

The Utah Peace Officer

Volume 97 Issue 2 • Spring 2020

GOVERNOR'S TOP
TWENTY

A STORY BOOK
CAREER

CURBING OFFICER
SUICIDE

THE POWER
OF WORDS





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The opinions expressed in the various articles are those of the individual authors and not necessarily the opinions of the UPOA. It is the mission of the UPOA to promote the highest standards of professionalism for the Utah law enforcement community. The UPOA is a professional association.

For more information about *The Utah Peace Officer* or the Utah Peace Officers Association, please contact the UPOA at:
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PRESIDENT'S MESSAGE

WHY BELONG TO THE UPOA?

Greetings from Damon Orr, Utah Peace Officers Association President.



*Damon Orr, President
Utah Peace Officers Association*

between law enforcement agencies, statewide, in the identification and apprehension of criminal elements and for the purpose of promoting the highest possible standards of professionalism. While there are many other associations for law enforcement in Utah today, it can be argued that there really is only one professional association.

While there are a good many reasons to enjoy membership in the Utah Peace Officers Association (UPOA), allow me to comment on just three.

First, the Utah Peace Officers Association is the oldest and largest professional association for law enforcement professionals in Utah. The Association was organized in 1922, nearly 100 years ago, for the expressed purpose of fostering cooperation

There are fraternal associations, there are special interest groups, there are social clubs, there are chiefs associations and sheriffs associations, trooper associations, and associations for specialty assignments including K-9 officers, narcotics detectives, school resource officers, corrections officers, gang investigators, and even bicycle patrol officers! The UPOA encourages law enforcement officers to belong to any, and all, associations, clubs, and groups as may be appropriate for each officers'

current standing, current assignment, and current interests. I like the universality of the UPOA and the statewide networking opportunities available to members of the UPOA.

Second, the UPOA has a unique mission among the various clubs, groups, and associations for law enforcement. That mission is to advocate for the highest standards of professionalism for all law enforcement professionals in Utah. These professionals include, but are not limited to officers, chiefs, sheriffs, administrators, investigators, corrections officers, special agents, prosecutors, and judges in local, county, statewide, federal, and special jurisdictions and districts. I like the mission of the UPOA, and I like my association with a wide variety of professionals.

Third, the UPOA is affordable for all law enforcement professionals in Utah. Members pay a very low membership fee, and this very low membership fee entitles members to discounts and reduced rates for all UPOA activities and programs. These activities and programs include top notch education and training opportunities, firearms competitions, K-9 trials, educational discounts, UPOA Conventions, UPOA Legal Defense, and much, much more. I can't buy a cheeseburger each month for the few dollars it costs me each month to be a member of the UPOA.

There are a good many more reasons to belong to the UPOA. These just happen to be three of my favorite reasons. If you are not already a member, I personally invite you to become a member. Please, continue

your membership, your participation, and your involvement in whichever other law enforcement groups, clubs, and association to which you currently and appropriately belong, but, as a true professional, join with us and become a part of Utah's oldest, largest, and only professional association for law enforcement. ■



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*Bruce Champagne, President Elect
Utah Peace Officers Association*



WHY I BELONG

It is the mission of the UPOA to promote the highest standards of professionalism for the law enforcement community.

Initially, we appropriately join and participate in professional organizations, like the Utah Peace Officers Association (UPOA), for the general benefits of professional growth and education, leadership opportunities and development, access to resources, the opportunity to influence legislation impacting the profession and public safety, and to network with other professionals and executives. As with membership in any



I was fortunate throughout my career to have had some of the finest lawmen and women the state has ever produced take an interest in me and generously teach and mentor me.

professional organization or association, the benefits of membership will probably be proportional to our personal engagement and involvement.


Over time, we may maintain our professional associations and activity with the objective of advancing and protecting the profession and mentoring and rendering service to the membership and supporting the mission of the association (“It is the mission of the UPOA to promote the highest standards of professionalism for the law enforcement community.”). We begin to think of contribution over self-interest.

I was fortunate throughout my career to have had some of the finest lawmen and women the state has ever produced take an interest in me and generously teach and mentor me. They never asked anything

in return and sought only to unselfishly advance our profession and contribute where they could. I’ll be forever grateful for their patience, generosity, and influence.

Following my retirement, I now maintain my membership and activity in the UPOA not only to remain close to the professionals I admire, but to serve by contributing where I can with the abilities and understanding that were so generously provided me. ■

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Katherin Galieti, MSC, LCMHC

THE POWER OF WORDS

“Not that which goeth into the mouth defileth a man; but that which cometh out of the mouth, this defileth a man.”

By Katherin Galieti, MSC, LCMHC

After several decades as a marriage and family counselor, I am reminded of an all-day seminar I attended on Emotion, Stress, and Disease. The instructor, from the Institute for Natural Resources, presented an in-depth study of the power of words and their

effect on the central nervous system, creating a chemical and an emotional response. Quite simply, if the words are positive, the emotional response supplies the physical body with healthy chemicals producing feelings such as peace, calm, happiness, excitement, pleasure

etc. If the words are negative or threatening, the emotional response releases chemicals in the body that create anxiety, pain, fear, frustration, anger etc. These negative words produce chemicals that cause stress and inflammation in the physical body thus causing disease. It has been

said, “Not that which goeth into the mouth defileth a man; but that which cometh out of the mouth, this defileth a man.” I am beginning to have a better understanding on the power of words and the power they have upon us, and those around us, not only psychologically, but biologically as well.

All too often a couple will come to my office for marriage counseling with the assumption that perhaps I will be taking sides. Thus, they commence to plea their cases before me. Deciding who is mostly to bless or blame would place me in a very precarious position. However, once we understand what a relationship is it is easier to understand that neither is to bless

In a marital relationship, both parties are accountable for the words they choose to use when communicating about an issue. The issue is not so much the problem. The choice of words, verbal or non-verbal, when communicating about the issue seems to be the bigger problem.


or blame, but both are equally accountable. A relationship is nothing more than the interaction or communication between two people. We communicate in our relationships using words, both spoken and unspoken. If one desires to change a relationship, then one must change the interaction or communication patterns in the relationship. Our physical and emotional health may depend on it. The health of our relationship will most certainly depend on it.


I once had a gentleman say to me, after explaining this concept, that his last therapist told him he was 98% of the problems in his marital relationship. I then held up a tiny wooden match, and I asked, “What causes a forest fire, this tiny little

wooden match or ten thousand acres of trees?” It takes both. In a marital relationship, both parties are accountable for the words they choose to use when communicating about an issue. The issue is not so much the problem. The choice of words, verbal or non-verbal, when communicating about the issue seems to be the bigger problem.

Not all relationships are marital. Everyone has relationships at work. For police officers and corrections officers, relationships at work may include co-workers, supervisors, and even the suspects and inmates with whom you may interact. As a professional, give some thought to the words you choose to use, and give a little thought to how your choice of words may affect the outcomes of the work you do. And, the words you choose to use in your relationship with yourself can impact your own personal wellness. ■



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Law Enforcement Study and Gift Card Drawing

The Chicago School is requesting the participation of Law Enforcement Officers in a Study. Please see the details below and participate if you are able. Thank you.

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The aim of this study is to investigate the relationship between secondary trauma and brain functioning in law enforcement officers, specifically on executive functioning (i.e., mental control, self-control, flexible thinking, working memory). It is expected that increasing our understanding of how being frequently exposed to others' trauma can affect police officers will assist in addressing their mental health concerns, provide information on seeking resources and treatment, and further understand the significant role that trauma can play in their lives. Participants will not be required to answer every question and will be able to withdraw from the study at any time. Participants are encouraged to contact their department's employee assistance program if in crisis or distress.

Procedures

Participants will be asked to review an online consent form prior to beginning the study. Once the consent form is reviewed and you agree to participate, you will be asked to complete 4 questionnaires via the links provided in this email. All law enforcement officers in the state of Utah are eligible to participate in this study.

Time Commitment

This study will take approximately 30 minutes to complete.

Compensation

Each participant will be entered in a drawing for a \$100 gift card as an incentive for participating.

Study Link

The study can be accessed via this link:
<https://www.surveymonkey.com/r/policeofficers>

Contact Information of Researcher

Skylee Campbell, M.A.
sxc9502@ego.thechicagoschool.edu





MANTUA, UTAH Police Department

By Chief Justin Brown

The Mantua Police Department is nestled in a small valley at the far east edge of Box Elder County, located in Sardine Canyon. We have been in service since 1990 and have continued to provide the highest level of service possible for our citizens and many

visitors. With a service area of almost 6 miles and an estimated 1200 people, our small department fills a unique role. Over the years, recreation in our small town continues to blossom with both residents and visitors enjoying The Mantua Reservoir, Ice Fishing, Wakeboard Competitions,

Left-Right Ofc. Gall, Ofc. Bouslaugh, Ofc. Cardena, Chief Brown and Ofc. Hubbard. (Not included: Ofc. Barney)



and access to two Forrest Service canyons and their trail systems. We also enjoy fields of Poppies in the summer and cool summer nights.



We have been in service since 1990 and have continued to provide the highest level of service possible for our citizens and many visitors. With a service area of almost 6 miles and an estimated 1200 people, our small department fills a unique role

The Police Department is made up of a full time Chief of Police and one full time Officer. Our staff is supplemented by four part time Officers, including a Bailiff for the Justice Court. We also have one non-sworn support staff member who works part time. In

an attempt to supplement the equally small Mantua Fire Department, the majority of our officers are cross trained and certified in both EMS and Fire Suppression. This provides us a great opportunity to have quick response time to any sort of emergency and provides a high level of care for our citizens and visitors. We currently have 3 officers, including the Chief of Police, who are Paramedics and one additional officer who is an EMT-B. The Mantua Police Department responds to about 600 dispatched law enforcement calls per year, with an additional estimated 60 medical calls a year.

Chief Brown was sworn in full-time in March of 2019. His background, as well as a few of the part timers, is primarily with the Davis County Sheriff's Office, working in Patrol as a Deputy Paramedic. ■

A STORY BOOK CAREER

BY Officer Dayne Dyer



At the age of twelve, my family and I, like so many others, migrated to America in search of opportunities and a better life. At the age of nineteen I could think of no better way to give back to the land that had given me so much than to enlist in the United States Army. I served as a part of the Active Duty Army and the Army Reserve for eight years. Those were some of the greatest years of my life and included the marrying of my sweetheart of nine years. I came to believe at that time, there is no greater fighting force for good than the United States Military.

I went on to study business at Palm Beach State College, graduating in 2015 with a Bachelor's Degree in Business Management. Moving into the next phase of life and ready to raise a family, my wife and I researched the best places to raise a family. With nothing but the wind at our backs we moved to a state we had never been to start a life for our family. With some stroke of luck, or what I sometimes describe as Divine Intervention, our first residency in Utah was established in Clinton

City only two months after graduating from college in 2015.

Clinton City was like a fantasy from a story book or movie. A community of kind, respectful, and friendly neighbors caused everything that already made America great even better. I decided in 2017 to become a Police Officer. Serving the community that had done so much for my family was the least I could do. I am no stranger to the question, "What is it like to be a black Police Officer in Utah?" I am always taken back to the speech by the Reverend Dr. Martin Luther King Jr. "I have a dream". In this historical speech Dr. King states, "I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character." My experience living and working in the community of Clinton has enlightened me to the wisdom in these words. I can say I am living proof of this dream. Never have I ever felt that I was judged on any other basis but the basis of my character. I work alongside some of the best Officers and am led by great leaders. When I first became a part of the Clinton City Police a member of the community saw me out on patrol at a Walgreens, and in a store full of shoppers yelled, "Oh Lord, Bill hired him a black man." This citizen went on to explain her excitement that she felt that the police force of her community finally had diversification. I was glad to be that representation of diversity for that citizen, but above all, I am just happy to serve my fellow men, and that is how I believe we continue to make a brighter tomorrow. ■



had been handcuffed but had not been arrested: the case was dismissed. It's important to understand how courts look at and determine whether a person has been arrested.

The U.S. Supreme Court has repeatedly held that, "not all personal interaction between police and citizens involves 'seizures' of persons. Only when the officer, by means of physical force or show of authority, has in some way restrained the liberty of a citizen may we conclude that a 'seizure' has occurred." *Florida v. Bostick*, 501 U.S. 429, 434 (1991), quoting *Terry v. Ohio*, 392 U.S. 1, 19, n. 16 (1968).

The Tenth Circuit identifies three categories of police encounters: "(i) consensual encounters which do not implicate the Fourth Amendment ... (ii) investigative detentions which are Fourth Amendment seizures of limited scope and duration and which must be supported by a reasonable suspicion of criminal activity ... and (iii) arrests, the most intrusive of Fourth Amendment seizures and reasonable only if supported by probable cause." *U.S. v. Shareef*, 110 F.3d 1491, 1500 (10th Cir. 1996).

Recognizing these encounters are not static, the Tenth Circuit has identified the following factors to be looked at in making a determination of arrest: "(i) The threatening presence of several officers; (ii) the brandishing of a weapon by an officer; (iii) some physical touching by an officer; (iv) the use of aggressive language or tone of voice indicating that compliance with an officer's request is compulsory;

Handcuffs Do Not Create a DeFacto Arrest

By R. Blake Hamilton

When I began my legal career one of the first cases I worked on involved a claim of unlawful arrest. The officers that I represented claimed that the individual hadn't even been arrested. I have to admit that I was skeptical at first because the individual had been handcuffed and I assumed that because he was handcuffed, he must have been arrested. However, as I looked at the caselaw I quickly learned that just because someone is handcuffed does not necessarily mean they are de facto arrested. Ultimately, we successfully argued that the individual

(v) prolonged retention of a person's personal effects; (vi) a request to accompany the officer to the station; (vii) interaction in a nonpublic place or a small enclosed space; (viii) and absence of the other members of the public." *Jones v. Hunt*, 410 F.3d 1221, 1226 (10th Cir. 2005).

Ultimately, it's the responsibility of the officer, and those defending their actions, to keep these factors in mind and, most importantly, to be able to articulate why the officer did what they did. A recent example of this is the Seventh Circuit case *United States v. Eatman*, where a security guard called 911 requesting multiple officers respond to a possible battery [*Eatman*, 942 F3d 344 (7th Cir. 2019)]. Upon arriving, the security guard told officers that Demario A. Eatman, who was pounding on the door of his girlfriend's apartment and yelling to be let inside, may have a gun. Officers frisked Eatman, seized a loaded handgun, and placed him in handcuffs. Officers asked Eatman to produce the gun's registration. Eatman had neither a concealed weapon permit nor the handgun registration. His girlfriend refused to sign a police complaint. However, officers took Eatman to the police station, where a background check revealed two prior felony convictions. He was charged with possession of a firearm by a restricted person.

Eatman challenged his arrest, claiming he was arrested without probable cause when placed in handcuffs (prior to the officers learning of the felony convictions). The court found that even though there was probable cause to arrest Eatman at the time he was placed in handcuffs, the handcuffing "was not an arrest but rather a method to de-escalate the situation and allow the officers to investigate." Careful reporting of the underlying circumstances, along with detailed reporting of the officers' observations, clearly showed the proper use of the handcuffs: to control and de-escalate, rather than create a de facto arrest. ■

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A CRISIS IN CORRECTIONS?

THE UTAH PEACE OFFICER, AN OP ED

BY MAJOR NICK MORGAN (RETIRED), UPOA AWARDS CHAIR



If Coronavirus and earthquakes are not enough, we may be facing a crisis in corrections as well.

There appears to be a shortage of officers, a shortage of housing, and a general shortage of funding. Let's consider these one by one.

There now exists a dire shortage of correctional officers and it is getting worse, not better. The corrections system in Utah appears to be short about

200 officers statewide (Associated Press, February 10, 2020). Two hundred unfilled positions may be bad enough, but when you consider there are only 540 authorized positions, these numbers can only be described as alarming. Short term, the problem is addressed by overtime and forced overtime.

Corrections officers are often bused from Gunnison Utah to Draper Utah. This can result in burnout and safety concerns for both staff and inmates.

Furthermore, there now exists a dire shortage of correctional facilities, and it is getting worse, not better.

The corrections system in Utah appears to have only 199 beds available statewide (Salt Lake Tribune, June 18, 2019). One hundred ninety-nine beds available may be bad enough, but when you consider there are currently 4,000 beds in the Draper prison which is being replaced by a new prison with only 3600 beds, these numbers can only be described as alarming. The new prison in Salt Lake was to house 4000 prisoners, but it has been cut to 3600 beds due to construction cost overruns. At the same time, the Utah prison population is one of the fastest growing in the US. This may be due in part to the rapid growth of the general population in



Short term, the problem is addressed by overtime and forced overtime. Corrections officers are often bused from Gunnison Utah to Draper Utah. This can result in burnout and safety concerns for both staff and inmates.

Utah.

And finally, there now exists what appears to be a dire shortage of funding for corrections staff and for corrections housing, and these shortages may well be getting worse, not better. Salaries and benefits may be too low to attract and retain professional corrections officers; many corrections officers may feel they can do better in private industry. Funding of construction for facilities may be too low; a 10 percent cut in the capacity for the

new jail may meet the needs of the construction budget, but it may not meet the needs of the Utah corrections system.

While there may appear to be many ways to address the management of a corrections system in Utah - - overtime, forced overtime, contracts with local jails, diversion of "low risk inmates," bussing of staff - - all of these appear to present temporary short-term fixes at best. What may be needed are longer-term solutions. A more thoughtful look at more robust funding to pay salaries for high quality corrections professionals and to build appropriate and necessary corrections facilities might offer a better set of options. ■

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ONE SRO's DILEMMA

THE UTAH PEACE OFFICER, AN OP ED

BY DEPUTY SKYLER JENSEN, UPOA REGION D REPRESENTATIVE



Cell phones at school can present some real challenges. These are challenges for students, teachers, and law enforcement. As an SRO (School Resource Officer) in Cache County, I would like to comment on some of the cell-phone issues we face in our schools today.

Students often face the challenge of cyber-bullying. Whether during school hours or after school, cyber-bullying can affect the student's health and wellbeing during their school day experience. We also find students who are minors facing serious criminal charges involving sexting and other inappropriate social media content.

Teachers face classroom behavioral issues which are distracting to say the least. Texting and social media updates are one thing, increased "bathroom breaks" are another. Teachers may say no cell phones in class, but some parents may feel their

child should have immediate access to their phone (or their parent!).

Police officers are expected to help manage these issues presented by technology. Bullying, whether during school or after, may involve law enforcement. Sexting and other child pornography issues are clearly criminal offenses. And, stolen or lost cell phones, chargers, air pods, and buds too often become cases for law enforcement.

While technology is here to stay, how to manage cell phones at school, like many of today's social issues, is dynamic. The issues, how they are viewed, and how they are managed seem to change almost daily. Thoughtful consideration of the facts, and practical approaches to the challenges will continue to be important law enforcement considerations for the foreseeable future. ■

A Book Briefing...

HOW WINNING WORKS

BY Dr Michael A. Galieti, Ivy Consulting, LLC

Title: *HOW WINNING WORKS: 8 Essential Lessons from the Toughest Teams on Earth*

Author: Robyn Benincasa

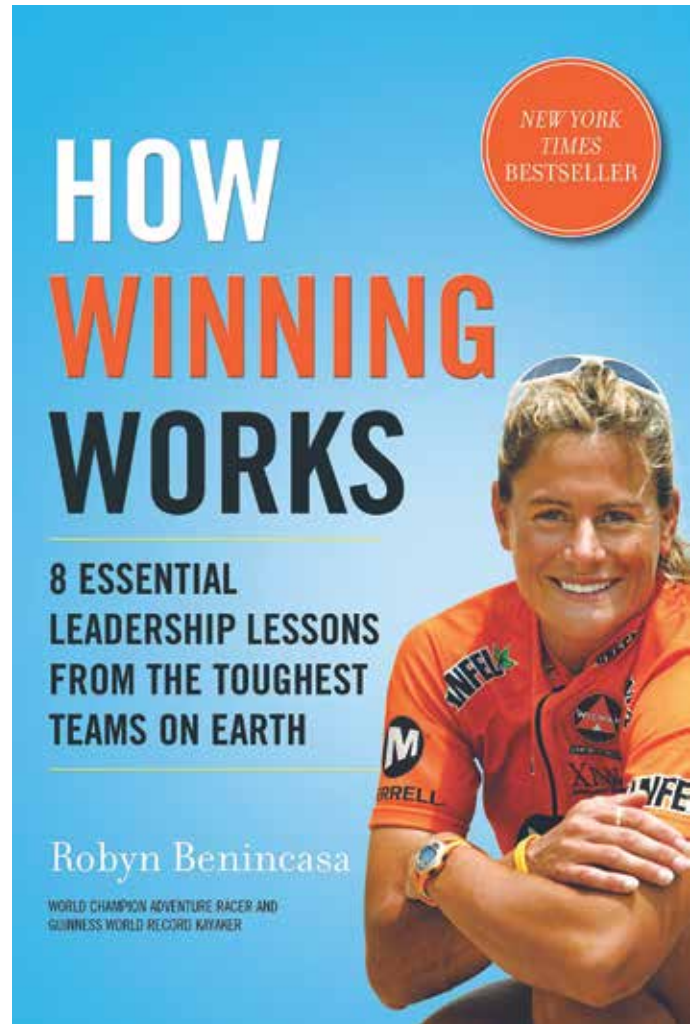
Publisher: Harlequin, Ontario, Canada

Pages: 202

This book is definitely a book for those who choose to lead. Describing “kinetic leadership,” the author, firefighter and endurance racer, adventure racer, and Eco-Challenge winner, Robyn Benincasa says, “A team is stronger if everyone is prepared to take the helm....”

The book is an easy 200 page read with large print, and it is broken down into 8 chapters, one for each of the 8 elements referenced in the title. And, it can easily be read at a safe social distance.

Benincasa weaves her leadership message around the stories of her several ultimate team competitions. As an extreme competitor she knows the basics of team leadership and how the elemental principles apply in both team building and team problem solving. ■





Curbing Officer Suicide

THE UTAH PEACE OFFICER, AN OP ED

BY Jeffrey Denning, UPOA Firearms Chair



While the risk of COVID-19 is causing mass panic, anxiety and, in some cases, outright hysteria, there is a much greater risk to law enforcement officers—suicide.

In 2019, there were 228 suicides among law enforcement in the United States. On the corollary, there were 48 line of duty deaths by felonious gunfire. In an article I wrote for *LAW and ORDER* a few years ago, I researched line of duty deaths for three years and compared them to the law enforcement suicides of each of those years. I concluded there—and it has been backed up by other research I've discovered since then—that officers are killing themselves three times as much as being killed in the line of duty. Last year, police officers killed themselves *four times* as much as being killed in the line of duty. This has got to stop.

More than not, officers use their own firearms to take their lives. Consider the irony: Law enforcement officers are trained and given the tools to protect themselves and the citizens they serve. They're given guns, and they regularly train with them. They're equipped with ballistic vests and train on tactics. Officer safety is preached to the nth. Then, because of the nature of the job, they are deliberately exposed

to horrific, traumatic events. The critical and sub-critical incidents begin to pile up, in addition to the normal onslaught of vicarious and secondary trauma exposure. This exposure often causes emergency responder exhaustion syndrome (ERES). The symptoms include depression, isolation, and mental and physical exhaustion, which can lead to negative coping. Without healthy, adaptive coping mechanisms, all the negativity law enforcement officers are exposed to get exponentially magnified.

The same firearms that officers carry on shift and with which they regularly train now become negative lethal means of ending pain for the officer—the pain that was caused by the very nature of the job.

For every first responder who takes their own life, there are dozens who attempt to take their life by suicide and hundreds, if not thousands, who are feeling the pressure and burden of deep depression and passive suicide ideation.

Unfortunately, the law enforcement subculture is treatment-averse. How do we “overturn the tradition of silence on psychological problems, [while]

encouraging officers to seek help without concern about negative consequences” as outlined in the *President’s Task Force for 21st Century Policing*?

How do individuals and leaders of agencies change culture to one where officers are open to getting help? How do we help save lives?

We’re sworn to protect. We have the duty and obligation of protecting and saving lives as our livelihood, but what about saving the lives of our colleagues—our brothers and sisters in blue? Those in law enforcement are given hundreds of dollars’ worth of tools and equipment. We’re given ballistic vests, and over the last several years most agencies have mandated officers wear them on patrol. Policies mandate that vests be worn and seatbelts be fastened, yet how many policies and protocols inhibit getting emotional and mental help? What unseen and unspoken cultural norms have hampered your agency from allowing others to get help without repercussion?

I’ve gone around the state teaching multiple classes on peer support and wellness to officers,



deputies, correction staff, dispatchers, and even firefighters. Thankfully, departments are making efforts to implement peer support programs, due in large part to Rep. Lee Perry's and Sen. Daniel



The same firearms that officers carry on shift and with which they regularly train now become negative lethal means of ending pain for the officer—the pain that was caused by the very nature of the job.

Thatcher's public safety peer support counseling bill. But there is so much more that needs to be done.

It is irresponsible for any chief or sheriff or officer or deputy to think "suicide won't happen in our agency" or "our department hasn't had a suicide or a near-miss in a while so we're immune." It's foolish to think that if you are in a smaller agency, the likelihood of an officer suicide is reduced; the opposite is true—smaller agencies are actually at a higher risk for suicide among its officers. The fact is

every department and every person is susceptible. So, why aren't we acting with greater urgency to stop the threat of officer suicide?

I had lunch recently with a friend who was involved in a critical incident some time ago. He spoke frankly about the dark depression he experienced following the shooting and the suicidal thoughts he had.

I taught an academy class on wellness not long ago where, at my invitation, two experienced officers spoke frankly of times that they had a gun in their mouths, ready to kill themselves. Thankfully, they got help.

I taught the PTSD portion of a Crisis Intervention Team (CIT) academy at another agency recently where the discussion around trauma revealed, not surprisingly, that a lot of law enforcement officers struggle with the signs and symptoms of deliberate and constant exposure to trauma.

Not long ago, in my position as a peer supporter, I spoke with an officer who confided in me that they





have been suicidal as recently as a few months ago, and that they've taken active suicidal actions conducting dry-runs—actually taking an empty pistol and holding it to their head and pressing the trigger.

We must not be irresponsible to the constant pressures that our law enforcement officers, our dispatchers and our corrections professionals face. We must act now.

Money and effort seem to be the biggest barriers. But if we are buying ballistic vests, investing in gear and training, why not invest in the actions needed to keep officers healthy?

I also submit that there's another layer of hesitation, in addition to finances or having enough people: I call it the ostrich syndrome. If we don't see it, it's not happening. These are difficult conversations and challenging topics, but I am acutely aware of them because officer health is my top priority and my main focus. I've lost friends to suicide, and I don't want to lose any more.

There are two main things that are needed to start this effort of reducing the risk of suicide within every agency. First, a robust peer support program is needed, and second, an active suicide prevention and identification program is essential.

ESTABLISHING A PEER SUPPORT PROGRAM

Administrators need to understand what's involved in a peer support program. Too often with agencies struggling for personnel, making a position for a full-time or part-time peer support coordinator seems futile and contrary to wise practices. However, a robust peer support team can literally save lives.

It is important to assign someone a collateral duty of peer support; it is equally important to actually set aside dedicated hours for the job position of peer support; and it is important to make a standard that those hours will not be shoved out due to "operational needs." If you think you're short-staffed now, or if you think you're losing money now, just wait until someone kills themselves. Of course, then it will be too late.



CREATING A SUICIDE PREVENTION AND IDENTIFICATION PROGRAM

There are two examples I'd like to highlight that will help your agency in reducing suicides: (1) A Canadian model that reduced suicides by 79 percent, and (2) an evidence-based assessment used by the US military that reduced suicides by 56

Previdence is a Utah-based company that has been working with the US military for over ten years. They have reduced suicides by 56 percent. Now, they want to help first responders.

percent. Both are unique and, in my view, both need to be implemented because of what they have to offer.

Over a ten-year study, our neighbors to the north in Montréal, implemented a department-wide suicide prevention training program called "Together for Life." All personnel were given an annual half-day

training about suicide risk-factors and how to help. They were provided with resources for stress-related issues, including, most notably, therapeutic counseling. Supervisors and union reps received a full day of training on identifying officers at-risk and how to intervene. Lastly, a publicity campaign was launched with newsletters, posters and brochures.

That model is great for awareness and culture change, and a suicide prevention program should absolutely be implemented within every agency; but it's not enough. Why? Because that model relies on identifying those who are at-risk by having others watch for the cues. Cops are great at hiding and lying the deep-seated depression and suicidal thoughts. Thankfully, there is a way to identify and help those who are silently suffering: Previdence.

Previdence is a Utah-based company that has been working with the US military for over ten years. They have reduced suicides by 56 percent. Now, they want to help first responders.

The Previdence model uses an online evidence-based assessment that scores or rates stress and

risk. For those who are suffering and struggling, but don't give off the suicidal signs to co-workers or who don't want to talk to peer support or a therapist, they can simply push a button that will summon help. The assessment is constructed of a military-grade encryption and is totally and completely confidential. Those most at-risk will be contacted by a Previdence therapist where they can get help. The department won't know who got help, but administrators will be able to see how many people in their organization are at-risk. This can help administrators change policy and practice. Previdence also advises, trains, and implements best-practice policies for interested agencies.

I've seen the assessments, and I've taken the assessments. There is no better mode available anywhere that will save lives. I wholeheartedly recommend them, without hesitation.



If we want to do something to save lives, we need to take action now. Peer support programs need to be up and running. A commitment to time and effort to help those programs and personnel are essential. As part of the wellness initiatives in each agency, a suicide prevention program needs to be established and implemented. Lastly, if you want to save lives, I again recommend using evidence-based, established programs like Previdence—the only one I know of, of its kind, that can truly change the way we identify risk and help those who are at risk of suicide.

While a lot more can be done to change the police culture and implement change revolving around officer wellness and safety, if no other program is to be initiated in your agency, even at the risk of not having a peer support program, I recommend bringing in Previdence. Just to clarify, I'm not getting paid by Previdence; there is no referral bonus or exchange like it; I simply believe in it. If you want to save lives, this is the model to follow. Period. So, what are you waiting for?

Jeffrey Denning is a peer support leader at Salt Lake City Police Department, an executive board member of the Utah CISM team, an Iraq war veteran, and the author of *Warrior SOS—Military Veterans' Stories of Faith, Emotional Survival, and Living with PTSD*. He can be reached at OfficerWellness@gmail.com. ■

Endnotes

- 1 Denning, J., LAW and ORDER, "Police Suicide: Statistics and Stopping-The-Threat Training," Hendon Publications, Sept. 2015, 54-56.
- 2 Fay, Kamena, et al. Emergency Responder Exhaustion Syndrome (ERES): A perspective on stress, coping and treatment in the emergency responder milieu.



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The Leadership- Management Continuum

Michael Galieti, EdD, UPOA Executive Director



Though often used interchangeably, the terms leadership and management have different meanings and represent different functions. The Leadership-Management Continuum posits that both functions are necessary if an organization is to function effectively. Further, team members in an organization typically perform each function at one time or another: The best team leaders are also good managers; the best team managers are also good leaders.

Leadership is a choice, not a position (Covey, 1989). He adds that, “Management is doing things right; leadership is doing the right things [Covey quoting Drucker and Bennis].” And, Warren Bennis explained that leadership and management require completely different skill sets. Another analogy is that leaders are the architects while managers are the builders (Mariotti, 2001).

A good visionary leader needs good managers to put the vision in place. This is why organizations

exist: The leader simply cannot do it all herself. If she could, she probably would. The best leaders empower the best managers.



... team members in an organization typically perform each function at one time or another: The best team leaders are also good managers; the best team managers are also good leaders.

Terry D. Anderson, Ph.D. (1999), offers his views in his powerful book: *Every Officer is a Leader: Transforming Leadership in Police, Justice, and Public Safety*. Police officers, corrections officers, deputies, and troopers all lead by the very

A good manager builds on the vision of the good leader. There are leaders most everywhere, but the realm of the manager is within the organization. Within an organization, managers keep things running smoothly. The best managers build the best organizations.

nature of their jobs. They lead in their agency, they lead in their work, they lead in the classroom, and they lead in the community.

Zenger and Folkman (2002) titled their work, *The Extraordinary Leader: Turning Good Managers into Great Leaders*. This, of course, implies a progression from mere managership to exalted leadership. The leadership-management continuum, on the other hand, suggests that all organizational team members ought to get good at both managing and leading because the organization needs both skill sets, and because team members in an organization do both jobs as each job is needed. Each team member, whether performing a leadership function or a management function, has the opportunity to choose to lead.

The leadership-management continuum suggests that the chief executive officer (chiefs and sheriffs) may be engaged in leadership functions perhaps 80% of their time while they engage in the very necessary management functions perhaps 20% of their time. The entry-level officer, on the other hand, may be involved in the very necessary management functions 80% of their time while these same officers are engaged in leadership functions perhaps 20% of their time. ■

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GAINING PERSPECTIVE

FROM CORPORAL MARIE CLARK OF THE DAVIS COUNTY SHERIFF'S OFFICE

By Liz Sollis, Media and Community Engagement Director



Corporal Marie Clark



At 21 years of age, Marie Clark was like many other college-aged youth who considered juggling both work and school. A friend suggested county government as an employer and that is when Clark discovered Davis County Sheriff's Office.

The position Clark applied for and secured with Davis County Sheriff's Office was corrections clerk—currently referred to as jail operations specialist. “The job sounded interesting and like something I could do for a long time while accomplishing other goals, like education,” said Clark.

“Corrections clerk” can be a misleading title considering the work expected of those in these positions. “Our main duty was to monitor the inmates and ensure officer safety within the jail. That’s a huge responsibility,” said Clark.

After one year as a corrections clerk, Clark decided to apply for a correctional officer position. She was selected for the position and within one month’s time she was attending Utah Peace Officer Standards and Training (POST). Davis County Sheriff’s Office paid for POST and paid her salary while attending POST; affordably fulfilling her desire to gain higher education. The benefits of working in law enforcement continue to pay off for Clark. In 2016, thanks to a legislative change, Clark applied to have all of her POST certifications transferred into college credits.

Once in the role as correctional officer, Clark immersed herself into professional development opportunities. “I wanted to improve my skills and be more confident in myself. I also enjoy teaching others. I took 120 hours of Defensive Tactics training and now I’m an instructor.” Following the training, Clark took on the role of overseeing the Sheriff’s Office’s Defensive Tactics training. She has also been a Field Training Officer (FTO) for new correctional officers. As FTO, she learned from those she taught, “I learned to keep that excitement to make change, to fight complacency—new officers are always reminding you of what they just learned, and to keep skills fresh.”

“Clark was my FTO six years ago and, to this day, we are family,” said Correctional Officer Zack Jolley. “She taught me the importance of sticking to goals, the value of hard work—she is a very hard worker, and the importance of talking with and listening to all people—the good and the bad stories.”

“My classroom is the correctional facility. I love teaching, sharing best practices and discussing case law,” Clark said. In addition to mentoring and training colleagues, Clark instructs students at the Weber State Police Academy and is a member of Utah Women in Law Enforcement.

“I got involved with Utah Women in Law Enforcement because I wanted to change the perspective that law enforcement is a ‘man’s job’—a belief even my grandmother held. The association is also great for meeting and networking with female law enforcement leaders from around the state,” said Clark. Leading, mentoring, training, professional

Clark is the Jail Operations Specialist at the Davis County Sheriff’s Office



Clark is the Jail Operations Specialist at the Davis County Sheriff's Office



development, networking and support are key to Utah Women in Law Enforcement. They also review and influence policy changes that have both local and statewide impact, such as uniform (pants and shirts fit male and female bodies differently) and eyelash policies; yes, eyelash policies existed until recently.

This August, Clark was promoted to Corporal and, in November, she was recognized by Davis County Commissioners for ten years of service with Davis County Sheriff's Office. As a corporal and veteran employee, Clark looks forward to the chance this position and seniority will provide her to step back, observe, ensure proper steps are taken,

train and teach, and have a voice among the new leadership (Sheriff Kelly V. Sparks was elected in 2019).

"Working in the jail gives you a genuine perspective and respect for human life. It's an entire community in one little space," said Corporal Clark. "I've learned a lot here: the common courtesies, the things we take for granted, learning to be nicer to people and knowing not everyone is terrible—they just make mistakes." ■

UPOA GOVERNOR'S TOP TWENTY

and Up-Coming Shooting Competition

By JEFFREY DENNING, UPOA FIREARMS CHAIR



As the firearms chair for the UPOA, I'm pleased to announce the top twenty law enforcement shooters for the State of Utah—also known as the Governor's Top Twenty. In the past this distinguished award was for a season involving half of two years (e.g., 2017-2018); however, after consultation and input from Jared Stepp and newly promoted Chief Greg Severson, both key players

in UPOA firearms decisions, a decision has been made to present the award on a single year basis.

The decisions for the award are based on two of the big UPOA events, namely: (1) UPOA multigun and (2) the UPOA handgun competition. With the change of seasons, as mentioned above, we included the third handgun competition from 2018 for the

2019 season awards. Going forward, all Governor's Top Twenty awards will combine these two main events.

It is noteworthy to mention that in the past the Precision Pistol Competition (PPC) has also been included in the overall awards for the UPOA Governor's Top Twenty. Unfortunately, static precision shooting has declined in popularity, while "runnin' and gunnin'" has gained wider popularity. PPC was not included in the 2019 decision.

The overall decision was based on a complex, yet fair, rating based on the number of shooters in each category (e.g., patrol and practical in the handgun and/or multigun). There were several

shooters that scored high on all three competitions. When that occurred, the next shooter in line by score was picked up to be on the Top Twenty list.

Traditionally the announcement for the Governor's Top Twenty award has been given at the handgun competition in the summer. With the change in the time period of the award, we have moved the handgun competition to the spring—April 22nd in Salt Lake City.

In order to be included on the Governor's Top Twenty, qualifiers must be members of the UPOA,



and they must be active law enforcement personnel in the State of Utah. There were a couple who scored high from out of state or who were not currently active law enforcement. We applaud these shooters for their skills and participation, but the UPOA Governor's Top Twenty is exclusively for active law enforcement personnel in Utah who are members of the UPOA.

So, without further ado, here is the list of the awardees for the Governor's Top Twenty in 2019. Because of the complexities of the ranking as alluded to and outlined above, there is no particular scoring rank. Thus, awardees are categorized below by their department.

- Luke Johnson – SLCPD
- Aaron Buchei – SLCPD
- Brian Sorensen – SLCPD
- Jeffrey Denning – SLCPD
- Trevor McLelland – Unified PD
- Jared Stepp – Unified PD
- Phil Vollmer – Unified PD
- Matt Cunningham – Utah County SO
- Brett Lawrenson – Utah County SO





- Beau Mason – UHP
- Jaron Bennion – UHP
- Bart Kirkham – Lehi PD
- Tony Shipton – Lehi PD
- Travis Ricks – Cache County SO
- Jordan Hopkins – Cache County SO
- Greg Severson – Sandy PD
- Curtis Robertson – Sandy PD
- Enoch Smith – DEA
- Andrew McKeon – AP&P
- Colby Page – Draper PD





Traditionally, the announcement of the Governor's Top Twenty has been made at the UPOA Handgun Competition. This event – which had been scheduled for April 22 - has been postponed due to the Coronavirus Pandemic.

We do realize the maintenance of professional skillsets depends upon the on-going use of those skills. However, we also recognize the need to maintain appropriate social distancing as we present a united front in combating Coronavirus. As soon as reasonably practical, the UPOA Handgun Competition will be rescheduled.

Thank you, Jared Stepp (UPOA Match Director) for all the work that has already gone into this

event. He has done most of the work in managing this and other recent UPOA competitions including stage management of the actual event, recruiting of sponsors, and preparation of awards. For example, the UPOA Handgun Competition, once rescheduled, will host about 150 professional law enforcement shooters, a dozen stages of fire which will include about 300 rounds of pistol fire, plenty of prizes, practice under pressure, and a healthy dose of law enforcement comradery.

Until next time, continue to hone your skills and keep adding to your tactical toolbox. ■



47th Annual UTAH PEACE OFFICERS ASSOCIATION MID-WINTER CONVENTION

As a Utah corporation, the Utah Peace Officers Association (UPOA) is required to conduct an annual meeting of members, and this is consistent with the UPOA Constitution and By-Laws (Article XII, Section 1). This meeting was held in St George, Utah, on Friday, February 21, at 08:00, in conjunction with the UPOA 47th Annual Mid-winter Convention. UPOA Members, members of the UPOA Board of Directors, and members of the UPOA Executive Board attended this meeting which was conducted under the supervision of UPOA President Damon Orr.

The principal purpose of this annual meeting is to conduct UPOA organizational business and to elect UPOA officers (Constitution, Article VI, Section 1).

Considered for election as UPOA officers were candidates previously considered and approved by the UPOA Executive Board and previously considered and approved by the UPOA Board of Directors. Nominated for Vice-President was Christopher Walden of the Utah Attorney General's Office. Nominated for Sergeant-at-Arms was Dean Adams of Utah Adult Probation and Parole. Attendees were invited to offer any additional

L to R: American Fork Police Department Officers, Kadance Konecny, UPOA Vice President Sergeant Jennifer Nakai, Hope Groesbeck, Reyna Pedro



nominees; no additional nominees were offered or received. These candidates agreed to serve if elected, and these candidates have been duly elected.

Additional business was conducted at the annual meeting members. An amendment to the UPOA Constitution was considered in accordance with Article VI, Section 2 of the UPOA Constitution. The amendment is to Article III, Section 1 of the Constitution: Membership. The amendment which had been considered by the UPOA Executive Board and the UPOA Board of Directors, was approved unanimously by members present at the annual meeting. The UPOA now has two classes of membership: Active Membership and Associate Membership.

Finally, on a motion from the floor, a proposal was offered to adjust the fee for annual UPOA

His discussion included issues relatively new to law enforcement such as concerns for officer health and wellness (mental and physical health and wellness) and the role of modern technology in modern policing: cell phones, body cameras, social media, and much, much more.

West Jordan Police Officer Ben Sullivan presenting "Narcotics and Street Crimes in a New Era"



membership. The motion called for an annual membership fee of \$50 per year. The motion received a second, discussion followed, the question was called for a vote, and the measure passed with the unanimous consent of all members present.

In addition to the annual meeting of members, a meeting of the UPOA Executive Board was conducted, outstanding high-quality training was offered, and a celebratory banquet was convened. The Executive Board meeting was conducted under the direction and supervision of UPOA President Damon Orr. Training was conducted under the supervision of UPOA Training Coordinator BL Smith, and it included NDCAC's "Gathering Evidence from Today's Communications Technologies," "Defensive Tactics/Survival Tactics," and "Narcotic and Street Crimes in a New Era (the use of social media in street crime investigations)" as presented by West

Jordan Police Department Detective Ben Sullivan. The banquet, as conducted by UPOA Vice-President Jennifer Nakai, featured an outstanding Keynote presentation by Heber City Police Department Chief Dave Booth. His discussion included issues relatively new to law enforcement such as concerns for officer health and wellness (mental and physical health and wellness) and the role of modern technology in modern policing: cell phones, body cameras, social media, and much, much more.

It is reported, with an appropriate level of satisfaction, that the 47th Annual Mid-Winter convention was a grand success in terms of the satisfaction of attendees, the quality of education and training, the successful conduct of UPOA business, and the conduct of an event which proved, financially, to be a 100% self-sustaining, revenue neutral event. ■

THE UTAH PEACE OFFICER...

...is the official publication of the Utah Peace Officers Association (UPOA).

As such, this is a principal place for the publication of official notices of the UPOA.

Accordingly, the Board of Directors, the Executive Board and Officers, and the Executive Director of the UPOA take this opportunity to publish our position as Utah's premier professional association for law enforcement on the Covid 19 (Coronavirus) pandemic.

UPOA's Three-point Position

1. The UPOA thanks law enforcement professionals throughout the State of Utah for their selfless and effective service under difficult and trying circumstances.
2. The UPOA recognizes law enforcement professionals as leaders who lead by example for the common good of those who live, work, study, and recreate in the State of Utah.
3. The UPOA endorses and supports Governor Gary R. Herbert's "Utah Leads Together" plan for the recovery of the physical health and the economic health of Utah. [We encourage all Utah law enforcement professionals to read and understand the entire plan, about 15 pages: coronavirus.utah.gov].

Governor Herbert's Three-phase Program

1. Urgent Phase (8-12 weeks): Coordinated public health response.
2. Stabilization Phase (10-14 weeks): Public health measures begin to take hold.
3. Recovery Phase (8-10 weeks): Return to stability.

Three Notes for Membership Review

1. Where there are questions, err on the side of caution.
2. Where there is action, exercise compassion.
3. In all circumstances, lead: practice principled leadership for moral, ethical, and effective outcomes.



California Casualty

Why You May Not Have Enough Insurance to Rebuild

Contributed by: California Casualty

Seeing a wall of flames or a madly spinning tornado bearing down on your community or neighborhood is the worst time to wonder, “Do I have enough insurance to build my home again?”

While some areas of the country have already experienced tornadoes and record flooding, fire and storm season is just beginning.

We’ve seen enough disasters to know the stress and financial impact they leave behind. More out-of-control fires and powerful storms have resulted in higher cleanup costs, elevated rebuilding prices and shortages of manpower and materials, due to the damage in a concentrated area.

It’s very important to make sure that you have enough insurance for your home and property.

Here’s why:

- Half of American homeowners have told experts that they don’t really know what their homeowners insurance policy covers
- Other studies estimate that six out of ten homeowners are underinsured by an average of 20 percent – meaning if their house costs \$200,000 to replace, they would fall short by about \$40,000 if they had a total loss
- Less than 20 percent of those in flood or earthquake-prone areas have flood or earthquake insurance

Here are some of the factors that could lead to a home being underinsured:

1. **Improvements and upgrades.** When you buy new appliances, remodel kitchens and bathrooms or add on to your home, those improvements may not be covered by your original insurance policy.
2. **Hazardous materials removal costs.** After a disaster, your property may be full of dangerous chemicals, asbestos and other hazardous materials. It may take months to get proper permits, and the costs to remove the toxic residue can be quite high.

3. **Rising construction costs.** After large-scale disasters, building materials, construction crews and equipment may be in short supply. Costs in many areas have skyrocketed after massive property destruction.
4. **Updated building codes.** Rebuilding an older home to meet today's safety codes may be expensive, especially if you bought your home decades ago.
5. **Limited loss of use coverage.** Make sure you have enough coverage to pay for extra living expenses (rent, food and other essentials) while your home is rebuilt or repaired. It's important to factor in extended time after large disasters, sometimes more than a year.
6. **Not enough personal property protection.** Make sure that you have enough contents coverage to replace the many items you own – bedding, clothing, kitchen items and electronics. Don't forget scheduled personal property for high value items, such as jewelry, special musical instruments, fine art and collectibles.

Being Prepared

A yearly policy review is a must. As your insurance partner, it's imperative that you tell us about any home improvements/upgrades that you've made. A California Casualty advisor will take the time to explain your policy and help make sure that you have the coverage you need with the discounts you deserve.

It's also important that you make an inventory of your possessions. Not only will it help determine the amount of coverage you need, but it speeds up the process of replacing those items. Only half of American homeowners and renters have done an inventory, which could leave them in the lurch after a disaster.

California Casualty specializes in customized auto & home insurance for UPOA members. Learn more today about exclusive features, benefits, and discounts currently available for you and see how we could **save you an average of \$423* per year on auto insurance. Start a Quote Online** (mycalcas.com) or give us a call at **1-866-704-8614** today for your free quote



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in people. This is a time for Utah to
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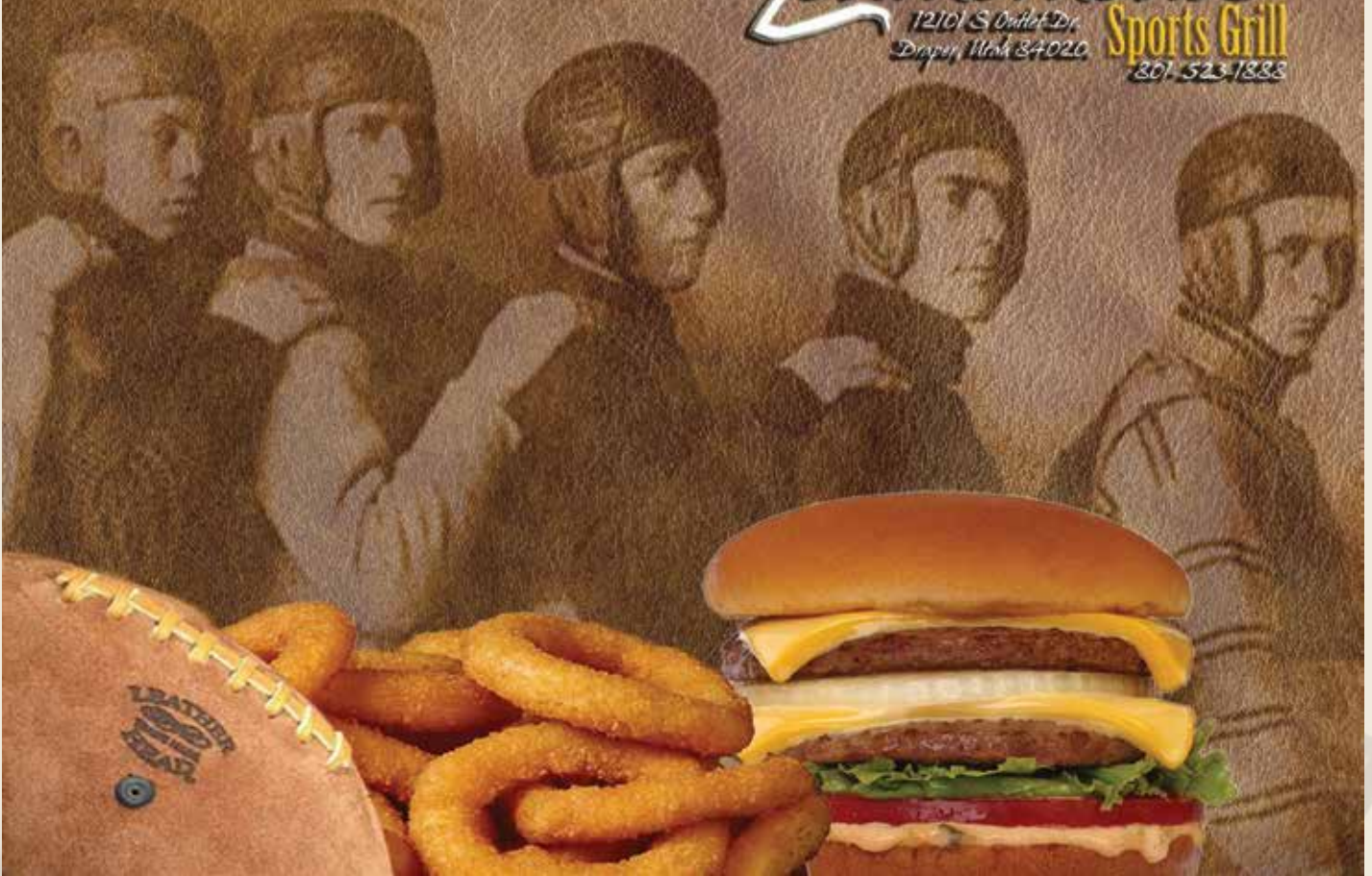
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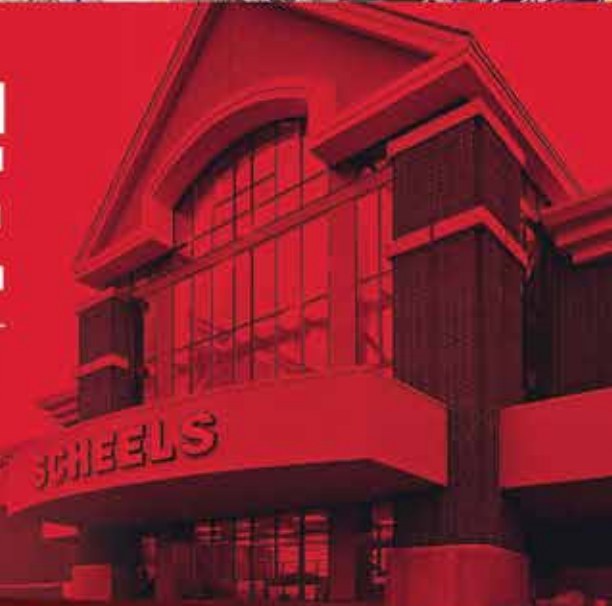
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