have to be Robo Cop" and that there is a place for compassion and mindfulness in police work. (Lacross, 2015)

Bend (OR) Police Department

Sgt. Brian Beekman and Devin Lewis of Bend (OR) Police Department have started on a path to help fellow officers reduce stress on the job through a yoga-based mindfulness practice held four times per week for 45 minutes per session. The program aims to improve mental focus, resiliency, physical health, and well-being. Their approved program cost the department \$6500 for five months, or about 0.08 percent of its total training budget. (Withycombe, 2014)

Beekman notes that police work is "a consistent flow of toxicity and suffering, and I think it's problematic; the public wants mentally well, physically well, balanced officers." (Withycombe, 2014) At this time there is only one patrol team in the class, which is not significant enough for scientifically valid results. However, officers who have taken part in the yoga class have reported better sleep, improved mood, and less pain. They also have reported that they are better able to "process stressful incidents." Officer Kevin Uballez had never done yoga prior to the program and states that it has been beneficial. "You're doing something positive and going to work with a good, clear head." (Withycombe, 2014)

Operational Considerations

The following options for consideration take into account the CSPD mindfulness survey data, research study data regarding the increased use of technology and the inability for the younger generation to disconnect, and the impacts of police work on officer health. The options for consideration are:

- **CSPD could continue to operate with the current training curriculum that emphasizes physical health.** This will not impact the current or future budget of the department and will require no additional time. However, continued stress may lead officers to stress-induced ailments and unhealthy solutions, not to mention loss of situational awareness.
- **An alternative would be to bring in a mindfulness exercise** like yoga and allow officers to participate in a 45- to 55-minute class. The department

Continued →

would partner with a local yoga studio and allow officers a set number of free classes, paid for by department. (See Annex C for cost analysis.)

- **A third alternative would be to develop a mindfulness training program and incorporate it in the 26-week training academy.** The department is already training new recruits on the benefits of a healthy lifestyle, with a focus on nutrition and exercise. This would be a natural progression and would help the younger generation incorporate mindfulness into their everyday lives. This option would provide ways to disconnect from technology and reduce everyday stress. If time were shifted in the training schedule, there would be minimal monetary and time cost to the department. (See Annex D for cost analysis.)
- **A final alternative would be to develop or choose an existing five-minute, guided-breathing exercise program** that could be incorporated once a week into shift line-ups. This would allow officers to have a guided exercise during their work shift that enables group participation and feedback. (See Annex E, online, for cost analysis.)

Conclusion

The CSPD understands the physical, mental, and emotional demands that are placed on officers daily. The job of a police officer is extremely stressful and takes a toll on officers' mental and physical health. Studies have found that officers are at greater risk than the general population of developing a range of physical and mental health ailments. (Goldbaum, 2012)

As the CSPD employs members of younger generations, it will likely see more effects of technological shifts. The department faces the challenge of keeping officers focused and connected to their jobs. As the younger generation connects to technology as a way to escape the stress of life and work, it is only deflecting the inherent job-related stress and adding another stressor to their lives.

As noted, 76% of the CSPD officers who took part in the survey reported that being connected to technology causes some level of stress. Conversely, 76% also stated that they would be happier and healthier if they could slow down life and have time to disconnect. It's clear the officers are looking for a way to disconnect. As the department embarks on its Culture of Fitness journey, it must not forget about the mental and emotional health of its officers. It is clear that the time is right to implement mindfulness

into officers lives.

Recommendation

The community depends on law enforcement for help in circumstances that may include officers making split-second, life-altering decisions. The department's largest investment is in its employees, and without mindfulness training, officers lose out on learning critical skills based on situational awareness and self-awareness — skills that could save lives. In order to best serve the community and protect the overall health of officers, the CSPD should develop a mindfulness training program and incorporate it into the 26-week training academy. This will provide recruits with a solid foundation that can be expanded and developed throughout their career. The Mindfulness Implementation Plan is outlined in Annex F. §

Author

Jason Newton is a sergeant with the Colorado Springs (CO) Police Department and a graduate of SPSC Class #373 and Supervision of Police Personnel. He was the recipient of the 2015 Award for Innovations in Community-Oriented Policing from the International Association of Campus Law Enforcement Administrators. In 2008, he was a Honorable Mention, Parade Magazine / IACP Officer of the Year, along with then-fellow Sherwood (OR) PD officer Ben Humphrey, for the rescue of three people trapped in a burning car.

Resources

All article references and resources can be viewed online.

Program Update! Implementing Mindfulness in the Colorado Springs PD

This article follows up with Sgt. Jason Newton to learn more about the results of his program proposal (page 20) and the effects of mindfulness on his professional work and agency.

IN LATE 2014, COLORADO SPRINGS POLICE Department (CSPD) Sgt. Jason Newton and his wife were navigating the emotions of a miscarriage. “I felt my whole world crash down around me. At the same time, I wasn’t ‘supposed’ to feel this kind of weakness. I was a police officer; I was the one who helped others. We weren’t supposed to dwell on our own problems.” He recalls sitting down one evening, emotionally overwhelmed and exhausted, and turning on the TV to watch “60 Minutes.” That evening’s episode featured an Anderson Cooper segment on mindfulness. [60 Minutes. (2014, Dec. 14). “Mindfulness.” Denise Schrier Cetta, producer. New York, NY: CBS News.] Impressed, Newton followed up with his own investigation into mindfulness and considered how he could benefit from it.

At the time, Newton was handling stress the same way as too many other public safety officers: the suck-it-up approach. “I would often just move on and not address the stress and hope it would go away. This worked briefly, but I soon found that if you don’t deal with stress then it creeps back into your life with a vengeance.”

Using exercise as a stress-management tool, Newton would “go out for a run and find it was great at allowing me time to decompress and clear my thoughts. I knew that when I was running, my mind would settle, and I would focus more on breathing and how my body felt. Now I know . . . I was practicing mindfulness through exercise.”

Mindfulness means being fully present in the moment with a non-judgmental attitude, aware of where we are and what we are doing, and not over-reacting to — or being overwhelmed by — what is happening around us. Research shows that mindfulness benefits health, happiness, work, and personal relationships. It is not “owned” by any group, religion, or philosophy. In fact, it has been practiced for thousands of years in many different cultures. As a secular practice, it does not require any change in beliefs. [Mindful.com. (2014, Oct. 8). “What is mindfulness?” Retrieved from <https://www.mindful.org/what-is-mindfulness/>]

After experiencing the benefits of mindfulness, Newton developed a proposal for implementing a



Sgt. Jason Newton, CSPD. | Credit: Jason Newton.

mindfulness program at CSPD for his SPSC staff study (see page 20). He presented it to his agency, and while he received “considerable positive feedback,” he also met with resistance. “I did not let that get me down. I kept studying on my own and talking with every officer I could about the power of mindfulness.”

Mindfulness in Colorado Springs

In 2016, the CSPD Training Academy lost a recruit to suicide. “It hit me hard, and I knew that I needed to do something,” recalls Newton. “I once again reached out to the training academy and told them that I wanted to help.” Almost two years after submitting his proposal, Newton conducted his first mindfulness class for sworn and civilian staff. While some were skeptics, the initial two classes were considered successful, and the training academy asked him to teach his class in July 2017 to 62 new officers. Since then, the class has grown in popularity and is a part of the training academy and the CSPD Community Service Officer Academy.

In his program, Newton explains how mindfulness techniques can be incorporated into daily work and personal lives to help deal with the emotional stress of the job. Students learn how to practice mindfulness

Continued →

techniques that they can use anytime — at work, at home, while stuck in traffic — including meditation, mono-tasking, mindful eating, yoga, and active listening. Newton also teaches tactical breathing, which is a stress-relieving technique for soldiers in combat situations, and he shows videos that demonstrate how different mindfulness techniques can be used to make officers more tactically sound in the field. His curriculum includes group talk about the impact that stress can have on diverse areas of life, including emotional health, romantic relationships, heart health, weight, aging, the immune system, and even one's gums. The health effects of stress really grab his students' attention. "It's fun to show them that mindfulness is based in medical research, and not just a hippy thing," notes Newton.

Newton has received a great amount of positive feedback from CSPD officers and civilian class members. One of his favorite messages was from an officer who reached out several months after taking the course. The officer wrote, "Without a doubt, I can't thank you enough for your class. It has changed my life and work life for the better." He explained to Newton that his new mindfulness practice had also opened up a "really awesome discussion" between him and his dad. Among other comments he has received from students:

- "I felt like there was a giant load taken off my shoulders. I wish my family could have been here for this presentation."
- "I absolutely loved this class. I think those things often go overlooked, and it was great to hear and see a different perspective of the job."
- "I'm glad that something like this is being taught. . . . It is sometimes hard to remember we are humans."

In the Field

Using mindfulness techniques, Newton is able to center himself to remain in the moment and better handle stressful situations. "As an officer, I have been able to use mindfulness to make deeper connections with the community I serve. I am able to better sense tense moments, helping me make more sound and just decisions. [Mindfulness] has allowed me to slow down and gain control by simply just listening and allowing a person to truly be heard."

"You can easily imagine how many situations can turn out differently when officers have the benefit of mindfulness in their toolbox," Newton says. "We can

all learn from mindfulness teachings: take a step back and truly listen without judgment. I believe that when officers head out on the streets with this approach that they can better mitigate many issues they face and help to build a bridge between the community and police, especially in communities with under-represented and under-served populations."

One example of Newton's mindfulness training involves a troubled Colorado Springs family. According to Newton, the family had been involved in dozens of disturbances, and the mother and her 16-year-old daughter both suffered from mental illness. Newton explains, "I saw that the family was suffering and took time to just listen to them. Through that, my partner and I discovered the daughter was sexually assaulted three years earlier, and the system failed the family for years, with no one ever taking the time to truly listen. I was able to work with the daughter, and I taught her a few mindfulness breathing techniques that allowed her to calm herself and to tell her story." The interview led to an arrest, a trial, and finally a conviction of the assault suspect. "This was a good reminder to slow down, take a breath, and listen. You never know whose life may be affected by simply listening without judgement."

Vanquishing the Mental Health Stigma

"Mindfulness taught me that wellness is not just as simple as having a physical fitness routine. The job is stressful and adding life stressors only complicates matters," says Newton. "Over the years, my wife has talked with me about the importance of taking care of myself not only physically, but mentally and emotionally. I was on the edge of seeking help for years, but the stigma was still there. I fell victim to thinking that I would be seen as weak or not fit for duty if I sought mental health services. Thanks to my mindfulness practice and an amazing wife, I had the courage to seek help." In 2016, Newton "took the leap and started using the free counseling services that are offered through EAP." He says he now understands how important counseling is.

Newton believes that the stigma associated with mental health is beginning to disappear among public safety professionals, but to completely eliminate it, agency executives must take the lead. "The problem I see is agencies try to piecemeal wellness programs together and think that will work. It takes time and people at all levels talking openly about the issues and letting officers know that the thoughts

and feelings they experience at times are normal.” He emphasizes that officers must understand that “seeking psychological help and having mindfulness practices in your tool belt are part of a healthy and successful officer routine.”

According to Newton, the easiest group to reach is the Millennials, who are open to mindfulness from the start. “The interesting thing is that there might be some skepticism at first from Gen Xers or Baby Boomers, but once they learn more and see what it is really about, their buy-in is about the same across generations. I have found that the Millennials will talk more openly about feelings, emotions, and stress and have helped change the workplace for the better in that regard.”

To do his own part to shake the stigma of seeking mental health care, Newton has implemented a weekly mental health day as part of his shift's line-ups, where the officers talk openly about mental health. “In shift line-ups, I have been sharing my experiences with Peer-Support, EAP, and mindfulness. I have told them that seeking help did not have a negative impact on my career and has only enhanced it and my personal life.” Newton emphasizes that this approach works. “In the last 11 months, I have had over a dozen officers reach out to me to talk more about mindfulness, support, and counseling. A number of the officers set up appointments with EAP, while some just wanted me to share a few meditation apps and mindfulness sites, so they could look into it more.”

Conclusion

Newton now has taught mindfulness techniques to more than 500 officers and civilians, and he and his wife are the happy parents of a two-and-a-half-year-old son. “Mindfulness practices were critical in helping me grow as a person and learn how to be a father. They have also opened up the lines of communication between my wife and I, bringing us closer together. I know my practice has had positive impacts on my family. A great example is when my son takes a deep, mindful breathe if he gets upset about something, which at his age could be almost anything. I tell him to take a deep breath and then let it out and blow the house down, like the big bad wolf. It’s amazing to see how it will calm him in the moment.



Sgt. Jason Newton (far left) leads a weekly mental health day during shift line up. | [Photo Credit: J. Newton](#)

“There will always be skeptics in every class, but from personal practice and anecdotal feedback from past students, I know mindfulness works and can save lives.” §

Related Articles from *The Key*

- “Mindful Smartphone Use for Improved Work / Life Relationships” (Feb / Mar 2019)
- “The Why & How of Planning a Wellness Program for Your Agency” (Dec 2018)
- “Recognizing Emotional Distress in Fellow Officers” (Dec 2018)

9 Top-Rated Mindfulness Apps for 2019

With research studies corroborating the benefits of mindfulness on physical and emotional health, mindfulness apps have become a digital boom industry, downloaded by a stressed-out populace looking to quiet their minds and be present in the here and now. Chances are good that your colleagues, partner, or a friend have a mindfulness app downloaded in their phones.

“Mindfulness has been a buzzword for the last few years,” says CSPD Sgt. Jason Newton. “I am hopeful that it will help our profession shake the stigma [of mental health issues].” While the best practice for beginners is an in-person mindfulness course, the commitment may not be feasible for everyone, and a good app can serve as a good substitute.

With so many apps available, where does one start?

The following are nine apps that frequently appear on the “best-of” lists. Some of the apps have background and additional usage information on their websites that help mindfulness beginners. Some apps even offer coaches for premium subscribers.

VETERAN TIPS: Finding the mindfulness app that works best for you may mean experimenting with a few different apps. At the very least, mindfulness apps require you to set aside time for yourself. Be sure to put your phone in airplane mode or do-not-disturb mode while you are practicing; if not, you may end up receiving 42 family group texts about the toppings required for that evening’s three medium pizzas.



Aura: Calm Anxiety & Sleep
Free, with in-app purchases
iOS, Android



The Mindfulness App
Free trial, premium subscription
iOS, Android



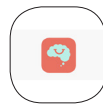
Breathe
Free
iOS, Android



Simple Habit
Free, with in-app purchases
iOS, Android



Calm
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Smiling Mind
Free
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 - Jul 8 - Dec 15, Instructor Led, \$4000
 - Sep 9 - Feb 23, Instructor Led, \$4000

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 - Jul 22 - Aug 2, Louisville, CO, \$1000
 - Aug 5 - 16, Springfield, LETAC, \$1000
 - Aug 19 - 30, NUCPS, Evanston, \$1000
 - Sep 9 - 20, Naperville, IL, \$1000
 - Sep 23 - Oct 4, Marietta, GA, \$1000
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 - Pedestrian / Bicycle Crash Reconstruction (40 ACTARs): Jul - 22 - 26, North Las Vegas, \$950,
 - Roundabout Design Workshop: Aug 19 - 21, \$825
 - Traffic Crash Reconstruction 2 (35 ACTARs): May 6 – 10, \$950
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Continued →

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- Oct 8, Cookeville, TN
- Nov 5, Linden, NJ
- Dec 3, Conroe, TX

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- Jul 15 - 26, Detroit
- Aug 12 - 23, Littleton, CO
- Oct 14 - 25, Cookeville, TN
- Nov 11 - 22, Linden, NJ
- Dec 9 - 20, Conroe, TX

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- Crime Scene Technology 3: Oct 28 - Nov 1, \$1475
- Digital Forensic Photography, \$1325:
May 13 - 17, EV or July 15 - 19, W. Allis, WI
- Digital Forensic Photography at Night, \$525:
May 20 - 21, EV or July 22 - 23, W. Allis, WI

TRAFFIC MANAGEMENT

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Evanston, \$1100

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