

Safer Neighborhoods through Precision Policing Initiative: Indio, California Police Department



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INTRODUCTION

The Indio, California, Police Department (IPD) was one of 15 departments selected to participate in the Safer Neighborhoods through Precision Policing Initiative (SNPPI). SNPPI provides policy review, assessments, training, and technical assistance to a cohort of law enforcement agencies across the nation. The four goals of the initiative are to:

- Identify promising strategies that reduce crime
- Protect officers' safety and wellness
- Establish productive interagency partnerships with law enforcement and community stakeholders
- Implement innovative and effective technologies to help police departments safeguard neighborhoods.

This report highlights IPD initiatives, actions, and success around these SNPPI goals.

METHODOLOGY

Each of the 15 selected departments is assigned a CNA Strategic Site Coordinator (SSC) and an operations analyst to assist with planning, implementation, coordination, and delivery of technical assistance. CNA worked with IPD to develop a customized strategy to capitalize on the great work already in progress across the four SNPPI policing goals. To do this, CNA looked at IPD's policies and practices related to: crime-reduction efforts, policy effectiveness, technological capabilities, training structures and offerings, and officer safety and wellness philosophies. The CNA team then helped identify the training and technical assistance (TTA) opportunities and additional tools and resources to enhance areas related to the principles of precision policing. These strengths and initiatives were documented and will be available to police departments nationwide to implement proven policing practices that promote public safety. ▀

Indio Police Department Profile

The City of Indio is the largest and most populated city in the Coachella Valley desert region of southern California, covering 33 square miles with a population of approximately 89,000. Indio is served by the Indio Police Department under the leadership of Chief Mike Washburn. IPD is a full-service law enforcement agency, with a total authorized strength of 75 sworn and 45 non-sworn personnel.

Leadership: Chief Mike Washburn
(since 2016)

Population: Approx. 89,000 residents

Area: 33 sq. miles

Sworn Officers: 65 *(as of February 2018)*;
75 authorized

Total Crime (2017): 2,947 offenses
– Violent Crime: 639 offenses
– Property Crime: 2,308 offenses

Website: http://www.indio.org/your_government/police/default.htm



IDENTIFYING PROMISING PRACTICES TO REDUCE CRIME

The Indio Police Department is a stand-out agency that serves as a model for the nation's small to medium-size police departments. For decades, IPD has integrated community policing into its operating philosophy and practices through relationship building and positive interactions with community members. In more recent years, IPD has embraced evidence-based policing exemplified by its early entry into the Strategies for Policing Innovation program in 2010, formerly known as the Smart Policing Initiative, and its willingness to work with research partners to assess the impact of programs and continually improve. IPD has leveraged these promising practices to help address a growing local issue of homelessness.

Collaborative Strategies To Address Homelessness

Homelessness is a serious issue for cities in California. For the past few years, California has had among the largest number of people experiencing homelessness. Last year in 2017, 34 in every 10,000 people were homeless in California, a 13.7-percent increase from 2016 (the largest in the country). Moreover, California accounted for nearly half of all unsheltered people in the country in 2017 (49 percent).¹ These individuals who are “unsheltered” increasingly bring quality-of-life and public-safety concerns for law enforcement, because they are living on and wandering the streets near businesses and community members. Indio, a part of Riverside County, has also been addressing this complex problem. Riverside County is one of the top areas for homeless individuals to congregate in the country.²

While being homeless is not a crime, it can be a potential catalyst for criminal behavior, including intoxication, loitering, prowling, fighting, trespassing, aggressive panhandling, soliciting, behaving in a threatening manner, and more. As such, IPD and the city are proactively addressing the problem of homelessness in Indio, recognizing that there is a fine line between homelessness as a social issue and a criminal issue that requires collaboration and action by all community stakeholders. The Indio Police Department provided key leadership in developing two initiatives to address this homelessness—the Community Outreach Resource Program (CORP) and Indio Businesses in Action.

Community Outreach Resource Program (CORP)

In 2012, the Indio Police Department received an increasing number of disorder calls in areas with high concentrations of homeless individuals. The Indio Police Department responded with a collaborative approach called the Community Outreach Resource Program or CORP. The department brought together an array of community stakeholders, including criminal justice agencies

(courts, prosecutor, probation, public defender); county services (social services, behavioral health, workforce development); and several nonprofit agencies to implement a two-pronged approach that involved:

- (1) Reintegrating individuals who are chronically homeless
- (2) Resolving disorder problems.

Two full-time quality-of-life police officers target disorder hotspots, minimizing use of arrest as a tool and identifying those who are eligible to become CORP clients. Clients in CORP receive an individualized treatment program that includes education, job training, drug treatment, and mental health service support, and the program must be a minimum of 90 days in length. Graduating clients have their court fines and charges dismissed. A research partner from Arizona State University collects data to assess the program and suggest improvements. For example, based on surveys of clients, perceptions of the police improved substantially over the course of the program, including trust in police and the belief that police were concerned about their lives.

More than 100 clients have now successfully completed the CORP program, many of whom are now employed full-time and have permanent housing. In addition, neighboring cities have expressed interest in the CORP program and how it can assist their jurisdictions with homelessness.

Community outreach and awareness is another critical component of CORP. IPD encourages businesses to display CORP awareness materials to discourage panhandling and better direct those who may be in need of activities. IPD also created a panhandling solutions pocket guide available to business owners and interested community members.³

Indio Businesses in Action

Throughout 2016, IPD held a series of meetings to discuss the impacts of homelessness on Indio businesses. During these meetings, business owners reported a number of concerns, including trespassing, loitering, panhandling, homeless individuals scavenging rear trash containers, and a lack of communication between building managers and business tenants. This engagement was a collaborative problem-solving effort in which business stakeholders received instruction on the crime triangle and they prioritized the issues and various locations. These discussions led to the formation of the “Indio Businesses in Action” task force, a coalition of active business operators whose mission is to minimize the impacts of homelessness on Indio businesses.

To support the task force, IPD is increasing patrol and enforcement of loitering, trespassing, and other city ordinances in the business district. Officers reach out to businesses to provide and empower owners with crime-prevention resources.⁴

A key strategy of this effort is the Crime Prevention Through Environmental Design (CPTED) approach, which helps improve safety by making changes in the environment, such as improved lighting or

1 The 2017 Annual Homeless Assessment Report (AHAR) to Congress, “Part 1: Point-in-Time Estimates of Homeless (2017).” U.S. Department of Housing and Urban Development. <https://www.hudexchange.info/resources/documents/2017-AHAR-Part-1.pdf>

2 According HUD, in 2017, Riverside City and County was the ninth largest “smaller city, county, and regional continuums of care (CoC)” in the U.S. for number of homeless individuals.

3 For more information about CORP, visit the Indio Police Department website at: http://www.indio.org/your_government/police/community_letters/corp.htm.

4 For more information and free resources on the IPD website, visit http://www.indio.org/your_government/police/ipd/support_service/office_community/default.htm



landscaping, in order to curb criminal activity. IPD officers conduct free security inspections and CPTED surveys. Recommendations from these efforts include advising businesses to lock trash bins and exterior water faucets, posting adequate no trespassing signage, reporting criminal/suspicious activity to IPD, filing restraining order(s) against habitual offenders, and identifying eligible clients to partake in CORP.

Through this support from IPD, Indio businesses have been able to avoid problems with homeless people, resulting in fewer calls for service. In addition, business owners who have excelled at addressing homelessness issues on their respective properties now serve as peer coaches to other businesses. ▀

PROTECTING OFFICER'S SAFETY AND WELLNESS

Since joining IPD in August 2016, a primary focus for Chief Mike Washburn has been investing in and supporting IPD officers and the department. The Chief is achieving this through small and large improvements, ranging from training to policy changes to restructured staffing.

Training and Resources for Officers

IPD is incorporating procedural justice into its training. In September 2016, IPD commanders attended the California Department of Justice Training on "Principled Policing: Procedural Justice and Implicit Bias." This 2-day (16-hour) course provided a "how to" on teaching policy approaches that emphasize respect, listening, neutrality, and trust, while also addressing the common implicit biases that can be barriers to these approaches. This California Peace Officer Standards and Training (POST)-certified course prepared commanders to teach a 1-day (8-hour) course, which IPD is tailoring to its organization.

In addition, Chief Washburn brought in Crisis Intervention Teams (CIT) training and the VALOR Essentials: Officer Safety, Wellness, and Resiliency training. The CIT training taught officers best practices in managing situations with individuals with mental illness. The VALOR training focused on equipping officers with practical skills to survive and thrive in their jobs, including improving situational awareness, identifying characteristics of weapon concealment, recognizing indicators of potential assault or flight, emphasizing de-escalation techniques, and developing casualty care and rescue tactics. To reinforce ideas from these trainings, IPD purchased tourniquets for all officers and provided officers training on using them in 2018. In addition, IPD recently purchased enhanced tactical ballistic vests, field trauma kits and helmets,

which it will be distributing to officers in 2018—all to enhance officer safety and support.

Improvements in Policies and Procedures

In 2016, Chief Washburn announced to staff and city leadership his plans to make the citizen complaint process more accessible and transparent. Leveraging best practices from other police departments, he instituted changes in 2017 with the goal of enabling officers and IPD to quickly and efficiently resolve a complaint.

Changes included:

- Making the citizen complaint form easily accessible online and available at the front counter
- Refining and establishing protocols and timely deadlines for the review process
- More clearly defining incidents that do not require disciplinary action
- Identifying appropriate persons responsible for reviewing complaints, such as a sergeant, an Assistant Chief, the Chief, and/or internal affairs
- Identifying processes for the incorporation of body-worn camera video (when available), and enhancing the use of a BlueTeam tracking system.⁵

“ Our mantra has been to develop our people. — IPD Chief Mike Washburn



According to Chief Washburn, “the changes to the citizen complaint process are important to enhance transparency and public accountability, while tightening time frames in which investigations are required to be completed. Both the named employee and the complainant have a strong desire to have investigations completed in a more timely manner.”

Chief Washburn also overhauled the use of force (UOF) review process and policy for the department, to include the addition of UOF review boards, protocols, and deadlines for investigations and reviews, new forms for collecting information and data on incidents, and use of the BlueTeam tracking system. These changes are important to officer safety and wellness by bringing IPD in-line with current best practices in four arenas: guidelines for when force is appropriate, how force is reported, how force is investigated, and how force is reviewed.

⁵ “BlueTeam is software that allows officers and supervisors to enter and manage incidents from ‘the field.’ A simple, step-by-step internet-style interface is used, minimizing training requirements. Incidents—including use-of-force, field-level discipline, complaints, vehicle accidents and pursuits—are entered and can then be routed through the chain-of-command with review and approval at each step.” IAPRO BlueTeam Website. Last accessed February 17, 2018. <http://www.iapro.com/products/blueteam/>

Department Staffing and Structure

Staffed with only 65 sworn officers, IPD has one of the lowest officer-to-population ratios in the country—0.71 sworn officer per 1,000 population in 2016 (compared to a national rate of 2.4). Stagnant pay to officers, who, until recently, had not seen raises in more than 5 years, compound this issue as IPD looks to retain the officers it does have. Thus, Chief Washburn has been committed to working with the city to acquire more officers and restructure the organization to provide better oversight and leadership throughout the department. In 2017, with the persistence and leadership of Chief Washburn, the city council approved two Assistant Chief positions, two Lieutenant positions, one Records Supervisor position, two new code enforcement technician positions, four new police officers, and one new police officer position as backfill for a Quality-of-Life Officer. These positions will help the department achieve its mission to “safeguard and improve the quality of life in Indio by using traditional and non-traditional policing methods that promote trust and confidence in the Indio Police Department.”⁶ ■

ESTABLISHING PRODUCTIVE INTERAGENCY AND COMMUNITY RELATIONSHIPS

IPD has a long history and culture of collaborating with the community to reduce crime and address public-safety problems. This history is evidenced by the numerous community outreach and engagement initiatives led by IPD and its Office of Community Safety (OCS).

Office of Community Safety

Established in June 2014, IPD’s OCS is responsible for developing public awareness through community education and involvement. IPD serves an ethnically diverse city consisting of four main immigrant populations—Latino, Korean, Vietnamese, and Indian. As a result, key parts of OCS’ ability to develop productive community relationships are the Supervisor and the Community Outreach Coordinator, both of whom are highly respected by residents in these communities and speak fluent Spanish.

Youth Programs

Through OCS, community liaisons work with local residents and visitors, particularly youth, to promote crime prevention and provide community services. OCS engages in a variety of youth intervention programs, described below, which are important to IPD’s strategy for preventing youth from engaging in juvenile crime.

- **Smart Policing Initiative:** IPD, in partnership with the University of California, Riverside, discovered a link between truancy rates and burglary rates in the city. To address this issue, IPD partnered with youth-serving agencies and began a program to help parents better address troubled children. As a result of these efforts and as of September 2016, the department reported a 20-percent drop in burglaries

compared with the same period in 2015. As a result of the successes of this initiative, IPD has sustained a number of prevention and evidence-based strategies (some of which are described below).

- **Parent Project:** This training program is specifically designed for parents with out-of-control adolescents. It gives parents the tools needed to prevent and intervene when faced with destructive adolescent behavior, including drug use, gangs, truancy, poor grades, and running away. Parent Project classes are offered to Indio families year-round at various locations, such as the Indio Teen Center, local churches, and other community-based locations. IPD facilitators have trained more than 120 families.
- **Youth Community Events:** These events include “Cops vs. Kids” community games, youth resource fairs, and youth dialogue meetings, allowing IPD officers to effectively maintain open lines of communication with city youth.
- **Indio Youth Court:** IPD, in conjunction with the Desert Sands Unified School District, the Riverside County District Attorney’s Office, the Riverside County Courts, and the Riverside County Probation Department, formulated and implemented the Youth Offender Court Program, which allows first-time juvenile offenders who have committed low-level offenses to assume accountability for their actions and have their court case tried in front of a jury composed of student peers. School Resource Officers routinely recruit and refer new youth to the youth court. This program has proven to be extremely effective and has virtually a zero recidivism rate for those offenders who have participated and completed the program.
- **Youth Advisory Council (YAC):** IPD, community services, and the city council created YAC to educate and engage youth in local government. YAC provides youth leaders the opportunity to voice their opinions to the city council and serve as liaisons between their schools, communities, and the police department.



6 Indio Police Department Mission Statement. Last accessed February 23, 2018. http://www.indio.org/your_government/police/chief_mike/message.htm.

Community Survey

IPD and the City of Indio are regularly surveying local residents to better understand community perspectives and the level of satisfaction with police programs and services.

In early 2016, the City of Indio conducted an online Community Service and Infrastructure Needs Feedback Survey to gather input on issues important to citizens, including police, gang, and drug enforcement programs; 9-1-1 emergency response times; and police patrols of neighborhoods, parks, and local schools. The city received responses from more than 900 residents, some of whom noted that “Indio has the best Police Department. Please continue those standards” and “The city needs more patrol officers.”

Following the city’s survey, IPD conducted a survey in 2017 with support from its research partner at Arizona State University. The survey asked questions on a variety of topics such as perceptions of neighborhood safety, physical and social disorder, and neighborhood cohesion. There were also questions about officers’ treatment of citizens during encounters and their level of trust in the department. The survey was provided in both English and Spanish during a 2-month period in 2017 and was advertised through the IPD website, the City of Indio website, social media posts on Facebook and Twitter, local media (including the Spanish language newspaper), and through a note included on water bills. Residents were encouraged to take the survey online through a link on the IPD website, and could also take the survey on paper at Indio City Hall or at IPD. A total of 315 respondents completed all or part the survey. Results of the survey showed that residents overall expressed low levels of concern about crime and victimization and were generally satisfied with IPD and its officers. Furthermore, open-ended questions revealed residents’ public-safety concerns related to social disorder, the low number of officers in Indio, and the ability of officers to maintain patrol presence and respond quickly to emergency calls.⁷ In 2018, IPD plans to work with its research partner to survey the public again in order to reach more Hispanic residents and those who have had recent police contact or called 9-1-1.

Citizen Advisory Board

In September 2016, Chief Washburn began to develop a Chief’s Advisory Board to provide direct communication with citizens regarding their public safety concerns, vision, and ideas and to create an avenue for greater community understanding and input into IPD’s policies, strategies, and priorities. Following a thorough application and vetting process, the board formed in 2017. The board includes a diverse cross-section of members who are active in the community and endeavor to work with IPD to strengthen police-community relations. The board meets regularly with the Chief to engage in dialogue regarding challenging issues, such as racial profiling, use of force, and officer accountability; and provide input into IPD policies, procedures, and programs. ▀

7 Cody W. Telep and Joe Bottenna (2017). “Views of Indio, CA, Residents Regarding Crime and the Indio Police Department: Final Report.” School of Criminology and Criminal Justice Arizona State University.

IMPLEMENTING INNOVATIVE TECHNOLOGIES

IPD has made a commitment to utilizing technology to better serve the community. One way IPD has followed through on this commitment is the department’s increased web and social media presence.

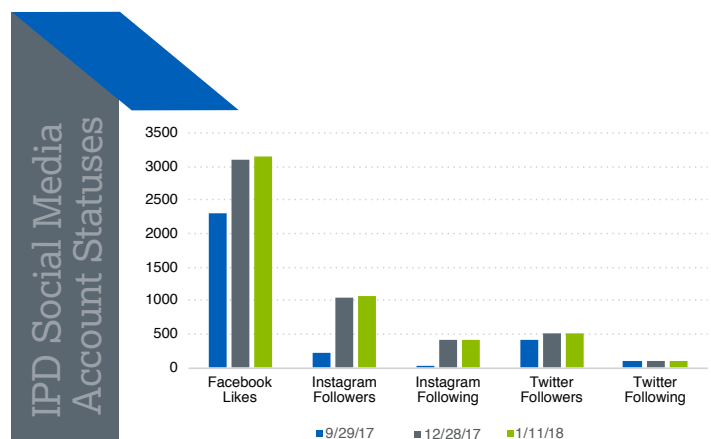
IPD Website and Social Media

In an age of digital information sharing, IPD recognized the need to modernize its online presence. In 2017, working with the City of Indio, IPD developed a new website to provide a more engaging platform for department news, resources, crime reporting, events, and updates. IPD plans to continue improving the website by adding information on department policies and crime data in the near future. These efforts are designed to be a force multiplier for the department in improving public messaging and transparency, building community relationships, reducing violent crime, and building legitimacy.

In addition, with assistance from SNPPI, IPD created a social media team comprised of a patrol/Public Information Officer sergeant, a patrol officer, a school resource officer, two major crimes unit detectives, a street crimes unit detective, a crime analyst, a dispatcher, an office assistant, and a Citizen Helping Indio Police Volunteer. The team members manage the department’s social media accounts on Facebook (@indiopolicedepartment), Twitter (@indiopd), and Instagram (@indiopolicedpeartment) where it engages in a variety of innovative community outreach campaigns, including trivia Tuesday, Feel Good Friday, videos, event notifications, critical incident updates, and “a typical day” campaign. In the short time the team has been in place, IPD has seen positive gains and increases in the number of followers, which are tracked on a weekly basis:

FIGURE 1. INDIO POLICE DEPARTMENT SOCIAL MEDIA ACCOUNT STATUSES

	Facebook Likes	Instagram Followers	Instagram Following	Twitter Followers	Twitter Following
9/29/17	2306	234	23	419	94
12/28/17	3113	1043	414	505	98
1/4/18	3128	1054	419	509	98
1/11/18	3147	1077	420	516	99



INDIO'S LESSONS LEARNED FROM SNPPI TECHNICAL ASSISTANCE

A targeted training and technical assistance (TTA) plan was developed over the course of this project to support IPD's efforts to continually learn and improve in the key areas of precision policing. TTA was provided in three areas: officer safety, social media engagement, and analysis of officer injuries. Below is an overview of the TTA and lessons learned that are applicable to IPD and also to departments across the nation.

Officer Safety Training

To support the Chief's goal of promoting officer safety and wellness, IPD received officer safety and wellness training, free of charge, from the Bureau of Justice Assistance' VALOR initiative in 2017. This training prepares law enforcement officers for duty by introducing and reexamining essential skills that every law enforcement professional should possess. Key concepts covered in the training include the following:

- **Threats and Challenges:** As the threats and challenges faced by law enforcement continue to change on both a national and a local scale, emphasize officer and law enforcement training to do the same. Current training topics in this evolving category include crisis-intervention techniques, casualty care and rescue concepts, and law enforcement professionalism.
- **Words and Actions:** Detect and decipher visual and verbal cues by subjects and learn how words and actions affect an encounter. Having these skills can help defuse and de-escalate a dangerous situation, detect a hidden weapon, or prevent an attempted assault.
- **Mind and Body:** Prepare both physically and mentally for whatever tomorrow may bring by learning methods to improve long-term wellness and resiliency. Listen to an officer's personal story of survival and recovery from a critical incident.

IPD considered this training opportunity very beneficial, particularly as it has permanently added skills to the department for preventing and de-escalating situations that could otherwise result in a violent encounter. In addition, as a result of the training, IPD finalized tourniquet training department-wide and purchased 85 field trauma kits, which are carried in an enhanced tactical ballistic vest. This outfits every sworn officer within the department with these kits.

Social Media Engagement

As part of Chief Washburn's commitment to strengthening community partnerships, IPD sought assistance from CNA subject matter expert Laura McElroy to refine its social media outreach and presence. By growing social media, Chief Washburn hopes to encourage a healthy exchange of ideas between citizens and officers and to build the relationships needed to create a team approach to making Indio a better place to live, work, and play. Throughout 2017, Ms. McElroy assisted IPD through an onsite visit and regular virtual conversations. She provided the executive team, supervisors, and the Public Information Officer an overview of the importance of social media engagement as well as strategies to improve the department's social media reach. Using mock scenarios, she assisted IPD through practical drills to ensure that participants developed tangible skills that will help the agency in future critical incidents.

As a result of this assistance, IPD developed a social media plan with goals for each of the department's social media platforms, including protocols and policies that reflect the State of California's public records law for IPD's newly created Social Media Team. In addition, the Social Media Team developed strategies for increasing community engagement via daily posts and effective video campaigns that showcase the positive work of Indio police officers and employees.

Officer Injuries

In line with Chief Washburn's goal of promoting officer safety and wellness, and in response to an analysis suggesting that Indio's officer injury rate is higher than the California state average, the Chief requested technical assistance to understand the impact on patrol operations officers currently on leave or light duty.

Beyond understanding the patterns and causes of injury, those officers assigned to patrol are unavailable to perform regular duties such as responding to calls for service, which may leave the department understaffed.

In 2018 and in partnership with CNA and IPD, the Center for Public Safety Management (CPSM), LLC, will conduct an analysis of various aspects of the department's patrol operations, including a description of calls for service, an analysis of non-call patrol activities, call response times, and other issues. This analysis will assist with understanding and resolving officer staffing levels and how they are impacted by officer injuries. ■



FINAL THOUGHTS

IPD's history of using precision policing principles to understand, respond to, and build positive relationships with the community is a model for police agencies across the nation. Although IPD experiences great successes in these efforts, the department's culture of innovation, self-improvement, strong leadership, and use of data and analysis allows it to identify areas for future growth.

Examples of this include the department's plans to: replace its Computer Aided Dispatch system; disseminate and share more information online and through social media; participate in a recent invitation for Chief Washburn to join the International Association of Chiefs of Police (IACP) President's advisory board to discuss current issues related to police trust and legitimacy; and expand on the 2017 community survey to gather more specific data on police-community interactions.

Chief Washburn understands the importance of participating in initiatives like SNPPI that bring together police departments committed to reducing crime and engaging their communities, "The Safer Neighborhoods through Precision Policing Initiative brought together the most progressive, experienced, and iconic American police leaders to create the recipe for what a modern-day police department should be in our current times. Due to the multiple variants in agencies, cities, and communities, following that recipe requires the chief to prioritize and tap into resources and ideas as he or she moves [his or her] respective agency toward the ideal. Having well-connected researchers and project support staff greatly expands the chief's peer group and resources while helping them avoid the pitfalls others experienced." ▀



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