On November 15, 2012, the Las Vegas Metropolitan Police Department (LVMPD) released a groundbreaking report on its use of deadly force policy and practices, as the department had come under intense scrutiny for the prevalence and nature of officer-involved shootings in the recent past. The report, Collaborative Reform Process: A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department, was funded by the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) and is the result of a six-month case study conducted by members of CNA's Safety and Security Division.

The team conducted interviews with key stakeholders in the department and community; directly observed the department's training and use of force review board hearings; and studied volumes of internal police department documents and investigatory files. The team also provided real-time technical assistance on a number of reforms that were under way.

The final report details 36 findings and 40 recommendations regarding department policy, training, investigations, and operations with respect to use of deadly force. Collectively, the recommendations aim to improve the department’s operations and training, increase community trust and transparency, and reduce the number of preventable officer-involved shootings.

Bernard Melekian, Director of the COPS Office, said that this work is “a groundbreaking national model,” aimed at reforming police departments in a collaborative fashion. Sheriff Doug Gillespie of the Las Vegas Metropolitan Police Department added that the department “will be judged based on how we follow through on the recommendations of the report.”

Over the next year, CNA looks forward to continued engagement with the LVMPD and the COPS Office, particularly through provision of technical assistance and support in implementing the recommendations.

**Managing Large-Scale Events: A Planning Primer for Local Law Enforcement Agencies**

On December 7, 2012, CNA provided the Bureau of Justice Assistance (BJA) with a draft version of a planning primer that will be distributed to local law enforcement agencies across the country to help them plan for and manage large-scale security events. CNA developed the document—Managing Large-Scale Events: A Planning Primer for Local Law Enforcement Agencies—using the lessons learned and best practices identified by the Tampa Police Department (Florida) and the Charlotte-Mecklenburg Police Department (North Carolina) during the planning and operations stages of the 2012 Presidential Nominating Conventions. Once the planning primer has been finalized in the new year, it will be available for download on BJA’s website.
CNA Assesses the Management of Administrative Segregation Programs

Ken McGinnis

Since the 1980s, the nation’s prison population has grown, and correctional systems have systematically increased the use and capacity of segregation and administrative segregation units. The U.S. Department of Justice’s Bureau of Justice Statistics reported that between 1995 and 2005, the number of inmates housed in restricted units increased nationally from 57,591 to 81,622, and that by 2004, more than 40 state systems were operating some type of super-max administrative segregation housing facility to remove the most dangerous, difficult-to-manage inmates from the larger prison population to place them in a highly controlled and secure environment.

The growth of these confinement facilities has recently spurred considerable debate on their use and effectiveness. Super-max facilities typically confine inmates in their cells 23 hours per day and attempt to restrict routine human contact with visitors or other inmates. Critics claim that this type of confinement can produce mental breakdowns and that it amounts to cruel and inhumane punishment. In June 2012, the Bipartisan Commission on Safety and Abuse in American Prisons reported to the Senate Committee on the Judiciary that, in their opinion, increasing the use of high-security segregation is counterproductive, often causing violence inside facilities and contributing to recidivism after release. During the Congressional hearing, Senator Durbin of Illinois added that this type of unit can be extremely costly when compared to traditional correctional housing.

On the flip side of the debate, many correctional leaders counter these views by asserting that administrative segregation units are essential to maintaining the safety and security of their correctional institutions by confining inmates who represent the greatest risk of violence and escape. They argue that judicious use of administrative segregation results in a less violent, safer prison system.

CNA has been an active participant in this debate on the usefulness, appropriateness, and effectiveness of these units by leading discussions on the issue among state and national correctional leaders and by leading assessments of these units in several jurisdictions. These assessments help to ensure that administrative segregation units operate consistently with national standards, operate in the most efficient and effective manner possible, house only those inmates who absolutely require such placement, and provide access to mental healthcare and other services. For example, CNA staff worked with the JFA Institute to assess the Parchman Segregation Unit within the Mississippi Department of Corrections. The outcome of this review has been cited by many as a national model for reviewing, assessing, and reforming the administrative segregation function, and on June 12, 2012, Director Chris Epps of the Mississippi Department of Corrections presented a summary of the review to the Senate Committee on the Judiciary.

In addition, at the request of the Oklahoma Department of Corrections, CNA recently began assessing the administrative segregation unit at the Oklahoma State Penitentiary. The objective of this project is to ensure that all functions related to the operation of the administrative segregation unit are being performed efficiently and effectively, and that they conform to correctional best practices, national standards, and all related state and federal requirements.

Ultimately, CNA believes that independent assessments of administrative segregation units are critical to ensuring that the units operate safely, efficiently, effectively, and humanely as a tool for managing high-risk offenders in today’s correctional environment.

Fall 2012 Smart Policing Initiative National Meeting

On October 17, 2012, the Smart Policing Initiative (SPI) held a national meeting in Alexandria, VA for its Phase III sites. Meeting attendees included representatives from the 13 Phase III SPI sites, as well as Bureau of Justice Assistance (BJA) leadership, CNA staff, and SPI subject matter experts. The meeting provided SPI site representatives with the opportunity to learn of the results of previous site projects; discuss their progress, successes, and challenges to date; and delve further into issues regarding evidence-based policing and organizational change. This fall, BJA provided funding so that four additional police departments could join the SPI.
“I’LL HUFF, AND I’LL PUFF, AND I’LL BLOW YOUR HOUSE IN!”: THE BIG BAD WOLF OF CLIMATE CHANGE IS ON OUR DOORSTEP

Tim Beres

There is a Big Bad Wolf, and he is not a character in a fairy tale. The Big Bad Wolf that the emergency management community is now facing is global climate change. Over the past few years, we have seen him huff and puff and blow our houses in. The question is, what are we going to do to protect ourselves?

Like the three little pigs in the story, we need to recognize that the old way and the easy way of doing things will not stand up in the face of extreme weather events. In our current environment, storms are more frequent, stronger, and cover a larger geographic area than in the past. As we saw with Hurricane Sandy and other recent storms, mutual aid arrangements were stressed beyond their current planning assumptions, command and control issues arose, the restoration of lifelines such as power did not meet community expectations, and areas that had not been seen as vulnerable in the past are now viewed as very much at risk.

To better protect our communities from the ravages that come with global climate change and to make them more resilient, emergency managers must transform their approach and possess an unshakeable will to develop and implement the mitigation, response, and recovery strategies needed to adapt. CNA has been engaged in such work for several years and has looked at many aspects of the issue, including the intersections between extreme weather and national security, migration, and emergency management. Our 2010 report on this subject—Why the Emergency Management Community Should Be Concerned about Climate Change—describes several implications of weather-related hazards and explores various aspects of emergency management, from preparedness to recovery.

The report also addresses the need for emergency managers to rethink previously held assumptions:

1. Emergency managers need to engage with regional climate research groups to ensure that they are getting the proper data to inform regional Threat and Hazard Identification and Risk Assessments (THIRAs). This data will help inform important decisions on land use-planning; building codes and zoning; and insurance/tax incentives and investments that could be significant in infrastructure improvements, such as improving and hardening sewer systems.

2. Emergency managers need to lead efforts to set communities’ expectations for assistance. For example, increases in the frequency, size, and severity of hazards have increasingly strained local resources, necessitating a revision to the now-outdated 72-hour rule of self-sufficiency.

3. Emergency managers need to be at the forefront of identifying and defining the criteria required for rebuilding post-disaster. Some of these decisions will be about building codes for stronger, more resilient construction. However, emergency managers also need to be ready to provide leadership in discussions when rebuilding may not make sense economically, in light of sustained and long-term shifts in hazard patterns.

This reorientation to a new environmental reality could pose a real challenge for all of our communities. Preparedness efforts will require a significant amount of time, energy, thought, planning, engineering, money, and tough decision-making to get us where we need to be. Adding to the challenge, many will be skeptical of the need to invest in these changes and could view these initiatives as too daunting. In response, emergency managers—who have the knowledge, skills, and opportunity to engage with political leaders and their communities—can help to address these issues and implement change. It has been said that “a skeptic is a person who, when he sees the handwriting on the wall, claims it is a forgery;” so emergency managers can play an important role in the efforts to convince the skeptic that the Big Bad Wolf is real and that he needs to be dealt with.

UPDATE FROM THE SAFETY AND SECURITY DIVISION ADVISORY BOARD

The Safety and Security Division Advisory Board convened on November 2, 2012 at CNA’s headquarters in Alexandria, Virginia.

The six participating Advisory Board members are experts in homeland security, criminal justice, and public health and emergency medicine. They include Dr. Jim Austin, who has more than 25 years of experience in criminal justice and correctional planning and research; Dr. Sandy Bogucki, who joined the Yale Emergency Medicine faculty in 1989 and holds leadership positions in the fire service and EMS communities; Joshua Filler, who runs Filler Security Strategies; Katherine H. Gronberg, who leads Gronberg Consulting; Dr. Til Jolly, who serves as an attending emergency department physician and as a consultant on public health and medical preparedness activities; and RADM John Tozzi (ret.), who served a 30-year career with the U.S. Coast Guard.

To kick off the session, the Board members discussed the division’s major accomplishments in 2012, including:

- Continuing to provide support to the U.S. Department of Health and Human services, particularly for the National Postal Model exercise series;
- Continuing to provide support to the Federal Emergency Management Agency in preparedness exercises, assessment, and reporting;
- Expanding work in the criminal justice space;
- Growing our corrections practice; and
- Maintaining innovative projects with state and local partners across the country.

Board discussions also focused on our division’s growth in emerging market areas, such as law enforcement technical assistance, cybersecurity preparedness-planning, and the intersections between social media and emergency management.
CNA PROVIDES CATASTROPHIC DISASTER PLANNING ASSISTANCE FOR THE GREATER HOUSTON REGION

In partnership with the City of Houston, CNA has supported the Greater Houston Region over the last three and a half years to enhance regional preparedness for catastrophic-scale disasters. Under the first year of the Regional Catastrophic Preparedness Grant Program (RCPGP), CNA helped the Houston-Galveston Area Council (H-GAC) to plan for scenarios involving a category-5 hurricane and an improvised explosive device detonation.

Under the second year of the RCPGP, CNA continued to assist the Greater Houston Region—particularly the Texas Department of State Health Services (DHS) Health Service Region (HSR) 6/5 South—to strengthen its public health and medical preparedness planning and response capabilities. The overarching goal was to develop plans and procedures to achieve a consistent and unified approach for regional public health and medical emergency response.

The basis of this planning initiative was a catastrophic-scale pandemic influenza outbreak in the region, but the resulting plans and procedures have broad applicability to other disaster scenarios that have comparable public health and medical impacts. For this effort, CNA designed a pandemic influenza outbreak scenario specifically tailored to DSHS HSR 6/5 South. We also reviewed past exercises and real-world responses to identify commonalities across best practices and gaps; assessed relevant public health and medical emergency response plans to ensure that they meet federal standards; and conducted a comprehensive range of qualitative and quantitative capability assessments to determine the region’s planning and resource gaps.

As part of these efforts, CNA developed strategic- and operational-level plans that specifically address regional collaboration for public health and medical emergency response. Most notably, the Regional Public Health Coordination Framework formalized the ad-hoc coordination approach among the region’s health authorities by creating the Regional Public Health Strategic Advisory Group to collectively discuss critical policy-level issues and recommend regionally consistent response strategies.

Finally, CNA developed the first H-GAC Threat and Hazard Identification and Risk Assessment (THIRA), based on newly released guidance from the Federal Emergency Management Agency. As part of this process, CNA guided stakeholders from the H-GAC to help: 1) identify threats and hazards of concern; 2) develop Houston-specific contexts for the hazards; 3) estimate impacts from hazards and set desired goals for response; and 4) set preparedness targets. Through stakeholder outreach, open-source research, and application of prior research conducted in the region, CNA drafted the THIRA to provide the region with a deeper understanding of the threats and hazards that it faces and to inform future assessments.

CHIPS STEWART AWARDED AS HONORARY FELLOW

On Wednesday, November 14, 2012, the Academy of Experimental Criminology (AEC) presented the AEC Honorary Fellow award to CNA Director of Public Safety, James K. “Chips” Stewart. Mr. Stewart received this award for his substantial contributions to the advancement of experimental criminology, including efforts made during his tenure as Director of the National Institute of Justice.

In addition to Mr. Stewart’s many contributions to the law enforcement community, he has helped to introduce experimental design for police effectiveness and to bridge the gap of evidence-based policing for initially reluctant sponsors, resulting in significant improvements in criminal justice policies, reductions in domestic violence and homicides, and improvement in the quality of life in many communities across the country. Congratulations, Chips, for this much-deserved honor.