



# CENTER ON POLICING AT RUTGERS UNIVERSITY

Institute for Violence Prevention and Community Safety

# NEWSLETTER

FEBRUARY 2018

## CENTER ON POLICING

### Announce the renaming of the Police Institute to the Center on Policing (COP)

We are excited to announce the renaming of the Police Institute to the Center on Policing (COP) as it comes under a new larger institute, the Rutgers Institute for Violence Prevention and Community Safety (VPCS). Our Center joins two other centers under the VPCS, the Miller Center for Community Protection and Resilience (CPR) and the Center for Critical Intelligence Studies. Ava Majlesi, JD, is currently serving as

the acting director of the Institute, with John Farmer serving as the external advisory board chair, and Richard L. Edwards, former Rutgers New Brunswick Chancellor, serving as the internal advisory board chair. VPCS's goal is to "enhance the safety and welfare of society while maintaining three separate, but complementary, mission spaces." Below is a brief description of each center:

#### The Miller Center for Community Protection and Resilience (CPR)

*Director: John Farmer*

The goal of CPR is to partner with academic units within Rutgers University, as well as public, private and non-profit partners, to implement programs and projects that aim to protect vulnerable populations by identifying and disseminating best practices, offering police-community training workshops, consulting with and assisting vulnerable populations on security and civil liberties issues, and engaging in research relevant to the protection of vulnerable populations.

#### Center for Critical Intelligence Studies

*Director: John D. Cohen*

The goal of the Intelligence Community Center of Academic Excellence (IC CAE) is to leverage ties with federal agencies and others to expand educational and career opportunities for Rutgers students through increased opportunities for interaction with law enforcement and intelligence professionals and practitioners in the field by leveraging classroom and distance learning resources.

#### Center on Policing (COP)

*Director: Linda Tartaglia*

*Executive Policy Advisor:*

*Thomas J. O'Reilly*

The goal of COP is to integrate research and evidence-based best practices into police operations, violence reduction, problem solving, community policing, education, training, and the development of criminal justice policy and practice. This effort will support over 18,000 public safety professionals employed in over 500 public safety agencies throughout New Jersey. The COP will also continue to host the Urban Area Security Initiative (UASI).

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## CENTER ON POLICING STAFF LISTING

**Linda Tartaglia**

*Director*

**Thomas J. O'Reilly**

*Executive Policy Advisor*

**Wayne Fisher, PhD**

*Senior Policy Advisor*

**Rosalyn Bocker Parks, PhD**

*Research Project Manager*

**Cory Cipriano**

*Administrative Assistant*

**Casey Lau**

*Associate*

Becoming part of a larger institute will allow us to continue to carry out many of the goals it strived for as the Police Institute. It also offers new opportunities

to collaborate with the other new centers while continuing to work with established partners. The Center will achieve its goals by focusing on the following three areas:

research, technology, and education and technical assistance. ■

## RESEARCH

Research is meant to have a direct & meaningful impact on public safety agencies throughout the state

The Center on Policing's research is meant to have a direct and meaningful impact on the public safety agencies throughout the state and across the nation. This includes finding evidence-based best practices that can be implemented into police operations, violence reduction, problem solving, community policing, and the development of criminal justice policies. Our findings directly help public safety professionals and agencies more effectively protect and serve their communities.

threat, high-density urban areas such as Jersey City and Newark.

We recently completed our work on the Information Sharing Initiative with the Integrated Justice Information Systems Institute (IJIS Institute) and the Command, Control, and Interoperability Center for Advanced Data Analysis (CCICADA). The project produced a number of reports including one that collected success stories of information sharing from fusion center around the

United States and also a case study of an information sharing initiative from Utah's Strategic Intelligence and Analysis Center (SIAC) that involved immigration, drug and human trafficking. We recently presented some of our findings at the October Association of State Criminal Investigative Agencies (ASCI) meeting and The Opioid Technology Summit in December. Read more about these findings and events below:

### Information Sharing Initiative: Keys to Success

Between August and September, Thomas J. O'Reilly and Casey Lau conducted interviews with 10 states in order to get a better picture about how states are sharing information at the local and state level as part of the Information Sharing Initiative. Information sharing is an important part of policing because it provides information that can help solve and prevent crimes. Interviews were conducted with representatives from fusion centers from Georgia, Illinois, Iowa, Louisiana, Missouri, Nebraska, South Dakota, Tennessee, Texas, and Washington. These states were selected based on a survey sent out to agencies that are members of the Association of State Criminal Investigative Agencies (ASCI). While not all states shared information using the same procedures, the interviews revealed that information sharing is a crucial part of law enforcement, public safety, and homeland security.

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## (con't) Information Sharing Initiative: Keys to Success

Findings from each state were published in a final report at the end of September and were presented at the October Association of State Criminal Investigative Agencies (ASCIA) meeting. Here is a summary of general findings after interviewing the 10 states:

1. Each of the information sharing efforts started with leadership of the state agency, fusion center, and associations for state chiefs and police.
2. Each project included many elements identified in the IJIS Information Sharing and Safeguarding (IS&S) Environment Playbook, which collects best practices from past information sharing projects. Common early steps included executive sponsorship, understanding the user community needs, privacy governance structure, suspicious activity report (SAR), and the protocol to share and the type of data to be collected.
3. The privacy policies regarding information sharing were all written as part of Nationwide Suspicious Reporting Initiative (NSI) implementation and reviewed by the US Department of Justice (DOJ), US Department of Homeland Security (DHS), and the Director of National Intelligence (DNI).
4. There is a need to agree on what information to share, how to share it, and who would have access to it.
5. Many of the states started out with manual systems because of the light-weight nature of the program exchanged information by using the Regional Information Sharing Systems Network (RISS Net), National Data Exchange (N-DEx), and other existing processes to provide identify management and secure combinations.
6. There are several states that implemented robust technology solutions to foster either a centralized search of all systems or have integrated the functionality of systems together.
7. Several states have also developed sharing programs where the state has provided record management systems (RMS) for free or little cost, and the similarity of systems has facilitated the exchanged.
8. There is agreement that the critical ingredients to a successful ISE are leadership, budget, willingness to share, trust, and technology all facilitated through personal relationships.
9. The discussions with each of the states concerning their implementation of their version of an information sharing environment (ISE) verifies the value and relevancy of the plays contained in the IJIS Information Sharing and Safeguarding Playbook.

## Opioid Technology Summit

From December 4 to December 5, the IJIS Institute hosted The Opioid Technology Summit: Leveraging Technology to Address the Opioid Epidemic with partners that included the COP, the National Narcotics

Officers Association, the Police Foundation, and the National Fusion Center Association. Its purpose was "to provide an opportunity for government practitioners and industry experts to work together in exploring

the intersection of public safety and public health, and how these diverse areas can come together to explore technology solutions addressing the opioid crisis."

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## (con't) Opioid Technology Summit

The opening keynote was given by Shelly Lowe where she shared her personal and heartbreaking experience of losing her own son to opioid addiction. Ms. Lowe also serves as a New Jersey State Police (NJSP) Program Development Specialist. The summit also featured several panels where retired Superintendent of the NJSP, Colonel Joseph R. Fuentes, spoke about his experience in law enforcement with opioids on panels titled "Setting the Stage: Perspectives from Public Health, Public Safety and Human Services" and "Narcotics Officers Perspective." Both Colonel Fuentes and Ms. Lowe were our featured lecturers in our September Distinguished Lecture Series.

Thomas J. O'Reilly moderated panel titled "Public Safety—Public Health Success Stories" and "The Nexus Between International Cartels, Opioids and Illegal Immigrants." During panel discussion, Linda Tartaglia shared a case study conducted for the Information Sharing Initiative. The study describes an information sharing initiative from Utah's Statewide Information and Analysis Center (SIAC) that involved immigration and drug and human trafficking. This case study provides an example of how information sharing is essential to public safety, especially in regards to the opiate crisis. It also illustrates

the limitations of and the need for information sharing to happen at a national level.



Linda Tartaglia,  
COP Director



Thomas J. O'Reilly,  
COP Executive Policy Advisor

Discussions that took place at the summit revolved around the concept of "Let's not only keep talking, but also find ways to collaborate and overcome the policy and legislative challenges and demonstrate real progress. People are dying every day from opioid abuse, so we need to find ways to collaborate and take a multi-

disciplinary approach and leverage technology to help solve the problem" and involved perspectives from narcotics officers, federal government, public health, and technology sectors. Examples of key discussion points include:

- Using the Fusion Center Network to engage public health and other related areas
- Developing data standards and using Prescription Drug Monitoring Program (PDMP) data
- Reviewing the National Response Framework to see how disaster response can transfer to opioid crisis response
- Developing a model policy
- Highlighting to legislatures the special conditional language needed for all types of funding for the opioid crisis and coordinating/standardizing messaging to legislators between public safety, public health, and others fighting the crisis

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## (con't) Opioid Technology Summit

- Coordinating between public safety and public health to ensure more balanced approach between law enforcement, treatment and early intervention
- Using terrorism related Information Sharing Environment (ISE) concepts to enhance the opioid related information sharing efforts

Last year, the opioid crisis was declared a national health emergency

affecting communities all over the United States. The opioid epidemic continues to overwhelm the resources of professionals in both public safety and public health. The challenges which the epidemic imposes must be fought together by professionals in both arenas working together. Technology can help address many of these challenges by providing ways for them to collaborate including sharing information, analyzing data,

and coordinating response efforts. The COP will continue to participate in events like the Summit to share what it has learned through its research, and also to gain other perspectives in an effort to help find solutions to the challenges faced from this national emergency.

Here is a link to the agenda: <http://www.ijis.org/events/EventDetails.aspx?id=1015127> ■

## TECHNOLOGY Technology impacts all aspects of public safety

Along with research, we are interested in exploring how technology impacts all aspects of public safety and with helping agencies implement new technologies that can aid them in the field. While technology can offer solutions to some of the challenges which policing faces today, it also poses new challenges and

consequences. Those who work in law enforcement and the criminal justice system must understand both the positive and negative impacts of technology on protecting the public. Our Center is interested in various areas of technology which include, but are not limited to, body-worn cameras, information sharing,

digital evidence, and social media.

Recently, we participated in several events that show the importance of not only understanding how to use technology, but also the benefits and consequences of using it. You can read more about these events below:

### 2017 Rutgers IC CAE Colloquium on Social Media

On September 20, 2017, the Center on Policing, the Brennan Center for Justice, represented by Michael German and Rachel Levinson-Walden; and Rutgers Intelligence Community Center for Academic Excellence (IC CAE, now under the new Center for Critical Intelligence Studies), represented by John D. Cohen, hosted the 2017 Rutgers IC CAE Colloquium titled "The Impact of Social Media on Crime, Terrorism and National Security Activities". Amna Nawaz from ABC News moderated the discussion.

Approximately 15 law enforcement, national security, and privacy/civil liberty experts deliberated on the role of social media and its impact on crime, law enforcement and national security.

The panel discussion examined the effects of social media and internet-based communication platforms on every aspect of our lives, including sharing information with people across the globe. While social media has positive benefits, there are also

consequences faced with platforms that allow information to be shared within seconds all over the world. Social media has been used to live stream illegal acts such as kidnappings and homicides. There are a number of cases where the perpetrator posted information on the crimes they committed. There is also a growing trend of witnesses who post videos of crimes on social media without calling 911. The digital space that includes social media is now becoming an extension of our physical selves.

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## (con't) 2017 Rutgers IC CAE Colloquium on Social Media

However, police monitoring of social media brings concerns of privacy and the challenges of collecting digital evidence which is often not permanent in nature. Policies have also not necessarily been developed to handle digital evidence and use of social media by law enforcement agencies. By bringing together experts from all sides of the table, they were able to share their perspectives and learn from each other. They also showed the



importance of seeing both the positive and negative impacts of social media. The complexity of social media and its impacts on crime, law enforcement, and national security will continue to make it an important public policy issue in the future.

Watch the full panel discussion here: <http://abcnews.go.com/US/video/law-enforcement-experts-impact-social-media-crime-terrorism-49980320>

## National Governor's Association 2017 Institute for Criminal Justice and Public Safety Executives

From December 14th to December 15th in Charleston, SC, the National Governor's Association (NGA), National Criminal Justice Association, and the Bureau of Justice Assistance conducted an institute for the lead criminal justice advisors and public safety practitioners from each state. Topics covered included coordination of national

drug control efforts, strengthening communication strategies for responding to critical incidents, justice system reform, targeting violent crime and technology.

Thomas J. O'Reilly moderated a panel titled "Innovations in Technology for Strengthening Public Safety" which

included panelists Major Juan Colon of the New Jersey State Police, Dr. Richard Berk from University of Pennsylvania, and Ms. Danielle Melfi, Policy Manager with Thorn, the Digital Defenders of Children. This session provided an overview of new technologies that are informing policy making and shaping existing practices. ■

# EDUCATION & TECHNICAL ASSISTANCE

### Education is an important part of public safety and its mission

Our Center sees education as an important part of public safety and its mission, and is always looking for opportunities to make education part of what we do whether it is sharing our research, helping to implement and develop training programs for public safety professionals, using the collective knowledge of the Rutgers community,



and also reaching out to the community to involve them and inform them about public safety matters.

The COP is dedicated to helping to develop and implement training and certification programs based on best practices. Recently, we hosted VALOR Training on campus at Rutgers University  
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that was attended by law enforcement personnel from throughout the state. VALOR offers various training programs both in person and online that include workshops such as officer safety and wellness, law enforcement executive training, and terrorism-related officer safety strategies.

Being a center that engages in research, values technology, and emphasizes education, it is important that we also stay aware of current events. Members of the Center have attended various seminars in-person and online including Carahsoft's 7th Annual Citizen Engagement seminar. They have also sat in on a call that discussed the recent bombing in Manchester that featured representatives from Rutgers University, the Metropolitan Police, the NYPD Intelligence Bureau, and the Department of Homeland Security.

We work with various organizations which offer education opportunities as well. Holding membership in several organizations, COP staff often attend conferences and meetings and participate in and moderate panel discussions. In

The Center is also always looking for ways to get the community involved with learning more about public safety and the agencies that protect them. We will continue to host the Distinguished Lecture Series which recently brought former New Jersey Attorney General Peter Harvey to discuss 21st Century Urban Policing and also retired Superintendent of the New Jersey State Police Colonel

October, the COP attended the annual International Association of Chiefs of Police (IACP) Conference in Philadelphia. In November, the COP participated in a

presentation at the American Society of Criminology 73rd Annual Meeting. Read more about these meetings below:

### **2017 International Association of Chiefs of Police (IACP) Conference**

The conference featured panels on various topics relevant to policing today such as overcoming the human challenges of information sharing, building public trust, responding to hate crimes, and mental illness. Representatives from police departments and investigative agencies from all over the country and the world attended.

The COP participated in a discussion on body-worn cameras, information sharing, narcotics prevention and enforcement, and technology.

### **American Society of Criminology 73rd Annual Meeting**

The main focus of the meeting was to discuss "Crime, Legitimacy and Reform: Fifty Years after the President's Commission". In 1967, a committee appointed by President Lyndon B. Johnson published a report titled "The Challenge of Crime in a Free Society" that gave over 200 recommendations about crime that included topics on

juvenile delinquency, narcotics and drug abuse, corrections, and the use of science and technology as a way to assess challenges in fighting crime.

The COP participated in a panel on The Evolution of the Federal Role in Criminal Justice since the Crime Commission.

Joseph R. Fuentes and NJSP Program Development Specialist Shelly Lowe to discuss the Opiate Crisis.

We are also fortunate to be a part of Rutgers University, one of the leading research institutions in the United States. Besides offering the resources to bring together law enforcement professionals and the surrounding community, being a part of Rutgers also allows us to engage

the academic community including its students. The Center on Policing will continue its internship program as it takes in students of various backgrounds on both the undergraduate and graduate level.

Please read below to learn more about our recent education initiatives: *(con't pg. 8)*



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## Internship Program

The Center on Policing welcomed Sukrithi Balakrishnan, a graduate student at Rutgers in the Master's in Communication and Media program, as a new intern for the Fall Semester. The Center also welcomed back Tiger Li and Casey Lau. Casey, who graduated this past May and majored in Information Technology & Informatics and Sociology, is now working part-time as an Associate with the Center on Policing. She continues to work on the soon to be launched website and supporting various projects, including interviews and reports for the Information Sharing Initiative.

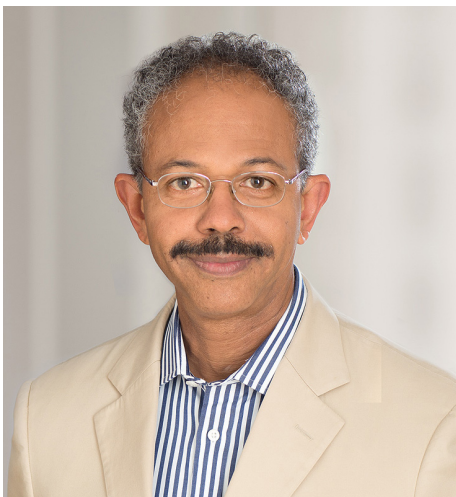
In September, Michael Zboray, a fellow at the COP, accepted a position to work with the New York Police Department as an Intelligence Analyst. The Center wishes him the best in his new position and is grateful for all his hard work.

This Spring, the Center welcomes new interns Alysse Vindeed, Alexa Rivera, and Sowmya Srinivasan. Peter Lu, who completed an internship at the ROIC with the New Jersey Office of Homeland Security and Preparedness in the fall semester, will be joining us again in the spring semester as an intern where he will focus on cybersecurity.

Interns play an important role at the center as they help support various projects such as the creation of this newsletter and planning and promoting lectures for the Distinguished Lecture Series. The Center also gives them opportunities to see public safety at work. Over the summer, interns were taken to the Real Time Crime Center in Newark and the Regional Operations Intelligence Center (ROIC) to see professionals at work and learn about what they do.

## Distinguished Lecture Series: "21st Century Urban Policing"

On Thursday June 22, the Center on Policing hosted Peter Harvey, former NJ Attorney General, for a lecture on 21st Century Urban Policing as a part of the Distinguished Lecture



Peter Harvey

Series. Mr. Harvey is a Partner in the New York City law office of Patterson, Belknap, Webb, and Tyler and serves as the Independent Monitor for the Newark Police Department under the consent decree. Members of various law enforcement agencies and Rutgers faculty and students attended the lecture.

Mr. Harvey highlighted the changing nature of public safety – departments can no longer hire officers based on family connections or physical prowess. Officers need to be thoughtful, smart, fair, and willing to learn over their entire careers. They must also be willing to retrain to ensure they are using the best and most effective techniques.

In order for community policing to be effective, police commanders need frequent and constructive dialogue with members of the community. Police officers must be held accountable for their actions both on and off duty. Technology has driven change, but departments must understand the data for it to be effective. This data must be analyzed and studied to find important information such as hot spots and reasons why crime is being conducted in that location. The world has changed in the 21st century, and policing must evolve with it or it will no longer be effective.

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## Distinguished Lecture Series: "Opiate Crisis: Professional and Personal Experiences"

On September 29th, 2017 the Center on Policing Distinguished Lecture Series sponsored by the Motorola Solutions Foundation hosted an event with recently retired New Jersey State Police Superintendent Colonel Joseph R. Fuentes, and Shelly Lowe, Program Development Specialist for the NJSP. Colonel Fuentes and Ms. Lowe led a discussion titled "Opiate Crisis: Professional and Personal Experiences." Colonel Fuentes served as Superintendent for fourteen years and recently retired at the end of October.

Colonel Fuentes highlighted the facts about ongoing opiate crisis, the process of manufacturing and the steps taken to monitor and control the production of Fentanyl. Colonel Fuentes also provided information on the role of the NJSP in the war on opioids, the path of heroin and illicitly manufactured fentanyl (IMF), and its impact on communities and law enforcement.

The Colonel discussed the New Jersey Regional Operations Intelligence Center's (ROIC) Drug Monitoring Initiative (DMI), which was created to address and monitor the epidemic of the pervasive use of heroin, opiates across the country. DMI Network analysis can see if overdose deaths are related and some benefits of the program include reports that are sent out on a daily, weekly, and bi-monthly basis which include information about the stamps being used on heroin.



Shelly Lowe,  
Program Development Specialist for NJSP



Colonel Joseph R. Fuentes,  
Retired State Police Superintendent

Ms. Lowe, in addition to providing facts on Fentanyl, provided a personal account of losing her son Adam to Fentanyl addiction, and her perspective on "it's not just a disease."

## DID YOU KNOW?

1/16 of an ounce of fentanyl can be lethal, and is up to 50 to 100 times more potent than street heroin

Deaths from fentanyl have been on the rise since 2013

5 ounces of heroin, the amount needed for a first-degree distribution charge, is equivalent to 202,500 doses of heroin

She also provided insight into the rehabilitation process and played a video clip where she discussed her experience of losing her son to drug poisoning. The video is part of the Manchester Police Department's "#NotEvenOnce" Campaign, which is a program implemented by the department to educate high schoolers about the dangers of opiate use. She also discussed how the amount of heroin needed for a first-degree felony distribution charge is 5oz, which is equivalent to 202,500 doses of heroin. She argues that the law needs to be changed to reflect the severity of heroin and fentanyl, which only 1/16 of an ounce can be lethal.

Law enforcement officials attended the lecture from local, state and even international agencies as well as students and professors from the university and residents from the surrounding community.

Before the lecture, Senator Linda R. Greenstein, Assemblywoman Annette Quijano and their respective staffs joined COP staff for a pre-meeting with Colonel Fuentes and Ms. Lowe to discuss possible legislative initiatives in response to the opioid crisis. ■