

Bulletin of Applied Criminal Justice

Volume 2 Number 2



From the Squad Room

“Maybe It *Is* Time For A Change.”

Not Business As Usual

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By the Book: *The No Asshole Rule* (Review)

“This text examines various Assholes and how they can impact an organization.”

Prisoner Transportation to a Medical Facility

“Security is of the utmost importance and can override any treatment any time if that treatment is an overwhelming threat to the security of the officers involved or the medical staff.”

Are Children Truly Being Taken from Our Own Backyards?

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Bulletin of Applied Criminal Justice

From the Squad Room

Affecting change is difficult, particularly in the culture and environment of policing. Policing in America has gone through some major metamorphoses since the early 1900's. Contemporary policing strategies have brought forth several notions, including "one size fits one" policing, reassurance policing, and intelligence-led policing. Today, police utilize crime mapping and other such technology-based methodologies that have a significant effect on the prevention and investigation of crime. While these are all very important changes, what puts policing as the lead story of the nightly news is what happens at the scene.

The bulk of changes in policing over time have been politically driven. Something happened that caused the political entities to become involved in policing. The George Floyd incident is possibly the most consequential happening in recent history. And now, the political influences, particularly in metropolitan areas, have stepped forward in an attempt to "correct" the perceived problem.

So why don't the police drive their own change? What is it about this industry that allows change to occur only when there has been "an event" of some kind? Why do we stand on the premise that, if you don't have any police experience, then you don't know what we do and don't have anything to offer?

During the recent calls to "defund the police" and move toward social workers being sent to non-violent calls, social media was flooded with police responses such as, "Wait until a social worker is sent to a violent domestic and see what happens!" Some of you may have even said this same thing. Is this a progressive mindset, or is it a "let's do things how we have always done them" mindset? Is this way of thinking part of the problem? I refer you to the

Bulletin of Applied Criminal Justice (www.bacj.us Vol 1, No. 3) for an article written by J. Michael Ward, Police Chief in Alexandria, Kentucky. Several years ago, Chief Ward initiated a program where social workers responded to non-emergency calls, and the program works very well in Alexandria. A 09/23/2020 news segment on WKRC in Cincinnati, Ohio, documented how social workers have been used in Northern Kentucky policing for years. This news segment outlines how the social workers are helping to build relationships in the community and the types of calls for service to which they respond. This is an example of forward thinking.

There has been a school of thought for decades that suggests the police psychological evaluation should shift from a "select out" process to a "select in" process. Instead of having an evaluative instrument that identifies candidates as those who "demonstrate an abnormal psychopathy" and, hence, would be deemed unfit, why not develop an evaluative instrument based on the characteristics the community and the police department consider desirable for the type of policing that meets the community's standard? Not all community standards are the same, so why do we tend to hire police officers from the same mold?

The use of a firearm in the line of duty brings an inordinate amount of scrutiny to the police. With the introduction of semi-automatic pistols, the police have increased their firepower from 6 rounds with a revolver to about 16 rounds, depending on the make and model of the pistol. What this has done is bring into focus the fact that police miss a lot. The average adult can shoot four rounds a second, but we still train using three rounds in five seconds to three rounds in 12 seconds, depending on the qualification course. We

train to use the sights, practice good trigger management, and employ either a Weaver or isosceles stance (none of which are used in traditional shooting situations). What we don't teach and what is really relevant is recoil control. The next time you are on the range, step back to 7 yards and fire 8 rounds in two seconds. See how many of them you can put in the X-ring. Remember, you are shooting at paper which is not moving and not shooting back.

These are just a couple of examples of where change is needed. It may be time for a change . . . a change in policing philosophy. It may be time for a change in how and whom we hire. It may be time for a change in how and what we train. It may be time for a change in identifying who the police should be. This may be the time to move away from what is easy and comfortable and move toward something that is more efficient and more effective. Let's encourage the forward thinkers to show themselves. Let's get out of the comfort zone of "how we have always done" policing. Let's finally take control of our industry before the politicians ultimately mandate what we will do and how we'll do it.

And most importantly — Hey, let's be careful out there!

Professionally,

Dennis W. Bulen
Chief of Police, Retired
editorbacj@gmail.com



Bulletin of Applied Criminal Justice

Not Business As Usual

by *Shawn M. Herron, J.D.*

There are times when a law enforcement agency cannot operate with a “business as usual” mindset. It may be due to a natural disaster, a civil unrest or a disease outbreak. These events may have a direct effect on staffing. Employees may be ill and isolated, exposed and quarantined by a contagious and perhaps deadly disease, or it could be by an event that may require the police to relocate their operations. The law enforcement response may go on for an extended period of time, 24 hours a day, for days, weeks or even months. This type of response will strain personnel far beyond what is outlined in an emergency response plan.

There may be an event where law enforcement may have to rapidly evacuate from its headquarters or sub-stations and operate remotely. This type of event has recently occurred in Seattle. Planning for such an event falls under COOP/COG – or Continuity of Operations and Continuity of Government.

Continuity of Government (COG) ensures that the personnel needed to make decisions are both readily available and hold the legal authority to make decisions to commit the agency to a course of action. Law enforcement agencies work under the structure of a chain of command. This is a natural lead-in to planning for Continuity of Government. Depending upon the size of an agency, there will be a rank structure, from Chief or Sheriff down to patrol officers, with various ranks in between.

In most, if not all, states there are statutory or administrative laws that mandate how such continuity will be documented, perhaps as part of an Emergency Operations Plan. This continuity plan for a law-enforcement agency may appear similar, if not identical, to the normal chain of command. But it is also critical to adjust the plan to meet the needs of the emergency.

Should a tornado strike, for example, and the command staff lose individuals to death or injury, particularly if it is the Chief or the Sheriff, it is vital that everyone in the chain of command know immediately who is in charge and what is the interim chain of command. Some might remember the confusion that ensued when President Ronald Reagan was shot in 1981. Secretary of State Alexander Haig announced that he was “in charge.” At that moment, Vice President George H.W. Bush was in the air and without a secure voice communication link.

In reality, as Secretary of State, Haig was two rungs below the Vice President. The emergency succession line after the Vice President is the Speaker of the House of Representatives then the President Pro Tempore of the Senate. Although the confusion was soon cleared up, as members of the White House staff knew that Haig’s claim was incorrect, it still created an environment of confusion. At the state and local levels of government, sometimes the emergency interim succession plan is specifically outlined by statute, as is the case for the presidential suc-

cession. Too often this succession is not clearly defined and can lead to disorganization. In addition, in a prolonged event, one that extends several days, weeks or even months, it is critical at all times to have someone in place who has the necessary authority to allow that individual to take action that is appropriate and will be legally recognized as within their scope of authority.

A lone patrol officer on duty in the middle of the night may simply be the only one available. This officer may be unable to take any legal action in the event of an emergency unless specifically delegated by statute or policy. It simply may not be possible or practical to have a command officer on duty 24 hours a day. In addition, under the Incident Command System (ICS) guidelines, decisions should be made by someone present at the scene or in the command center, rather than by telephone or on the radio.

In contrast, Continuity of Operations (COOP) is the ability for a government to continue in its mission-essential functions during an emergency situation. Determining the essential functions of an agency is a deliberate process that must be done in advance of the situation. Not every single task is essential.

Determining an agency’s “Mission Essential Functions” (MEF) involves carefully assessing the prioritization of function. Such an assessment requires discussion, perhaps with the input of legal counsel, to ensure that the plan meets legal

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Not Business As Usual, cont.

guidelines. This should include cross training that may be needed when an officer's normal work assignment is deemed non-essential. These officers may be re-tasked to an essential function instead. Governments, including law enforcement agencies, have had to rapidly adjust to the Covid-19 pandemic.

Some agencies experienced civil unrest at the same time. Such demands on the agency required the assignment of large numbers of personnel to these emergencies. This is far beyond the normal day-to-day operations of the police. No agency has sufficient staff to make such adjustments without relinquishing, at least to some extent, the ability to handle its normal workload. These prioritization shifts in operations should not be done while attempting to respond to an emergency, but instead, this Continuity of Operations plan should already be in place.

As has been learned in recent months, the necessity and the ability to work from home or from another remote location is critical for many employees. The

demand to work remotely came abruptly. In some instances, there was no time to ensure that employees had the ability to effectively work remotely and that they had the equipment, secure Internet and other necessary forms of communications to make a smooth transition to a remote location.

For example, some employees were obliged to use personal cell phones and personal computers to do agency business. In rural areas, sufficient broadband access at home was often lacking, making working from home almost impossible. To work remotely requires having the necessary secure computer access while complying with the guidelines of records retention.

Many 911 centers have already created Continuity of Operations plans. Law enforcement agencies frequently have not envisioned such a need, let alone developed and operationalized a plan.

Recent events have dramatically underscored the need for agencies to plan, prepare and train for

similar eventualities. Although a pandemic was not on the radar for most law enforcement agencies, public health professionals have long recognized the inevitability of a pandemic in our lifetime. Many of the demands of this current pandemic came as a shock to governments at all levels.

It is imperative that agencies take the opportunity to capture the lessons learned in recent months, identify what went well and what needs improvement, and start the process of planning for the next "big one."

For more detailed information on the Continuity of Government and Continuity of Operations in your area, contact your state and local emergency management authorities.

Shawn M. Herron, J.D., is a retired staff attorney for the Kentucky Department of Criminal Justice Training. She is also a FEMA Master Trainer and a Master Continuity Practitioner.

It is imperative that agencies take the opportunity to capture the lessons learned in recent months, identify what went well and what needs improvement, and start the process of planning for the next "big one."

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By the Book: *The No Asshole Rule*

This text examines various Assholes and how they can impact an organization. Its 185 pages of content is divided into seven chapters. While moderate in length, the chapters cover the topics with explanations of the causes and effects of organizational assholes, applied research on how assholes affect an organization, and anecdotal examples of the detrimental effects of assholes.

Chapter 1 begins with the author's definition of an organizational asshole: "After talking to the alleged asshole, does the 'target' feel oppressed, humiliated, de-energized, or belittled by the person? In particular, does the target feel worse about himself-herself?" and "Does the alleged asshole aim his or her venom at people who are less powerful rather than at those people who are more powerful?"

He differentiates between the "certified asshole," one who displays a persistent pattern of abuse, from the "temporary" asshole, one who has been a single-episode abuser. This is followed by "The Dirty Dozen," twelve common and every-day actions that assholes use.

Chapter 2 explains just how damaging assholes can be to their targets. The author presents findings on the psychological and physical toll inflicted on employees by the ass-

hole. He explains that an abusive incident has five times the effect on a worker than does one of praise. The author further explains the damage caused to bystanders, those employees or clients who witness the abuse heaped on the target.

THE NO ASSHOLE RULE

*Building a Civilized Workplace
and Surviving One That Isn't*



ROBERT I. SUTTON, PHD

The effect of the abuse on employees is reflected in the organizational performance. It is mirrored in higher rates of employee turnover, in higher incidents of employee sick-time use, in higher rates of employee theft, and in the lack of organizational commitment by the employees, both targets and bystanders.

Chapter 3 discusses how to implement, enforce, and keep alive the "No Asshole Rule." The author's approach is to make the rule public by what is

said and by what is done within the organization. Most organizations have some sort of policy about respecting others.

The organization that has a "No Asshole Rule" environment incorporates the rule into the organizational culture and it is practiced every day. The rule is a fundamental part of all hiring and firing processes. It should be applied to all customers and clients, not just employees. The author offers The Top Ten Steps in enforcing the "No Asshole Rule." One suggestion that stands out is, "fight as if you are right, listen as if you are wrong!"

Chapter 4 focuses on the individual and how to stop the inner jerk from getting out. This chapter suggests viewing being an asshole as a communicable disease. It will spread throughout the organization like a cancer.

One asshole, left unchecked, breeds others to act in the same way. The result is the organization will suffer "asshole poisoning." The crux of this chapter is "Asshole Know Thy Self." Look at yourself as others see you and face your past.

The author included a self-test, Are You a Certified Asshole? Signs That Your Inner

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By the Book: *The No Asshole Rule (cont.)*

Jerk is Rearing its Ugly Head. This can give you some insight as to whether or not you are an asshole.

Chapter 5 explains how to survive nasty people and nasty workplaces. For individuals trapped in a hostile work environment, this chapter offers helpful hints on how to survive.

The author suggests reframing how a target sees things. He included anecdotal solutions presented by targets.

1. One target described going to her happy place while in meetings that were hostile.
2. 2. Another target reframed these confrontations by realizing these incidents were not her fault.
3. 3. A third target became indifferent and emotionally detached from the asshole and the organization.

This chapter should prove beneficial for targets who may not be in a position to leave the organization.

Chapter 6 discusses the organizational benefit to

having a “token asshole.” The author included this chapter because there is a thought held by some organizations that having one individual who is an asshole will demonstrate to others in the organization how not to act.

However, the author suggests this is a dangerous game. Certified assholes are contagious. The message an organization may be presenting by retaining a certified asshole is that it is ok to be one.

I wish the author would have included a chapter on cultural differences in the workplace. When an organization hires or promotes an individual with different cultural backgrounds, their cultural norms may conflict with the pervading organizational culture. A chapter on how to address cultural norms in the work-

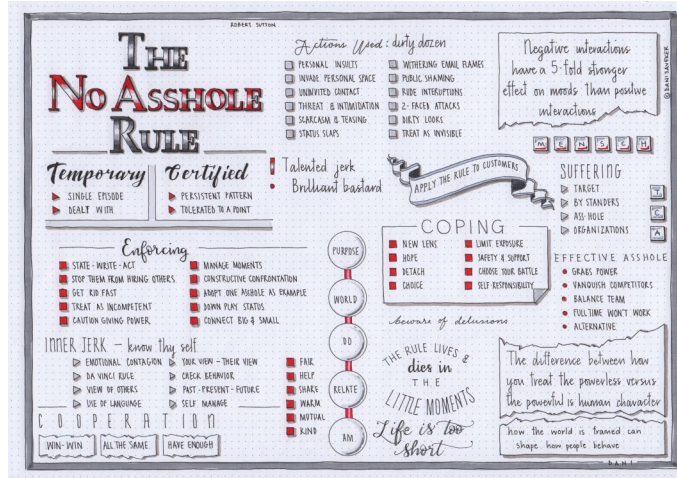
place also would have been very beneficial. Today, organizations, including criminal justice organizations, hire depending on need. An administrator who is a certified asshole may be simply exhibiting a cultural norm. This can create organizational discord.

The author presents easy to understand research and examples from a variety of organizations from nursing to a comprehensive study of the Veterans Administration.

While this text was written by an academic, it is not an academic publication. It is an easy read, it is easy to follow, it is clear and concise, and it offers real world solutions to real workplace challenges. This book is a good read if you need to eliminate your personal or your organizational assholes by the Book!

Review of Sutton, R.I. (2007). *The No Asshole Rule: Building a Civilized Workplace and Surviving One that Isn't*. New York, NY: Business Plus.

**By Dennis W. Bulen
Chief of Police,
Retired.**



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Prisoner Transportation to a Medical Facility

by Officer Chris Lucas

When conducting a hospital run or escorting an inmate outside the secure confines of a correctional facility, several steps must be taken to ensure the safety of both the officer and the inmate. The inmate's and officer's safety as well as the safety of the medical staff that are treating the inmate must be balanced in order to maintain security as well as provide adequate care for the inmate.

Security is of the utmost importance and can override any treatment any time if that treatment is an overwhelming threat to the security of the officers involved or the medical staff. The inmate becoming combative and or refusing treatment would fall in this category.

Should an incident occur in the correctional facility, the first step is to call for medical assistance. The correctional facility medical staff will assess the inmate to ensure that the inmate does indeed need to seek outside medical treatment such as the emergency room. The correctional facility medical staff will treat the inmate and inform the correctional officers on the floor and the sergeant on the floor should the inmate need to be transported by EMS or if the inmate can be transported by correctional officers in a correctional vehicle. The sergeant will then notify the main control and the command staff of the medical assessment and provide the name of the inmate going out to receive treatment.

The officer assigned to the transport will report to the sally port holding area and take control of the inmate. The correctional facility medical staff will provide a medical packet to the transporting officer which contains information for the medical staff at the outside facility. A medical packet will be given to the transporting officer upon the inmate's discharge from the medical facility. This packet will be given to

the intake officers to forward to the correctional facility medical staff. The command staff will be given updates at the beginning of every shift or at times deemed necessary depending the inmate's condition.

The transporting officer will make sure he has the duty equipment necessary for this transport. Should the officer not have his own equipment, duty gear will be provided by the department and the officer will sign out the duty gear in the log book. The transporting officer will be provided with a radio and pass down log (PDL) as well as a departmental cell phone. The transporting officer is required to have all duty gear needed before departure. The transporting officer shall notify the duty officer in charge of any equipment needed.

The command staff will check the inmate's bond and history of behavior inside correctional facilities and make a determination if one officer is to provide escort or more than one will be assigned. High bond inmates or inmates with behavioral issues or inmates with a history of attempted escape are generally required to have at least two officers. The inmate is placed in a four-point restraint during the entire time the inmate is out of the correctional facility.

The officer will stay with the inmate unless a medical procedure such as an MRI or an X-ray would prohibit this action. In this case the officer will stay as close as possible and try to maintain a visual on the inmate. Medical staff is to never be alone with an inmate even in an isolation environment. The officer is required to maintain a security presence while the medical staff is treating the inmate.

Once the inmate arrives at the treatment facility, the transporting officer shall

notify the main control room that they have arrived. The officer shall notify the main control room of any movement of the inmate within the medical facility. These movements may include moving from the emergency room to another part for the hospital for testing or treatment. The officer will notify the main control room of the arrival time and the departure time to areas inside the treatment facility.

These movements become part of the inmate's documentation. The inmate is to remain restrained the entire time while outside the correctional facility unless a medical procedure requires otherwise.

In the event of a medical procedure such as an IV, the officer may remove a wrist restraint from one hand, preferably the non-dominant hand. The inmate will remain in a three-point restraint with the fourth restraint point being secured to the bedframe. The ranking officer on the scene will make the decisions regarding the removal of any restraints.

It is advised that the officer keep his firearm side and any instruments that could be used as a potential weapon outside the inmate's reach. It is advisable that the officer position herself in the immediate proximity of the inmate during treatment.

The officer should be close enough to immediately intervene should the inmate's actions require, but not so close as to interfere with the medical treatment.

Shift change should not cause any undue interruption of inmate's medical treatment. The shift officer should provide a full and detailed briefing of the inmate's activities to the relief officer. This briefing should include any anticipated move-

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Prisoner Transportation to a Medical Facility (cont.)

Should the inmate require an overnight stay at the medical facility, the correctional officer should position herself where she can see the inmate at all times, but not interfere with the inmate's sleep. Should the officer take a position in the hallway, the door should remain open so that the officer can see the inmate. In the event of any treatment during this time, the officer will accompany the medical personnel into the inmate's room.

For inmate meals, the officer will call meal services and give the inmate the phone to order the meal. Meals are to be served on a tray that is not hard or plastic. Eating utensils are to be plastic. The officer will ensure this and make sure all items are accounted for when the meal is finished.

All contact between the inmate and the medical staff must be well documented. This documentation must not violate the Health Insurance Portability and Accountability Act (HIPPA) unless otherwise directed by the command staff.

Inmates shall not have visitors or make any phone calls. Visitors who come to medical facility to see inmate will be directed to

leave immediately. Command staff will be notified immediately, and the visitor contact will be documented as to all identifying information unless otherwise directed by the command staff.

Action will be taken on parties who refuse to leave as well as medical staff that would endanger the inmate or the officer. Any issues or questions shall be directed to command staff.

An inmate may be listed under an alias for the safety of the inmate, for the safety of the officer, and for the safety of the medical personnel. This decision will be made by the command staff prior to the inmate leaving the correctional facility.

Should there be a security breach at the medical facility that does not involve the inmate, the transporting officer's first responsibility is the security of the inmate. The officer may take action should there be an imminent threat of death or serious physical injury to another. The officer shall contact the command staff for direction and the officer must provide detailed documentation.

There are two aspects that are vitally important when transporting an inmate. The first aspect is safety. This includes the safety of the inmate, the safety of the transporting officer, the safety of the medical personnel, and the safety of the general public who may come into close contact with the inmate. The second aspect is documentation.

All movements of the inmate, from the time he leaves his cell until he is returned to his cell must be documented in detail. Any incidents involving the inmate must be documented for potential criminal and/or civil actions.

Officer Chris Lucas has worked for the Louisville, Kentucky, Metro Department of Corrections for 14 years. Prior to his correctional career experience, he was a patrol officer of the Bowling Green, Kentucky, police department.

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Are Children Truly Being Taken From Our Own Backyards?

by *Barry Goodson*

Like most law enforcement officers, I initially resisted hunting for juvenile runaways and never considered the reality that these children were feeding the human trafficking market, especially the local market. I scoffed at the idea that such heinous offenders would even dare establish operations within our jurisdiction, and since the FBI UCR report excluded human trafficking at that time, I chose to ignore the reality as well.

I knew of no other officer near my jurisdiction that considered human trafficking a local crime. It allegedly offered too minimal a threat in Parker County to be worthy of an officer's commitment away from the more pressing crimes of domestic violence, homicide, child abuse, burglaries, and other significant crimes that required our full attention.

Around 0200 on one cold February morning in the 1990s, as a sergeant for the Parker County Sheriff's Office, I was patrolling an area northwest of Weatherford, Texas. As I drove past the beautiful city park known as Cartwright Park, a strong compulsion urged me to alter my path and conduct a brief patrol of the park's winding roads that ran along a small lake known as Sunshine Lake.

The ambient temperature was hovering just above freezing. I resisted the compulsion because it was a city park, outside of county jurisdiction. Offenders were victimizing churches on the west side of the county with midnight burglaries, which created motivation to follow the main highways to defeat their purpose. About a mile farther, I felt a powerful urge to return to that park, as if someone was screaming at me to return and patrol the park.

This time, I complied. My experiences in combat offered assurance that somehow, something

always warned of an impending wrong. I returned to the park, following the winding road that trailed alongside Sunshine Lake. There was not even a breeze; the lake offered not even a ripple.

Suddenly the car headlights danced across something glistening under a nearby bush. All the leaves had long fallen to the ground around the base of the bush. I could not tell what created the glistening reflection from a distance, so I drove off the road, heading straight to the bush. Abruptly, the headlights revealed a small body huddled up under the bush, partially covered by the dead leaves.

I jumped from the patrol car. The flashlight beam confirmed that the body was that of a young girl about 10-12 years old. She was clad only in a satin nightgown and undergarments, already succumbing to telltale signs of hypothermia as I scooped her into my arms. A large butcher knife dropped to the ground.

Ignoring the knife and rushing back to the car, I placed her on the passenger side and turned the car heater up to maximum heat. Grabbing the mike, I advised dispatch that I had discovered a child victim of hypothermia in Cartwright Park and that I would be rushing her to the County Hospital, which was only about two miles away. I retrieved a blanket and a new teddy bear I kept in my trunk for encounters with injured children and covered the child with the blanket, gently placing the stuffed animal between her arms.

The hospital's ER staff saved her life during those early morning hours. Returning after the end of the shift to identify the girl, I hoped to gain any information that would identify who was harming her. She refused to admit she lived in fear, although the butcher knife and the nightgown she wore assured me that she was

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Are Children Truly Being Taken From Our Own Backyards? (cont.)

protecting someone. I picked her up one more time and warned her that she was tempting fate to only runaway without asking for help from me or another law enforcement officer, but to no avail. That was the last time I saw her.

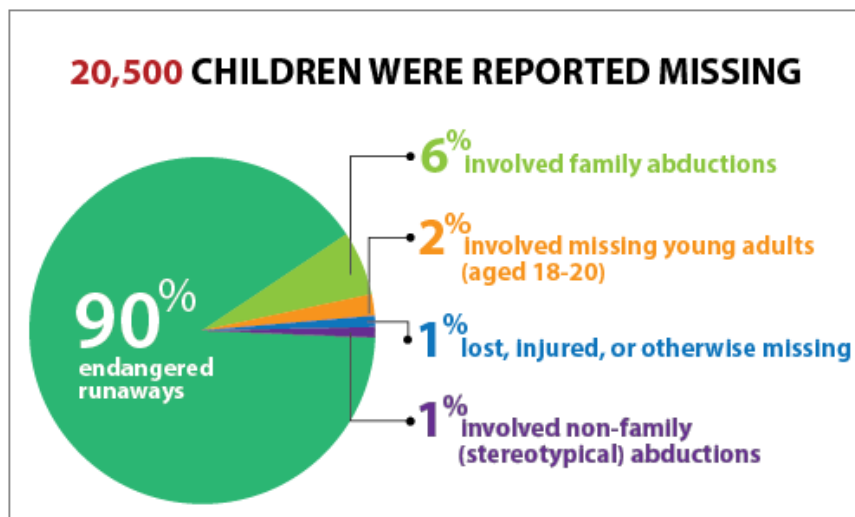
Ten years later, a young woman with a baby in her arms and a toddler holding onto her skirt stepped into my office. I had been promoted to CID as a juvenile investigator. The woman asked if I remembered her and then tossed the idea aside as she said, "How could you. That was over ten years ago." She had my attention. She told me that she was that young girl I found in the park that night. She had indeed fallen prey to a human trafficking operative driving a van through Weatherford at night looking for runaways. They dragged her into the van and returned to Dallas, where they immediately forced her into prostitution. Ten years later, she managed to slip away just long enough to stop by my office to ask me never to give up fighting human trafficking.

Even though I could share the fact that most prostitutes today start as 10-12-year-old victims enticed from their home either from a chat room on the Internet or from attempting to run away as they hoped to flee from one evil but encountered yet another. These children never turn to

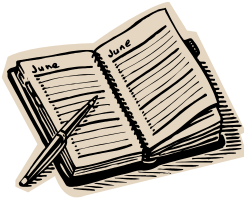
any authority for help for varying reasons. We offer them no help with programs that prepare them with the facts that assure them that worse evils await them on the streets of America.

Once we see them on the streets with a human trafficking offender watching their every move, as patrol officers, we view them as whores— young prostitutes who have turned to a sinful life for easy money. We never consider the fact that offenders force these children to comply with the wishes of "Clients" at least 20 times a day. To us, they are just more trash on the street, committing a victimless crime. Today, they might be 20 years old, but they were forced into the trade when they were only young children, taken from their homes.

Barry Goodson retired from law enforcement in 2004 and moved into higher education. Today, he serves as full-time faculty for the College of Safety and Emergency services with Columbia Southern University, an adjunct professor with the University of the Virgin Islands, VP of the Human Trafficking Investigations and Training Institute (HTTI), and Administrative Trainer on behalf of the DHS CISA BMAP Program.



END OF WATCH 2020....



Investigator Ryan D. Fortini
New York State Police, NY
EOW: January 1, 2020

Public Safety Officer Jackson Ryan Winkler
Florence Regional Airport
Department of Public Safety, SC
EOW: January 5, 2020

Police Officer Paul Dunn
Lakeland Police Department, FL
EOW: January 9, 2020

K9 Thor
Henry County Police Department, GA
EOW: January 9, 2020

Police Officer Nicholas Reyna
Lubbock Police Department, TX
EOW: January 11, 2020

Detective Amber Joy Leist
Los Angeles County Sheriff's Department, CA
EOW: January 12, 2020

Deputy Sheriff Jarid Taylor
Bryan County Sheriff's Office, OK
EOW: January 14, 2020

Officer Tiffany-Victoria Bilon Enriquez
Honolulu Police Department, HI
EOW: January 19, 2020

Officer Kaulike Kalama
Honolulu Police Department, HI
EOW: January 19, 2020

Deputy Sheriff Sheldon Gordon Whiteman
Long County Sheriff's Office, GA
EOW: January 23, 2020

Police Officer Katherine Mary Thyne
Newport News Police Department, VA
EOW: January 23, 2020

Major Angelanette Moore
Virginia Peninsula Regional Jail, VA
EOW: January 23, 2020

Police Officer Matthew S von Seydewitz
New York City Police Department, NY
EOW: January 27, 2020

Police Officer Alan Daniel McCollum
Corpus Christi Police Department, TX
EOW: January 31, 2020

Deputy Sheriff Richard Edward Whitten
Liberty County Sheriff's Office, TX
EOW: February 5, 2020

Police Officer Nick O'Rear
Kimberly Police Department, AL
EOW: February 5, 2020

Trooper Joseph Jon Bullock
Florida Highway Patrol, FL
EOW: February 5, 2020

Police Officer Kenneth Reid Lester
Richmond Police Department, IN
EOW: February 10, 2020

Detective James Traver Kirk
Stanton Police Department, KY
EOW: February 11, 2020

Deputy Sheriff Donna Richardson-Below
DeSoto Parish Sheriff's Office, LA
EOW: February 12, 2020

K9 Hondo
Herriman City Police Department, UT
EOW: February 13, 2020

Lieutenant Shirley Lanning
Canadian County Sheriff's Office, OK
EOW: February 14, 2020

Officer David Kellywood
White Mtn Apache Tribal Police Dept., TR
EOW: February 17, 2020

Corporal Andrew J. Gillette
Sumter County Sheriff's Office, SC
EOW: February 25, 2020

Police Officer Brent William Perry Scrimshire
Hot Springs Police Department, AR
EOW: March 10, 2020

Sergeant James R. O'Connor, IV
Philadelphia Police Department, PA
EOW: March 13, 2020

Police Officer Christopher Ryan Walsh
Springfield Police Department, MO
EOW: March 16, 2020

Deputy Kenterrous Taylor
Bibb County Sheriff's Office, GA
EOW: March 18, 2020

Senior Deputy Christopher Scott Korzilius
Travis County Sheriff's Office, TX
EOW: March 18, 2020

Corrections Officer IV Amanda L. DeLeon
Texas Department of Criminal Justice, TX
EOW: March 20, 2020

Police Officer Kaia LaFay Grant
Springdale Police Department, OH
EOW: March 21, 2020

Captain Jonathan Parnell
Detroit Police Department, MI
EOW: March 24, 2020

Trooper Justin R. Schaffer
Washington State Patrol, WA
EOW: March 24, 2020

Trooper Nolan James Sanders
North Carolina Highway Patrol, NC
EOW: March 27, 2020

Sergeant Ben Jenkins
Nevada Highway Patrol, NV
EOW: March 27, 2020

Commander Greg Carnice
Phoenix Police Department, AZ
EOW: March 29, 2020

Sheriff Kirk A. Coker
Hutchinson County Sheriff's Office, TX
EOW: March 29, 2020

Detective Marylou Armer
Santa Rosa Police Department, CA
EOW: March 31, 2020

Deputy Sheriff Sypraseuth "Bud"
Phouangphrachanh
Montgomery County Sheriff's Office, NC
EOW: March 31, 2020

Deputy Sheriff Jeff Hopkins
El Paso County Sheriff's Office, CO
EOW: April 1, 2020

Deputy Sheriff Terrell Young
Riverside County Sheriff's Department, CA
EOW: April 2, 2020

Police Officer Marco DiFranco
Chicago Police Department, IL
EOW: April 2, 2020

Deputy Sheriff Shannon Bennett
Broward County Sheriff's Office, FL
EOW: April 3, 2020

Corrections Officer IV Kelvin D. Wilcher
Texas Department of Criminal Justice, TX
EOW: April 6, 2020

Officer Breann Leath
Indianapolis Metro. Police Department, IN
EOW: April 9, 2020

Sergeant Clifford W. Martin, Sr.
Chicago Police Department, IL
EOW: April 10, 2020

Chief of Police Terry Engle
Hampton Police Department, IL
EOW: April 11, 2020

Chief of Police Robert William Sealock
Aliquippa City Police Department, PA
EOW: April 11, 2020

Deputy Sheriff Jeremy Ladue
Charleston County Sheriff's Office, SC
EOW: April 13, 2020

Police Officer Jose Fontanez
Boston Police Department, MA
EOW: April 14, 2020

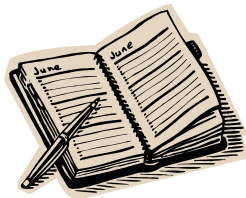
Sergeant Joseph Spinosa
Sands Point Police Department, NY
EOW: April 15, 2020

Detective Alex Ruperto
Union City Police Department, NJ
EOW: April 16, 2020

Police Officer Ronald Newman
Chicago Police Department, IL
EOW: April 17, 2020

Police Officer Justin Putnam
San Marcos Police Department, TX
EOW: April 18, 2020

END OF WATCH 2020 continued. . . .



Police Officer Christopher Eric Ewing
Smyrna Police Department, GA
EOW: April 20, 2020

Probation & Parole Agt. Kaitlin Marie Cowley
LA Dept. of Public Safety & Corrections
Louisiana Probation and Parole, LA
EOW: April 20, 2020

Warden Wilmot Sandlin "Sandy" McCain
Louisiana Department of Corrections, LA
EOW: April 20, 2020

Corporal Lawrence Onley
United States Department of Defense
Naval District Washington Police Dept., US
EOW: April 24, 2020

Corrections Off. V Jonathon Keith Goodman
Texas Department of Criminal Justice, TX
EOW: April 21, 2020

Police Officer Dan Walters
San Diego Police Department, CA
EOW: April 23, 2020

Chaplin II Akbar N. Shabazz
Texas Department of Criminal Justice, TX
EOW: April 23, 2020

Police Officer Joseph Cappello
Melrose Park Police Department, IL
EOW: April 24, 2020

Patrolman Gary Walker
Bloomingdale Police Department, NJ
EOW: April 24, 2020

Agent Miguel Martinez-Ortiz
Puerto Rico Police Department, PR
EOW: April 24, 2020

Lieutenant Glenn Dale Hutto, Jr.
Baton Rouge Police Department, LA
EOW: April 26, 2020

Deputy Sheriff John Andrew Rhoden
Bell County Sheriff's Office, TX
EOW: April 26, 2020

Corrections Officer Coy D. Coffman, Jr.
Texas Department of Criminal Justice, TX
EOW: April 26, 2020

Corrections Officer V James D. Coleman
Texas Department of Criminal Justice, TX
EOW: April 28, 2020

Senior Police Officer Mark Hall, Sr.
New Orleans Police Department, LA
EOW: April 30, 2020

Detective Sergeant Randall C. French
Troy Police Department, NY
EOW: April 30, 2020

Detention Deputy Timothy De La Fuente
Bexar County Sheriff's Office, TX
EOW: April 30, 2020

Police Officer Jason Knox
Houston Police Department, TX
EOW: May 2, 2020

Officer Richard G. McCoy
United States Dept. of Homeland Security
Customs and Border Protection
Office of Field Operations, US
EOW: May 2, 2020

Police Officer Michael S. Mosher
Overland Park Police Department, KS
EOW: May 3, 2020

Deputy Richard O'Brien, Jr.
Cook County Sheriff's Office
Department of Court Services, IL
EOW: May 3, 2020

Officer Omar E. Palmer
United States Dept. of Homeland Security
Customs and Border Protection
Office of Field Operations, US
EOW: May 4, 2020

Sergeant Lionel Q. Martinez
Alamo Colleges Police Department, TX
EOW: May 5, 2020

Sergeant Raymond J. Scholwinski
Harris County Sheriff's Office, TX
EOW: May 6, 2020

Corrections Officer Jesse W. Bolton
Texas Department of Criminal Justice
Institutional Division, TX
EOW: May 8, 2020

Corrections Officer Maria Mendez
Texas Department of Criminal Justice
Institutional Division, TX
EOW: May 9, 2020

Correctional Officer Antoine J. Jones
Cook County Sheriff's Office
Department of Corrections, IL
EOW: May 10, 2020

Chief of Police Marvis W. Trejo
Dumas Police Department, TX
EOW: May 10, 2020

Corrections Supr. George "Bennie" Robare
Kansas Department of Corrections, KS
EOW: May 11, 2020

Sergeant Charles "Rob" Roberts, III
Glen Ridge Police Department, NJ
EOW: May 11, 2020

Corrections Supervisor Fella A. Adebisi
Kansas Department of Corrections, KS
EOW: May 12, 2020

Sergeant Jose' Garcia-Vazquez
Puerto Rico Police Department, PR
EOW: May 15, 2020

Officer Ching Kok "CK" Yan
United States Dept. of Homeland Security
Customs and Border Protection
Office of Field Operations, US
EOW: May 16, 2020

Correctional Officer Berisford A. Morse
Washington State Dept. of Corrections, WA
EOW: May 17, 2020

Deputy Sheriff Wyatt C. Maser
Bonneville County Sheriff's Office, ID
EOW: May 18, 2020

Corr. Officer Marshal L. "Bem" London, Jr.
Lincoln County Sheriff's Office, MS
EOW: May 18, 2020

Trooper George Baker
Louisiana State Police, LA
EOW: May 24, 2020

Trooper Eugene K. Baron, Jr.
Connecticut State Police, CT
EOW: May 25, 2020

Police Officer Cody N. Holte
Grand Forks Police Department, ND
EOW: May 27, 2020

Police Officer Nathan J. Lyday
Ogden Police Department, UT
EOW: May 28, 2020

Detective John D. Songy
Rutland Police Department, MA
EOW: May 29, 2020

Deputy Constable Caleb D. Rule
Fort Bend County Constable's Office
Precinct 4, TX
EOW: May 29, 2020

Deputy Sheriff Kietrell Pitts
Tangipahoa Parish Sheriff's Office, LA
EOW: May 31, 2020

Police Officer Waldis "Jay" Johnson
Detroit Police Department, MI
EOW: May 31, 2020

Lieutenant Stephen P. Williams
Moody Police Department, AL
EOW: June 2, 2020

Police Officer Scott Hutton
Alexander Police Department, AR
EOW: June 3, 2020

Police Officer Efen Coronel
El Centro Police Department, CA
EOW: June 3, 2020

Sheriff Andy D. Clark
DeKalb County Sheriff's Office, MO
EOW: June 3, 2020

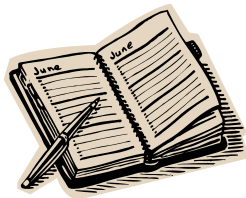
K9 Chance
Homestead Police Department, FL
EOW: June 5, 2020

Sergeant Damon Gutzwiller
Santa Cruz County Sheriff's Office, CA
EOW: June 6, 2020

Animal Control Officer Darrian M. Young
Monroe County Sheriff's Office, MI
EOW: June 6, 2020

Sergeant Mikkos L. Newman
Lee County Sheriff's Office, SC
EOW: June 8, 2020

END OF WATCH 2020 continued. . . .



K9 Rao
South Carolina Highway Patrol, SC
EOW: June 10, 2020

Border Patrol Agent Johan Mordan
United States Dept. of Homeland Security
Customs and Border Protection
United State Border Patrol, US
EOW: June 11, 2020

Corrections Officer Thomas A. Ogungbire
Texas Department of Criminal Justice
Institutional Division, TX
EOW: June 11, 2020

Deputy Sheriff James H. Blair
Simpson County Sheriff's Office, MS
EOW: June 12, 2020

Police Officer Dale T. Provins Jr.
Jefferson Hills Borough Police Dept., PA
EOW: June 13, 2020

Wildlife Officer Julian Keen, Jr.
Fla Fish and Wildlife Conservation Com., FL
EOW: June 14, 2020

Police Officer Destin Legieza
Brentwood Police Department, TN
EOW: June 18, 2020

Police Officer Michael Lee
Navajo Division of Public Safety, TR
EOW: June 19, 2020

Assistant Chief Gail Green-Gilliam
Phenix City Police Department, AL
EOW: June 24, 2020

Master Detention Deputy Lynn Jones
Lake County Sheriff's Office, FL
EOW: June 24, 2020

Deputy Sheriff Steven A. Minor
Rockdale County Sheriff's Office, GA
EOW: June 24, 2020

Corrections Officer Richard Bianchi
California Department of Corrections and
Rehabilitation, CA
EOW: June 25, 2020

Sergeant Dale Multer
Travis County Constable's Office
Precinct 5, TX
EOW: June 27, 2020

K9 Ike
Maricopa Police Department, AZ
EOW: June 27, 2020

Correctional Officer Jose Marquez
Cook County Sheriff's Office
Department of Corrections, IL
EOW: June 28, 2020

Juvenile Corrections Officer Sean R. Wilson
Texas Juvenile Justice Department, TX
EOW: June 28, 2020

Sergeant Craig V. Johnson
Tulsa Police Department, TX
EOW: June 20, 2020

Police Officer Jason Judd
Peoria Police Department, AZ
EOW: July 1, 2020

Parole Officer IV Joseph W. Lange
Texas Department of Criminal Justice
Parole Division, TX
EOW: July 1, 2020

Sergeant Kelvin D. Mixon
Edwards Police Department, MS
EOW: July 2, 2020

K9 Leo
Wake Forest Police Department, NC
EOW: July 1, 2020

Chief Deputy Lee R. Weber
Hughes County Sheriff's Office, SD
EOW: July 3, 2020

Police Officer Anthony Dia
Toledo Police Department, OH
EOW: July 4, 2020

Corrections Officer Kenneth Harbin
Texas Department of Criminal Justice
Institutional Division, TX
EOW: July 4, 2020

Captain Glenn A. Green
Pike County Sheriff's Office, MS
EOW: July 6, 2020

Officer Alphonso H. Murrieta
United States Dept. of Homeland Security
Customs and Border Protection
Office of Field Operations, US
EOW: July 9, 2020

Lieutenant Bobby Almager
Corpus Christi International Airport
Department of Public Safety TX
EOW: July 10, 2020

Corrections Officer Jose Alfredo Diramos
"Joe" Kates
California Dept. of Corrections and Rehab, CA
EPW: July 11, 2020

Police Officer Edelmiro Garza, Jr.
McAllen Police Department, TX
EOW: July 11, 2020

Border Patrol Agent Enrique J. Rositas, Jr.
United States Dept. of Homeland Security
Customs and Border Protections
United States Border Patrol, UD
EOW: July 11, 2020

K9 King
Calcasieu Parish Sheriff's Office, LA
EOW: July 12, 2020

Officer Roel De La Fuente
United States Dept. of Homeland Security
Customs and Border Protection
Office of Field Operations, US
EOW: July 13, 2020

Police Officer Jonathan Shoop
Bothell Police Department, WA
EOW: July 13, 2020

Investigator Donald K. Sumner
Patton State Hospital Police Department, CA
EOW: July 14, 2020

Master Police Officer Robert J. Hall
Columbia Police Department, SC
EOW: July 14, 2020

Director N. Kyle Coleman
Bexar County Fire Marshal's Officer, TX
EOW: July 14, 2020

Corrections Officer V Jerry Esparza
Texas Department of Criminal Justice
Institutional Division, TX
EOW: July 15, 2020

Master Detention Deputy Richard Barry
Lake County Sheriff's Office, FL
EOW: July 16, 2020

Captain Steven M. Gaudet, Jr.
Pearl River Police Department, LA
EOW: July 16, 2020

K9 Bonnie
University of Nevada Reno Police Dept., NV
EOW: July 16, 2020

Master Sergeant Henry Turner
Louisiana Department of Corrections, LA
EOW: July 18, 2020

Deputy Sheriff William Garner
Franklin County Sheriff's Office, GA
EOW: July 19, 2020

Corrections Officer IV Jackson Pongay
Texas Department of Criminal Justice
Institutional Division, TX
EOW: July 19, 2020

Deputy Sheriff William K. Nichols
DeSoto County Sheriff's Office, MS
EOW: July 22, 2020

Deputy Sheriff Oscar W. Rocha
Alameda County Sheriff's Office, CA
EOW: July 23, 2020

Border Patrol Agent Agustin Aguilar, Jr.
United States Dept. of Homeland Security
Customs and Border Protection
United States Border Patrol, US
EOW: July 25, 2020

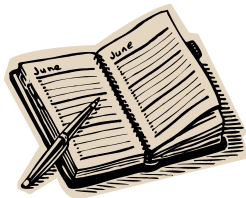
Investigator Mark Brown
Harris County Constable's Office
Precinct 5, TX
EOW: July 25, 2020

Sergeant Corey Pendergrass
Lauderhill Police Department, FL
EOW: July 26, 2020

Senior Police Officer Sharon Williams
New Orleans Police Department, LA
EOW: July 26, 2020

Deputy Sheriff Dylan Pickle
Monroe County Sheriff's Office, MS
EOW: July 26, 2020

END OF WATCH 2020 continued. . .



Corrections Officer IV Ruben Martinez
Texas Department of Criminal Justice
Institutional Division, TX
EOW: July 26, 2020

Corrections Officer V Eric Johnson
Texas Department of Criminal Justice
Institutional Division, TX
EOW: July 27, 2020

Special Agent John Bost, III
United States Department of Justice
Bureau of Alcohol, Tobacco, Firearms and
Explosives, US
EOW: July 28, 2020

Lieutenant Erik L Lloyd
Las Vegas Metropolitan Police Dept., NV
EOW: July 29, 2020

Sergeant Parnell Guyton
University of Alabama at Birmingham Police
Department, AL
EOW: July 31, 2020

Captain Kevin Trahan
Church Point Police Department, LA
EOW: July 31, 2020

Trooper Caleb Starr
Michigan State Police, MI
EOW: July 31, 2020

Corrections Officer Daniel G. Oaks
Yakima County Dept. of Corrections, WA
EOW: August 1, 2020

Sergeant Steven Splan
Bloomfield Hills Dept. of Public Safety, MI
EOW: August 2, 2020

Lieutenant Chris Cunningham
Jacksonville Sheriff's Office, FL
EOW: August 5, 2020

K9 Bloo
DeKalb County Sheriff's Office, GA
EOW: August 4, 2020

Border Patrol Agent Marco A. Gonzales
United States Dept. of Homeland Security
Customs and Border Protection
United States Border Patrol, US
EOW: August 5, 2020

Sergeant Gilbert Polanco
California Dept. of Corr. and Rehab., CA
EOW: August 9, 2020

Police Officer Sheena D. Yarbrough-Powell
Beaumont Police Department, TX
EOW: August 9, 2020

Correctional Officer Dudley J. Champ
Jefferson County Sheriff's Office, TX
EOW: August 10, 2020

Corrections Officer IV Lebouath Bous
Texas Department of Criminal Justice
Institutional Division, YX
EOW: August 12, 2020

K-9 Rosco
Anderson County Sheriff's Office, SC
EOW: August 12, 2020

K9 Ronja
Tacoma Police Department, WA
EOW: August 13, 2020

Deputy Sheriff Stephen B. C. Dutton
Harris County Sheriff's Office, GA
EOW: August 14, 2020

Corrections Officer V Elizabeth Jones
Texas Department of Criminal Justice
Institutional Division, TX
EOW: August 15, 2020

Lieutenant Aldemar Rengifo
Broward County Sheriff's Office, FL
EOW: August 16, 2020

Detention Deputy Charles Pugh, II
Santa Rosa County Sheriff's Office, FL
EOW: August 18, 2020

Corrections Officer V Herbert Garcia
Texas Department of Criminal Justice
Institutional Division, TX
EOW: August 18, 2020

Corporal Michael Ambrosino
Horry County Police Department, SC
EOW: August 19, 2020

Sergeant Virgil Thomas
Richmond Police Department, CA
EOW: August 20, 2020

Ranger Brendan Unitt
Larimer Cnty Dept. of Natural Resources, CO
EOW: August 20, 2020

Officer Lucas Saucedo
United States Dept. of Homeland Security
Customs and Border Protection
Office of Field Operations, US
EOW: August 21, 2020

K9 Atlas
Scotts Valley Police Department, CA
EOW: August 21, 2020

Deputy Sheriff Richard Treadwell
Dane County Sheriff's Office, WI
EOW: August 22, 2020

Sergeant Raul Salazar, Jr.
Nueces County Sheriff's Office, TX
EOW: August 23, 2020

Sergeant Ricardo Perez-Ortiz
Puerto Rico Police Department, PR
EOW: August 24, 2020

Police Officer Jorge Cabrera
Mission Police Department, TX
EOW: August 24, 2020

Corrections Officer V James Weston, JR.
Texas Department of Criminal Justice
Institutional Division, TX
EOW: August 26, 2020

Police Officer Bryan Brown
Tohono O'odham Nation Police Dept., TR
EOW: August 27, 2020

Deputy Sheriff Maurice Ford
Palm Beach County Sheriff's Office, FL
EOW: August 27, 2020

Police Off Tamarris Leon-Wesley Bohannon
St. Louis Metropolitan Police Department, MO
EOW: August 30, 2020

Sergeant Mayra Rodriguez-Burgado
Puerto Rico Police Department, PR
EOW: August 31, 3030

Corporal Charles E. Holt
Tarrant County Sheriff's Office, TX
EOW: September 1, 2020

Corporal Bryant Searcy
Wayne County Sheriff's Office, MI
EOW: September 2, 2020

Detective Peter "Pietro" Gianfrancesco
New York City Police Department, NY
EOW: September 2, 2020

Captain Stanley C. Elrod
Georgia Department of Natural Resources, GA
EOW: September 3, 2020

Trooper Thomas W. Devlin
Massachusetts State Police, MA
EOW: September 3, 2020

Detective James M. Skernivitz
Cleveland Division of Police, OH
EOW: September 3, 2020

Police Officer Sean C. Peek
Bridgetown Police Department, NJ
EOW: September 6, 2020

Detective Jose Mora
Fresno County Sheriff's Office, CA
EOW: September 7, 2020

Investigator Luis "Mario" Herrera
Lincoln Police Department, NE
EOW: September 7, 2020

Deputy Sheriff Ryan P. Hendrix
Henderson County Sheriff's Office, NC
EOW: September 10, 2020

K9 Blue
Gwinnett County Police Department, GA
EOW: September 10, 2020

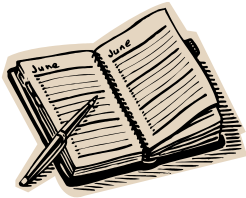
Deputy Sheriff Angela Chavers
Palm Beach County Sheriff's Office, FL
EOW: September 12, 2020

Corrections Officer Susan A. Roberts
Williamson County Sheriff's Office, TX
EOW: September 12, 2020

Sergeant Alvin R. Sugranes-Lebron
Puerto Rico Department of Corrections and
Rehabilitation, PR
EOW: September 16, 2020

Sergeant Charles E. Norton
Richmond County Sheriff's Office, GA
EOW: September 20, 2020

END OF WATCH 2020 continued. . . .



Deputy Sheriff Christopher Smith
McLennan County Sheriff's Office, TX
EOW: September 21, 2020

Master Jail Officer Robert C. Sunukjian
Hampton Roads Regional Jail, VA
EOW: September 24, 2020

Sergeant Ethan Kaskin
Anderson Police Department, SC
EOW: September 25, 2020

Deputy Sheriff Kenny Ingram
Fulton County Sheriff's Office, GA
EOW: September 29, 2020

Deputy Sheriff Anthony White
Fulton County Sheriff's Office, GA
EOW: September 29, 2020

Police Officer Aubrey T. Johnson, Jr.
Miami Police Department, FL
EOW: October 1, 2020

Police Officer Jacob W. Hancher
Myrtle Beach Police Department, SC
EOW: October 3, 2020

Detective Kevin D. Collins
Pine Bluff Police Department, AK
EOW: October 5, 2020

