HOW MANY TIMES DURING THE COURSE OF A DAY do we hear the word innovation…especially in this current “do less with more” environment? All of us are called upon to be innovative as a solution to economic challenges, fewer resources, and increased demand for services, but what does this really mean and how do we meet that constant call to be innovative?

Typically, innovation means finding a new or better way of addressing problems and situations. However, having the word innovation in your organization’s name presents a whole new level of challenges and you really have to think of innovation not just as a new product or solution, but as capacity. VCPI knows that living up to its name requires continuous development of an innovative skill set. That’s what allows innovation to occur consistently and over a long period of time… 14 years and counting for VCPI. If you think about innovation as capacity, it’s really just about the muscle development of an organization and the individuals supporting it. That capacity-building exercise allows VCPI to apply its innovation skills where and when they are needed… or rather, where and when YOU need them.

We are happy to announce that VCPI’s exercise regimen is producing results and we have several new and innovative services for you. The following new programs are in various stages; some of them will be available to you immediately and some of them are in the earliest stages of development, but all promise to be exciting new resources for you and your organization.

VCPI has begun its Basic Community Policing and Technical Assistance Program, a nationwide community policing, capacity-building program based solely on the premise that training and technical assistance needs are best determined locally. All of the training and assistance provided in this program will be conducted at no-cost and in response to locally identified needs and locally driven requests. Funded by the US Department of Justice, Office of Community Oriented Policing Services, this program will provide both classroom-based and online training in all areas of community policing, as well as extensive technical assistance to localities with unique and specific issues and requirements. This program will also include the latest addition to the VCPI online training menu, Community Policing Defined.

Also funded by the USDOJ COPS Office, VCPI will conduct the first of ten Tactical Community Policing for Homeland Security (TCPHS) courses in December.

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in Henrico, VA. This national training initiative delves into the merits of community policing as a means of thwarting and strategically interdicting terrorism. Presented as an instructor development program to provide the farthest national reach and impact, TCPHS explores community partnerships as an intelligence gathering tool; practical problem-solving strategies; proactive prevention, intervention and interdiction strategies; and values based policing in the climate of terrorism. See the “Mark Your Calendar” article on page 5 for complete details on this new program.

Next month, VCPI will begin development of Combating Violence through Conflict Mitigation (CVCM), a nationwide training program supported by the US Department of Justice, Bureau of Justice Assistance (BJA). CVCM will integrate effective conflict mitigation techniques and community policing principles and practice, providing law enforcement officers with the tools they need to explain and predict conflict, diffuse tensions, and transform the circumstances often leading to violent and even lethal activity. Look for free classroom and online courses in late 2012.

BJA has also provided funding to VCPI to strengthen the existing Virginia VINE program, an automated service that provides notification to victims upon any change in custody regarding a particular offender. The program was originally implemented in the local and regional jails throughout Virginia in 2006 and aging interface systems have posed technological issues that now will be resolved through VA VINE NT.

In 2009, the US Department of Justice, National Institute of Justice funded the delivery of VCPI’s Unsolved Cases: Cold Case Analysis for Law Enforcement and Prosecutors in cities across the country and online. This course prepares participants to investigate and resolve cold cases, explores the processing of previously handled evidence for DNA testing, developing the case file and methodology, cold case interviewing, investigative approaches, best practices, setting up a cold case unit, and much more. The registrations received by VCPI for the courses conducted in 2009 nearly doubled the number of available seats in the courses. NIJ has just awarded VCPI funding to continue this successful program and additional courses will be conducted in 2012. Stay tuned to the VCPI website for dates and locations for the classroom courses. The no-cost online course is currently available on VCPI’s website at www.vcpionline.org.

Every day, the Virginia Center for Policing Innovation works to live up to its name. We work with our partners and those we serve to identify the challenges faced by public safety nationwide and to come up with innovative tools to help in addressing those issues. It’s the second half of that sentence that serves you. Innovation is not just creativity. It is not ideation. Innovation is turning ideas into action and that capability takes commitment. VCPI is committed to living up to its name, to encouraging all those we work with to Experience. Expand. Excel., and to exceeding your expectations and needs.

CONGRATULATIONS to the September 2011 graduating class of the National Criminal Justice Command College. The challenging instruction of the Command College provides an integrated, cutting-edge approach to criminal justice education with an emphasis on leadership, management, collaboration and negotiation, legal issues and the law, and forensic science. The intensive 10-week program is a collaborative effort between the University of Virginia and the Virginia State Police.
Sound Situational Awareness Plays Vital Role in Law Enforcement

BY KEVIN CALDER, PRESIDENT, K CALDER & ASSOCIATES

IN TODAY’S COMPLICATED WORLD, it is critical that public-safety professionals recognize that a wide range of factors impact how they handle both mundane and critical situations in the field. Recognition of the risk of violence and situational awareness allow officers to choose appropriate strategies that enhance their safety, as well as that of co-workers, protectees, and the public. Usually in law enforcement when we hear the term “situational awareness” we often think of the concept within a tactical application or context. However, having sound situational awareness is vital in every law-enforcement role.

Situational awareness is the ongoing recognition of internal and external factors and influences that form the foundation of an officer’s decision making. It is a comprehensive thought process that ultimately leads to effective decisions resulting in minimized risk and liability.

As a Deputy Sheriff, I was regularly challenged to articulate and in some cases defend my tactical and operational decisions. As a young officer, I would focus on the external information available to me: individuals involved, factors related to the scene and environment, and my goals and objectives. As my operational experience grew, I realized that my decisions were increasingly influenced by personal and organizational influences. By practicing situational awareness I believe officers can enhance safety, make more defensible decisions, and in the long run reduce personal and organizational liability. Take the following scenario, for example.

One cold blustery morning in December, my partner and I were dispatched at 4:00 a.m. to a maximum-security institution to transport a prisoner to court. The normally one-hour drive from our local courthouse, took over three hours due to a heavy snowstorm that dropped over 9 inches of snow. Many roads were impassable but our supervisor was adamant that we make our way there. The potential for violence was always high when picking up prisoners from this prison but the potential was escalated on this day as the prisoner was refusing to leave his cell and attend court. A cell extraction team had to be called to bring the prisoner to us in the admissions and discharge area.

As we waited, I mentally ran through the variety of scenarios that might play out. A combination of situational awareness and training would form the basis for my subsequent decision making. My situational awareness was not limited to tactical issues or just to the prisoner and task at hand. On that snowy morning, I ran through the four facets of an officer’s situational awareness: informational, environmental, personal, and organizational.

**Informational** factors available to me included the name of the prisoner, his history of violence, physical description, and reason for not wanting to attend court. In this case, he claimed he was concerned with being transported in the snowstorm. He had a history of institutional violence, and was very muscular and fit.

**Environmental** factors included working in a controlled environment with additional back up, a small area in which to conduct the required prisoner search, the physical layout of the admissions and discharge area, and the lack of proximity to other prisoners.

**Personal** factors that I considered included my previous experience dealing with violent prisoners, my concern that I may be injured during an altercation, my personal expectations related to managing the situation effectively, and my fatigue from the three-hour drive through the snowstorm.

**Organizational** factors included the expectations of the department to meet my operational objective of maintaining safe and secure custody of the prisoner and transporting him to court, the effectiveness of current procedures for dealing with violent prisoners, the level of support from my peers as well as the correctional staff with whom I had not previously worked, and the chance of a formal complaint from the prisoner along with the

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accompanying stress related to such an investigation. Thirty minutes after we arrived, the prisoner was brought down in restraints to the admissions and discharge area. He had been extracted forcibly from his cell and was extremely angry and non-compliant with our instructions. In hope of avoiding violence, we articulated the legal requirements for attending court and followed with a cooling-off period. We were able to achieve our goal of searching, securing, and transporting the prisoner to court without incident. This is just one example demonstrating the “background noise” that public-safety professionals encounter on a daily basis. Situational awareness provides a platform to recognize and adapt an approach to not only what law enforcement “sees” but also what other factors are playing out in the background, allowing for informed decision making with minimal risk and liability, leading to a positive outcome. Have you encountered a scenario where improved situational awareness would have changed the outcome? 

In your role as an officer, supervisor or command staff, do you see a benefit to situational awareness training? Please contact VCPI’s Training Manager, Sheila Gunderman at sgunderman@vcpionline.org to schedule Rapid Risk Assessment and Situational Awareness.

Kevin Calder is one of North America’s most knowledgeable and well-respected workplace violence prevention and threat management specialists. His practical approach to violence prevention, conflict resolution and threat assessment is founded on 20 years of comprehensive experience in law enforcement, security management, and performance-based training.

Kevin was a founding member of the British Columbia Sheriff Services Integrated Threat Assessment Unit. In his position as lead threat analyst, he was responsible for assessing violence risk and developing violence prevention strategies to mitigate threats posed from a variety of sources. He also played a key role in the development of the Threat Management Centre of Excellence at the Justice Institute of British Columbia.

Kevin holds an Associate Certificate in Leadership and Conflict Resolution from the Justice Institute of British Columbia and is Board Certified in security management from ASIS. He has trained law enforcement, public and private sector managers and investigators, safety and security professionals, victim service workers and others involved in violence risk reduction. Kevin currently serves as President of the North West chapter of the Association of Threat Assessment Professionals.

WHAT DO THE DEATH OF THE SONY WALKMAN, the rise of Progressive Insurance, and the purchase of Skype by eBay have in common? No, this isn’t the opening line of a bad joke. It’s a sampling of business approaches, some successful and some obviously not, in Peter Sheahan’s latest book FLIP: How to Turn Everything You Know on Its Head and Succeed Beyond Your Wildest Imaginings.

Recently, VCPI Executive Director Lynda O’Connell heard author and international business consultant Peter Sheahan speak to a group of business and non-profit leaders and she was instantly hooked. She purchased the book the next day and has since devoured it. Though it is billed as a business book, it is applicable in any industry, none more so than public safety. Sheahan argues that with the right perspective, leaders can turn every challenge into an opportunity, but it’s a skill that has to be developed.

Sheahan describes FLIP as “More than specific examples of upside-down thinking, flipping is a philosophy… To understand that what was right for yesterday may not be right for today, and likely will be dead wrong for tomorrow.” FLIP is a great reminder of this and we hope you enjoy it.

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This fall, VCPI is thrilled to announce the availability of Tactical Community Policing for Homeland Security, a new national Instructor Development Program that delves into the merits of community policing as a means of thwarting and strategically interdicting terrorism. Too often, shattering images of tragic events, violent attacks and bombings are what many think of when considering homeland security and terrorism. Yet, effective homeland security looks nothing like those terrifying images and instead is the picture of law enforcement and communities working in partnership to be vigilant, resilient, and strong.

Based on the simple but powerful premise that at its core, effective homeland security is the proactive and tactical practice of community policing, this tuition-free, 3-day program explores community partnerships as an intelligence gathering tool; practical problem solving strategies; proactive prevention, intervention and interdiction strategies; and values based policing in the climate of terrorism.

This course is designed for law enforcement trainers tasked with preparing local officers to effectively engage in homeland security activities in a thriving community policing environment. The goal of this Instructor Development Program is for participating trainers to take the comprehensive presentation materials back to their own agencies and teach the various components of the program in formats suitable to their agencies’ needs (during local in-service programs, squad training sessions, roll-call, etc.).

Ideal candidates include law enforcement officers and trainers with, at a minimum:

- basic knowledge of community policing;

- basic knowledge of counter-terrorism measures;

- instructional experience;

- current training responsibilities within their agency or academy; and

- willingness to provide this training to other officers.

Tactical Community Policing for Homeland Security will be on a tour of only 10 cities nationwide – don’t miss the opportunity to attend this exclusive training in your region! Seats are limited. Learn more information and register today at www.vcpionline.org. Dates and locations scheduled so far include:

- December 12-14, 2011 – Henrico, Virginia
- January 17-19, 2012 – Sandy Springs, Georgia
- February 22-24, 2012 – Monterey Park, California
- February 27-29, 2012 – Honolulu, Hawaii
- April 17-19, 2012 – Austin, Texas
- June 4-6, 2012 – Lincoln, Rhode Island
- June 18-20, 2012 – Chicago, Illinois
- August 22-24, 2012 – Denver, Colorado

Beyond these national Instructor Development Programs, VCPI is offering several other great training opportunities beginning this fall. One of which is Polishing the Badge: Leading and Influencing for Optimal Employee Performance, an interactive, one-day course developed and facilitated by Eric Murray, a decorated law enforcement and U.S. Army veteran with over 26 years of professional law-enforcement experience. Polishing the Badge explores the concept that leading and influencing can be accomplished at all levels within any organization. The course provides proven strategies to implement change initiatives within your organization, as well as guidance in effectively motivating employees who may have become beat up, drawn out and cynical. The course is being offered on Friday, November 18, 2011 at the Chesterfield County Police Training Academy in Chesterfield, Virginia. Full details and registration are available at www.vcpionline.org.
In the last issue of the VCPI Update (Summer 2011) “Safeguarding Our Nation’s Law Enforcement Officers” provided information on RISSafe and the Officer Safety Website offered by the Regional Information Sharing Systems® (RISS) Program. RISS is a nationwide program, established in 1973, providing secure information sharing and investigative support services to the nation’s criminal justice agencies. The following details another RISS resource available to law enforcement.

Gaining Knowledge to Combat Gang Activities through the RISSLGang Program

BY ANGELO J. FIUMARA, RISS DEPUTY CHIEF TECHNOLOGY OFFICER - PROGRAMS

LAW ENFORCEMENT OFFICERS are tasked with disrupting and disbanding gang organizations. A challenging task; according to the 2009 National Youth Gang survey, there are more than 28,000 gangs and 731,000 gang members throughout 3,500 jurisdictions nationwide.

Gang members frequently move and settle in other areas, and critical investigative information may be missed if information sharing does not extend past local jurisdictions or geographical boundaries. With effective and efficient communications and information sharing, law enforcement can be better equipped to proactively combat gang activity and limit it from spreading to other jurisdictions.

RISS developed the RISS Secure Intranet (RISSNET™) more than 13 years ago and continues to operate this state-of-the-art infrastructure to support law enforcement’s demand for rapid communications and secure information sharing nationwide. More than 350 resources are available via RISSNET to authorized users, including the RISS National Gang Program, collectively known as RISSLGang™.

The RISSLGang Program is a comprehensive investigative tool consisting of the RISS National Gang Intelligence database, the RISSLGang Website, the RISSLGang Bulletin Board, and other informational resources and secure communications to aid and support gang-related investigations. The RISSLGang Program resources are available at no cost to all law enforcement and criminal justice agencies. It offers an innovative solution to obtain knowledge and share critical gang-related information.

The RISS National Gang Intelligence database, a 28 Code of Federal Regulations (CFR) Part 23 compliant database, houses more than 324,000 gang-related intelligence records and provides law enforcement agencies with easy access to gang-related information, including suspects, organizations, weapons, locations, and vehicles.

The RISSLGang Website contains gang-specific news, documents, visual imagery, and publications which are organized into topical areas, such as motorcycle gangs, prison gangs, street gangs, drug trafficking organizations (DTO)/drug gangs, graffiti, hand signs, terminology, tattoos, and training. It provides links to other websites operated by government and private organizations that have an interest in tracking and combating illegal gang activities, as well as links to websites published by various organizations of interest to law enforcement agencies.

The RISSLGang Bulletin Board is used to post and to share questions and gang-related case information. Users can contribute material, publications, and other information to the RISSLGang Website and bulletin board.

“Our police are called on everyday to protect us, and the RISS Centers are a major partner in that day-to-day struggle.”

-East Coast Gang Investigators Association

Other resources include the six RISS Centers which maintain analytical staff that includes individuals with expertise in gangs. These analysts are available to assist officers by developing analytical charts, link-analysis diagrams, crime scene diagrams, financial analysis, and other products.

Specialized equipment plays an important role in mounting successful gang investigations, yet many agencies cannot afford to purchase and maintain this type of equipment. The RISS Centers offer pools of highly specialized equipment for loan to RISS member agencies. Examples of available equipment include body wire receivers, Global Positioning Systems (GPS), cameras, video recorders, specialized lenses, night-vision goggles, freeze frames, night-vision scopes, motion detectors and alarms and, in some areas, surveillance vans.

The RISS Centers also develop and distribute gang-related publications and bulletins. One State Attorney stated, “I received our agency’s copy of the [RISS] publication Hells...
TEN YEARS AGO, on a crisp and clear September morning, terror and violence erupted on what started out as just another day. Millions watched in shock as the iconic Twin Towers crumbled in New York City. The shock turned to horror, uncertainty, and fear as frantic reports of an attack on the Pentagon in Arlington, Virginia and an airliner crash near Shanksville, Pennsylvania were confirmed. What started out as a beautiful Tuesday morning filled with the hustle and bustle of a regular day ended with the eerie quiet of empty skies and a nation mourning for the thousands that had lost their lives in a matter of hours.

On September 11, 2001 nearly 3,000 people died in coordinated terrorist attacks on the United States. Of those, more than 400 were first responders: firefighters, police officers, paramedics, court officers, and other public-safety professionals. These individuals, along with countless others that survived, were the heroes that rushed into the violence, overwhelming carnage and danger to save lives. They did not do this for a sense of excitement, power, or glory. They did it because there were people who needed help and protection.

As we look back at the decade since the terrorist attacks of 2001, it is easy to feel disheartened. Although the ceremonies and remembrances of this past September were genuine, the inevitable reality is that the heroism of 9/11 has begun to fade from the public’s consciousness, budget cuts have erased many of the post 9/11 initiatives, and the ugly face of complacency is becoming more and more visible in our society. Yet, as disheartening as this may be for public-safety professionals, especially those who served during the attacks, the recent ten-year anniversary of 9/11 is not about these developments. Instead, it is an opportunity to remember and embrace the principle held by those brave men and women that Tuesday morning in 2001, that same principle held by all of us serving public safety: to help and protect those in need.

So perhaps now is a good time to put aside the trappings of our jobs – the paperwork, the schedules, the budgets, the politics, and frustrations – and remember the simple principle of our calling. The tenth anniversary of 9/11 is the time to honor the heroes who gave their lives by reconnecting with why we do what we do: there are people who need our help and protection.

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Angels Motorcycle Gang Assessment. What an outstanding resource it will be to law enforcement! The detailed report gives excellent, current, up-to-date information that will be very beneficial to law enforcement officers in the field.

In an effort to expand and enhance the sharing of gang-related information, RISS and the CalGang® Executive Board collaborated and completed an application-to-application interface between the RISS National Gang Intelligence database and CalGang, the state of California instance of SRA International, Inc. GangNET®, that enables authorized users of each system to initiate a federated search between the databases. CalGang aggregates data from 13 instances of GangNet utilized by law enforcement agencies in California.

Through RISS’s resources and services, officers are able to gain new information and knowledge that will help fuel their efforts in combating gang-related activities and other crime problems.

For more information about the RISS Program and for contact information at each RISS Center, please visit www.riiss.net. For information on accessing the RISS National Gang Program resources, please contact your in-region RISS Center.
Spreading the Word

VCPI will be promoting the Virginia VINE program at the following upcoming events:

- **October 6-9** Suffolk Peanut Festival
  Suffolk, Virginia
- **October 19** Virginia Administrative Support Association
  Blacksburg, Virginia

**Advisory Board**

This past July, the Virginia VINE Advisory Board came together for its inaugural meeting. The meeting was full of enthusiasm for the program and several subcommittees were created to tackle targeted awareness-creation activities. One subcommittee is actively seeking information on free advertising; while another is directing its efforts towards increasing communications with Virginia social service departments and organizations.

The next meeting for the Virginia VINE Advisory Board will be 9:00 am on November 15, 2011 at VCPI. If you have ideas on creating community awareness of the Virginia VINE program we would love to hear them. Please contact VCPI's Virginia VINE Coordinator, Pat Conwell at pconwell@vcpionline.org.

VCPI would like to thank the volunteer representatives from these organizations for participating in the Virginia VINE Advisory Board:

- Daily Planet
- Fairfax County Sheriff's Office
- Front Royal Police Department
- Petersburg Victim/Witness Program
- Prince William-Manassas Regional Adult Detention Center
- The Federal Reserve Bank of Richmond
  Law Enforcement Unit
- Safe Harbor Shelter
- VCU Health System
- Virginia Sexual & Domestic Violence Action Alliance
- YWCA of Richmond

Are you ready to make the commitment to educate your agency on the Virginia VINE program? If so please contact the VCPI Virginia VINE Coordinator, Pat Conwell at pconwell@vcpionline.org.

The VINE program is currently active in 47 states. If you are interested in learning more about VINE in your state please visit www.VINELINK.com.