September 2020 Newsletter

Reforming Public Safety

In the law enforcement environment of today a significant amount of focus is being directed towards public safety reform. Merriam-Webster defines reform as *"to put or change into an improved form or condition."* Synonyms include improvement, transformation, reorganization, refine and modification. Public safety reform can include a wide range of topics such as department structure, strategic and mission objectives; public safety initiatives, policies and procedures; workflows and business processes; training protocols; and performance metrics. The topic is so wide-ranging that it can be difficult to develop an actionable plan that provides value both to the community and public safety operations.

The attention on reform provides departments the ability to take an objective and comprehensive review of their current state of their agency to identify opportunities for improvement. However, reform implies change and the statement "not every department has a positive culture for change" will surprise no one. Many departments need a catalyst to implement change to improve their operations whether it be focused on culture, operational effectiveness, time efficiency or value to the community they serve. This article is intended to identify a variety of opportunities at a high-level that departments could consider in exploring areas of reform.

Reform initiatives must benefit a diverse audience including the community being served:elected officials, city/county management, and public safety. Reform initiatives must be realistic and capable of demonstrating tangible and measurable improvements. The goals of the reform need to be clearly stated. A cost benefit analysis should be completed for each initiative in order to fully understand the total cost. This total cost includes initial and recurring costs; level of effort to implement; and all the requirements for staffing, infrastructure and technology. This process enables the department to to determine if there will be a positive Return on Investment (ROI) prior to green lighting an initiative. Achieving a positive Return on Investment is a key component to the successful implementation of any reform.

Areas for Improvement
Below are some of the wide range of opportunities for departmental improvement. As you can see, some are more complex and may require significant planning, while some are much smaller in scope and can be accomplished quickly.

9-1-1/PSAP Operations
- Explore the validity of criteria based dispatching
- Reduce the non-emergency workload for 9-1-1 call takers
- Reduce accidental 9-1-1 calls to the PSAP
- Divert non-emergency and non-public safety type incidents to a new

workflow
- Leverage technology systems to improve operational effectiveness and time efficiency (e.g., workforce multiplier)
- Analysis of data to identify current 9-1-1, Police and Fire and EMS workload for the various types of incidents, trends, etc.
- Implement a 3-1-1 web-based system to improve customer service

Policies and Procedures
- Review policies, procedures and training to ensure they meet current standards and expectations
- Identify any departmental practices that may conflict with department directives
- Review and Analyze s high risk and high volume policies and SOPs to determine their desired effectiveness. Example of this types of policies include:
  - Use of Force
  - De-escalation
  - Pursuit
  - Arrest procedures
  - Search warrants
  - High risk incidents
  - Traffic enforcement
  - Self-Initiated activities
  - Community resources
  - Personnel conduct
  - Procedures for specific types of incidents - EDP, intoxicated, graffiti, neighbor dispute, quality of life
  - Personnel proficiency–Policy versus real-life actions/customs
  - Personnel evaluation
    - Evaluate if personnel as to their level of training and effectiveness of the training as it applies to the various policies and SOPs.

Monitoring Department Performance – Quality Assurance/Quality Improvement
- Measure the performance of all personnel
- Utilize Key Performance Indicators (KPI)
  - Determine and review current KPIs
  - if not present, develop Key Performance Indicators (KPI)
  - Measure the performance of all personnel against the Key Performance Indicators
  - Performance metrics - Measure if personnel are following policies and procedures as designed
- Quality Assurance Program
  - Community Engagement
    - Conduct Community Surveys
      - Call victims and witnesses regarding first responders performance
      - When conducting community surveys utilize multiple demographics to ensure diverse representative sampling
    - Implement a Complaint Line–this can include both Web and phone service
  - Body Worn Camera System
    - Ensure policy and procedures meet current standards and expectations
    - Develop training curriculum
    - Develop quality assurance process to ensure that the video capture and video release policies are being adhered to
    - Conduct regular audits

- o Use of Force Review
- o Arrest analysis
  - ▪ Arrests made
  - ▪ Cases prosecuted versus dropped by District Attorney
  - ▪ Analyze specific case types(incl Arrests, search warrants. For example:
    - • Narcotics
    - • Weapons
    - • Gangs
- o Diversion analysis
- o Positive action analysis – Track positive department activities

Community Communications and Involvement
- • Educate the community regarding department policies, procedures and training through community outreach programs. Topics could include:
  - o Use of Force
  - o Arrest Procedures
  - o Body Worn Camera system
  - o Traffic Enforcement

Winbourne Consulting has assisted numerous agencies in analyzing, evaluating and implementing departmental programs. For more information on how they could assist your department, contact us at info@w-llc.com.

Winbourne Happenings

Winbourne Consulting has been assisting **Ho Chi Minh City** in the initial implementation of an integrated emergency communications system. This was the 1st step in the long term goal of becoming a "Smart City". The upgraded system was officially deployed and has been operational starting July 1, 2020. Ho Chi Minh City is in the process of beginning the deployment of the next phase which will include implementation plans for an Intelligent Operations Center, a smart cities priority that will aggregate real-time urban data onto an intuitive dashboard platform that can be leveraged by local leaders. **Winbourne Consulting** has been selected by **Ho Chi Minh City** to provide assistance in this program as well.

Dealing With Covid 19

How Mobile Solutions Can Help Agencies Improve Operations During The Pandemic
By Alex Brown,Aug 26, 2020

Over the last few months, the coronavirus pandemic has created the ultimate disruption across all levels of government. Despite the many challenges it brings, there's plenty of silver lining in the new opportunities for agencies to re-evaluate key processes -- including collecting data such as confirmed cases in a region, contact tracing and health care responsiveness. The need for automated data collection and analysis tools has never been more apparent, yet many state and local governments find themselves restricted by spreadsheets, paper forms and antiquated systems.
Mobile data collection can extend and improve COVID-19 response.
COVID-19 poses a significant disruption for the government sector. It is a natural inflection point for pursuing technologies that can tackle the new requirements and challenges that state and local governments face:

- • **Contactless/social distancing protocols.**

- **Tight budgets and decreased spending.**
- **New data to track and guidelines to follow.**
- **Enforcement of regulations on businesses.**
- **Inspection of local businesses with discretion.**

Beyond addressing the challenges of COVID-19, mobile data platforms can help advance government operations and efficiencies on a number of fronts:

- **Improve data collection.**
- **Connect critical data across systems.**
- **Automate manual processes and save time.**
- **Uncover trends visible and provide key insights.**

Alex Brown is the technical editor for **Form.com**.

Industry Events

Welcome to IACP 2020

Given the global impact of COVID-19, the IACP has decided to move IACP 2020 from an in-person meeting to an online training event and expo in the fall of 2020!

In making this decision, the IACP considered feedback from members and conference participants, state and local guidance on large gatherings, budgetary and travel restrictions placed on police agencies, and guidance from the Centers for Disease Control and Prevention and the World Health Organization. This decision was made for the safety of our attendees and their communities.

While the details are still being finalized, here are just a few of the things you will be able to do at the IACP 2020 Virtual Training Event and Expo:

- Expand your knowledge with access to more than **175 educational workshops** on critical topics to the policing profession.
- Access all the educational workshops and presentations for **12 months** on IACP's virtual meeting platform.
- Hear from an impressive array of **experts, police leaders, and inspirational keynote speakers** during IACP 2020 general sessions.
- Visit IACP 2020's **virtual exhibit hall** to meet with vendors and sponsors to discover and discuss solutions to the challenges facing your agency.
- **Interact and network** with presenters and fellow participants online.

For additional info visit: https://www.theiacpconference.org/

Articles of Interest

GCN

Hackers Pivot To Attack Remote Workers

As identity authentication practices at public- and private-sector organizations have transformed in response to the surge in remote work, cyber criminals are adjusting their tactics, according to federal security experts.

In the last six months, the attack vector on federal and commercial networks has changed, said Sean Connelly, Trusted Internet Connection (TIC) program manager at the Cybersecurity and Infrastructure Security Agency.

With the traditional TIC 2 architecture's "castle and moat" style of cyber protections, attackers would look for buffer overflows, DNS and other weaknesses, Connelly said during a Sept. 22 Venable webcast on identity security. In the current work-from-home environment, however, attackers have shifted to more interactive techniques, trying to throw users off guard, he said.

"Now adversaries are trying to get you to click on something, like a social messaging app," Connelly said. "How do you put security controls around a social messaging app?"

To read the full article visit:
https://gcn.com/articles/2020/09/23/secure-remote-workers.aspx

Tyler Technologies Suffers Cyber Attack

Tyler Technologies, a provider of public-safety and government software solutions, experienced what it called a "security incident."

A statement on the company's website said that the incident involved "unauthorized access" to the company's "internal phone and information technology systems by an unknown third party."

"We are treating this matter with the highest priority and working with independent IT experts to conduct a thorough investigation and response," the company's statement said.

The company said that on Sept. 23, it became aware of an unauthorized intruder who had disrupted access to some of the company's internal system. Upon discovering the intrusion, the company shut down points of access to its external systems. The company has engaged outside IT security and forensics experts to conduct a detailed review and help it securely restore any affected equipment. **The full story can be viewed at**:
https://www.rrmediagroup.com/News/NewsDetails/NewsID/20013

U.S. House Passes Bill Repealing T-Band Mandate, Clarifying 9-1-1 Expenditures

House Resolution 451, also known as the Don't Break Up the T-Band Act of 2020, would repeal section 6103 of the Middle Class Tax Relief and Job Creation Act of 2012, which mandated the FCC to auction off the T-band spectrum by 2021. That act created the First Responder Network Authority (FirstNet) and allocated the D-block to public safety for a nationwide public-safety broadband network (NPSBN).

With the T-band mandate deadline fast approaching, public safety, industry and even the FCC had urged Congress to repeal the mandate. Public safety argued

that there is little suitable spectrum to move T-band public-safety incumbents to, and industry argued that an auction of the spectrum would be unlikely to cover the costs of the auction and relocation.

The bill would also address a second major obstacle facing public safety: states diverting 9-1-1 funding to other sources.

To read the full article visit:
https://www.rrmediagroup.com/News/NewsDetails/NewsID/20098

It Is 'Beyond Time' for Congress To Consider Reclassifying 911 Personnel Into First-Responder Category, Torres Says

Federal legislation that would reclassify 911 telecommunicators as members of a protective-service occupation—the job category that includes first responders like firefighters and police officers—continues to gain support but is still awaiting even committee-level consideration, according to the bill's primary sponsor.

Rep. Norma Torres (D-Calif.), a former 911 dispatcher and sponsor of the 911 SAVES Act, said that the legislation is designed to correct "an injustice here, plain and simple" by having the federal government classify 911 telecommunicators in the same category as other first responders.

"It makes absolutely no sense that the federal government categorizes 911 dispatchers as office and administrative support," Torres said Tuesday during the opening session of this week's virtual NENA Ignite conference.

To read the complete article visit: **https://urgentcomm.com/2020/09/23/it-is-beyond-time-for-congress-to-consider-reclassifying-911-personnel-into-first-responder-category-torres-says/**

Why A Unified Communications Platform Is Imperative For Public Safety

Informed decision-making rests at the core of an effective response to any incident or event. Whether public or private sector, organizations must be capable of building a real-time, accurate picture of what's happening. More importantly, they must be capable of doing so quickly and across multiple channels, without falling prey to misinformation or suffering from a lack of visibility.

As observed with COVID-19, navigating a crisis with constantly changing guidance and scenarios requires a focus on clear, actionable, accountable and factual information. While speed is certainly a factor where distribution is concerned, government leaders must also carefully review and validate all information before communicating it to the general public. This is especially true as we approach hurricane season.

With natural weather events and other incidents occurring across the country, citizens must be provided with updates on emergencies as they happen with instructions on how they can remain safe. Achieving this requires a secure, unified, communication system. In deploying such a platform, one must keep the following in mind.

The full story can be viewed at:
https://www.americancityandcounty.com/2020/09/16/why-a-unified-communications-platform-is-imperative-for-public-safety/

We Are Interested in Your Thoughts on the Above Topics.
To share them with us, please:

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Or
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