TECHBeat

Dedicated to Reporting Developments in Technology for
Law Enforcement, Corrections, and Forensic Sciences

INMATES PROVIDE
ANONYMOUS TIPS WITH
FACECROOK

INTERACTIVE FEATURE P. 3

NLECTC

National Law Enforcement and
Corrections Technology Center

A Program of the
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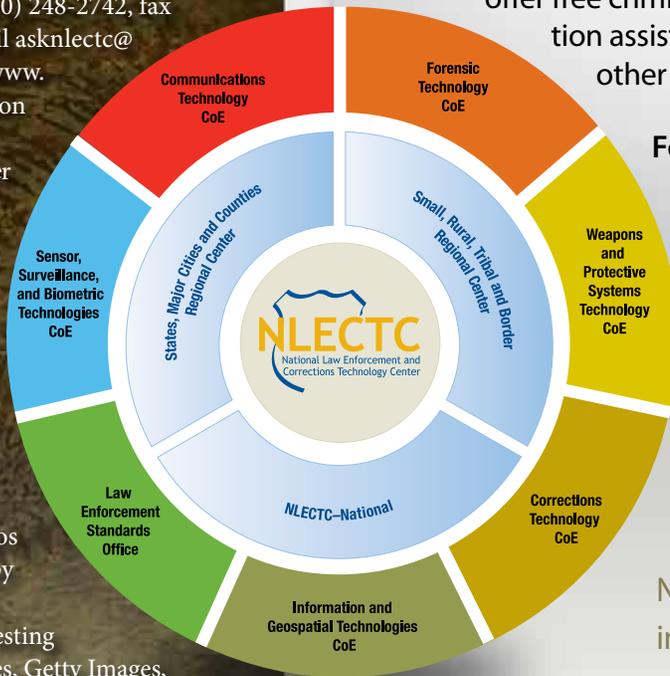
The NLECTC System

The National Law Enforcement and Corrections Technology Center (NLECTC) System is critical to the National Institute of Justice's mission to assist state, local, tribal and federal law enforcement, corrections and other criminal justice agencies address technology needs and challenges.

The NLECTC System is an integrated network of centers and Centers of Excellence that offer free criminal justice technology outreach, demonstration, testing and evalua- tion assistance to law enforcement, corrections, courts, crime laboratories and other criminal justice agencies.

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Android and iPhone apps are now available to access *TechBeat*. Keep current with research and development efforts for public safety technology and enjoy interactive features including video, audio and embedded images.
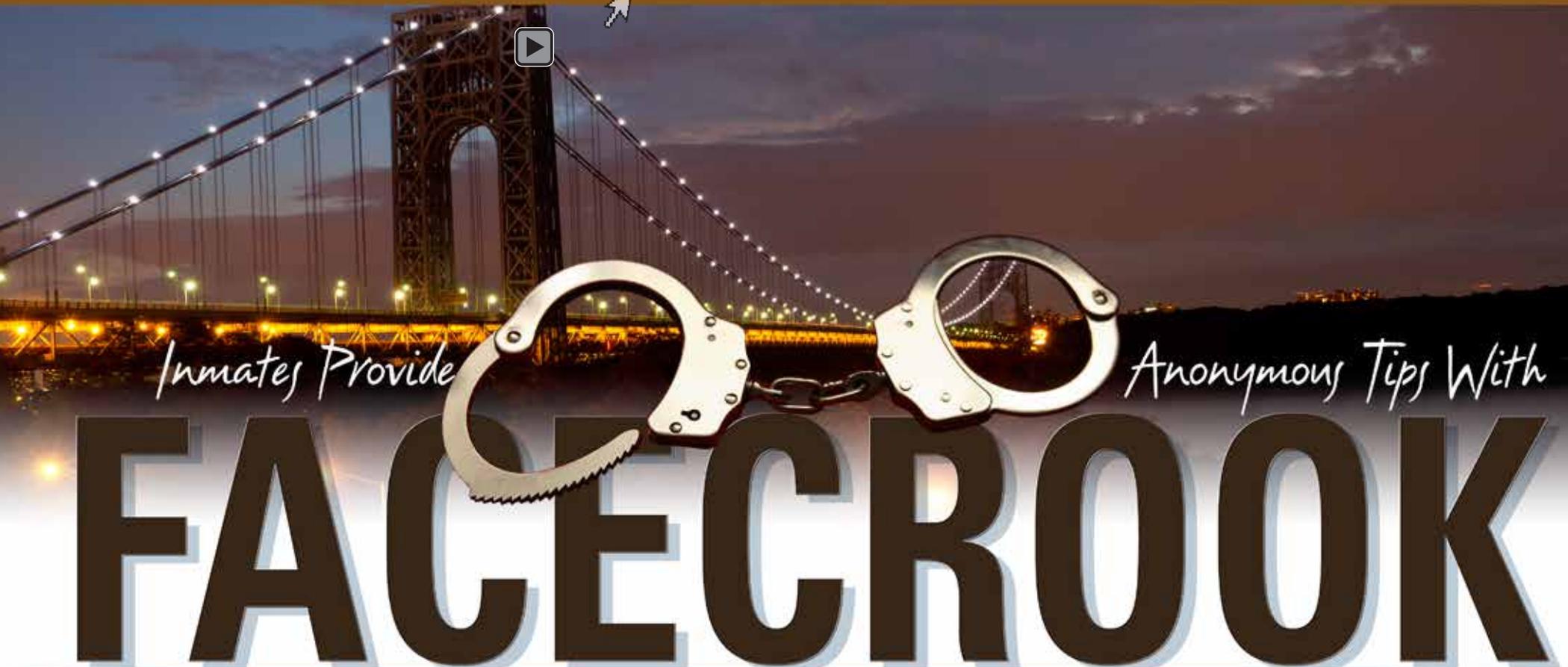
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FACECROOK

Inmates Provide Anonymous Tips With

The Bergen County (N.J.) Sheriff's Office is giving inmates a chance to provide anonymous information that may implicate others involved in crimes, information that could lead to more arrests, more convictions, and eventually, more inmates.

Bergen County launched "FaceCrook" in June 2012, a system that has both public-facing and facility-accessible capabilities. The public-facing side includes access to information on outstanding warrants tied to a Google Maps app in addition to its anonymous tip aspect, and inmates have the ability to provide anonymous tips via their secure computer and telephone access.

Inspector Mickey Bradley, who discussed the system at the Spring 2012 National Institute of Justice (NIJ) Technology Institute for Law Enforcement, explains that inmates have limited computer access in the law library or via system-controlled laptop time, and with FaceCrook, "What we're trying to do is leverage that access to our advantage by telling them they can drop us a line and share information anonymously. They have a wealth of knowledge about crimes taking places both outside and inside the jail."

Inmates also can access the system by pressing a specific option on a county-provided telephone. Bergen County started out with a beta test in two living areas and then expanded it to the 900 inmates and 22 living areas in the system. On the first day of full system use, administrators received more than a dozen tips.

That number pales in comparison to the 60-plus arrests resulting from information received from the community at large during the first three months.

"It's like deputizing a million people in Bergen County to help us out," Bradley says, explaining that the public can view an online "pushpin" map and find out about fugitives who live, or have lived, nearby, and go on to report sightings. Users can search by name, street address, town and ZIP code, and through a link to the sheriff's office records database, learn about individuals with outstanding warrants generated in Bergen County.

"There's a bunch of people we can't find because our detective division just doesn't have the resources to hunt for them all. However, with child support warrants, for example, the exes know where they are and help us find them," Bradley says, adding that warrants range from child support, to drug use, all the way to homicide.

"We were looking at our warrant numbers and realized we were entering more new warrants than we were making arrests," Bradley says. "We had a 10 most wanted list that we put in front of the public, but FaceCrook has made them all 'most wanted.' A wanted person is a wanted person, and we want to get all of them off the streets."

With that goal in mind, the sheriff's office paid $17 for the URL http://www.facecrook.net and the site name FaceCrook, and used IT staff to determine the necessary fields to create a Google Maps interface and go on to develop the system. Created entirely in house,

> **"I don't know the numbers, but there must be hundreds of thousands of outstanding warrants all over the country, and people are constantly moving around."**
>
> **–Inspector Mickey Bradley, Bergen County Sheriff's Office.**

FaceCrook uses a living space platform and an Oracle enterprise database, populated by a daily flat file dump.

The sheriff's office is now engaged in trying to expand access to, and use by, other counties in New Jersey, starting with Cape May County. In the future, partner counties can work with Bergen County IT staff and give all participants access to the same data. There's no software or hardware purchase involved for anyone who wants to become a partner. Bradley says expanding access could prove a real force multiplier for every agency involved.

"I don't know the numbers, but there must be hundreds of thousands of outstanding warrants all over the country, and people are constantly moving around," he says. "I'd like to see this eventually go nationwide, with different access levels for law enforcement agencies, the public and inmates."

For more information on FaceCrook, contact Inspector Mickey Bradley at (201) 390-8715 or mbradley@bcsd.us. For information on the NIJ Technology Institutes for Law Enforcement, contact NIJ Law Enforcement Program Manager Michael O'Shea at michael.oshea@ usdoj.gov.

slide show online

WARRANT ISSUED

SOPHISTICATED SYSTEM
TRACKS *Repeat* OFFENDERS

In Niagara County, N.Y., some habitual criminals are ROTIN. That's not a typo. ROTIN stands for Repeat Offender Tracking In Niagara, which tracks individual bookings and provides alerts related to individuals who have been booked more than five times in a three-year period.

"The idea was to have a good awareness of offenders in the community," says Capt. Todd Ostrowski of the Niagara County Sheriff's Office, a participant in the Spring 2012 National Institute of Justice (NIJ) Technology Institute for Law Enforcement. Ostrowski explains that he came up with the concept in 2008 while working as an intelligence officer with the sheriff's office. After his promotion to captain and with support from Sheriff James R. Voutour, he used criminal justice and IT interns from a nearby college to help create a more sophisticated system.

"Sheriff Voutour tasked me to expand our intelligence capabilities," Ostrowski says. "He wanted to give law enforcement members the ability to not only predict crime, but also track offenders' movement within the community."

Based on Microsoft® platforms such as Excel and Visual Studio, ROTIN helps communicate pertinent information about chronic offenders to officers to help them with their investigations. ROTIN pulls from computer-aided dispatch, jail records and field reports.

"It's an officer-awareness tool aimed at promoting intelligence development and officer safety," Ostrowski says. "The idea came from the knowledge that a small percentage of individuals commit the majority of crimes; usually something along the lines of 6 percent of criminals commit 60 percent of crimes. If we could keep them locked up, we might reduce crime rates by as much as 60 percent. It also makes us aware that these individuals shouldn't be housed with the rest of the population when they are incarcerated."

Crime Intelligence System

From its beginning as a manual count by Ostrowski, ROTIN has grown to become part of a more complex Crime Intelligence System that includes information on calls for service (broken down to the past 24 hours and older), currently housed inmates, recent inmate releases, active warrants, and more. Ostrowski says anyone working in the agency can now query various types of information related to crimes and offenders.

"The system aims to allow officers to check certain information and to share information throughout the agency," he says. "Each of its tabs allows a user to go to a specific area and develop a query. Our records management system automatically pushes a text file for upload three times a day. I can search the big picture

for a 90-day period, or I can narrow it down to just burglaries over a specific time and place. Officers can search for patterns or see something as specific as whether an arrest has been made related to a specific call. It also includes templates to help generate standardized intelligence bulletins."

The dispatch center, which falls under Ostrowski's supervision, dispatches all public safety agencies in the county except the police and fire agencies in the cities of Lockport and Niagara Falls. The New York State Police also assist in responding to calls within the Niagara County jurisdiction, so the dispatch center can use the system templates to send out timely bulletins throughout the county. Ostrowski says the dispatch center has at least four staff members on duty round the clock, and it can access the Crime Intelligence System, complemented by GPS tracking of available resources, to better allocate those resources.

Crime Tracker

A desire to expand on that capability led to the development of the next upgrade to the system, a near real-time crime mapping application called Crime Tracker. Niagara County plans to add a twist to the way agencies usually implement crime mapping, which is making it available to the public in hopes of soliciting tips.

"We'll be able to use it to generate information on what has happened in the past eight to 16 hours to brief staff," Ostrowski says.

Crime Tracker is a Web-based portal that has used GIS to put all the county's infrastructure on a map that will receive hourly updates and be kept on constant display in the sheriff's office patrol room. Electronic pushpins will make crimes committed within the past 24 hours flash at varying rates, while older crimes (up to two weeks) remain static. The plan is that supervisors will be able to use this information to deploy resources to areas of greatest need.

"A lot of agencies provide this type of information to the public in a very generic sense, but they don't use it for their own tactical planning and response. Crime Tracker will let us do just that," Ostrowski says.

The law-enforcement-sensitive Web portal has been developed by a consulting company and went live in late 2012.

Future Plans

What's the next upgrade? Ostrowski would like to see other agencies in his area share their data for use in the system, and he would like to make the intern-developed portion of the system a software package that is available for other agencies to adapt to meet their needs.

"We want to share it. We want other law enforcement agencies to have this same ability that we have," he says. "Providing data in flat text files sidesteps the need for agencies to switch things around and be on the same system. Everyone could stay on their unique system and still share whatever information they choose to share."
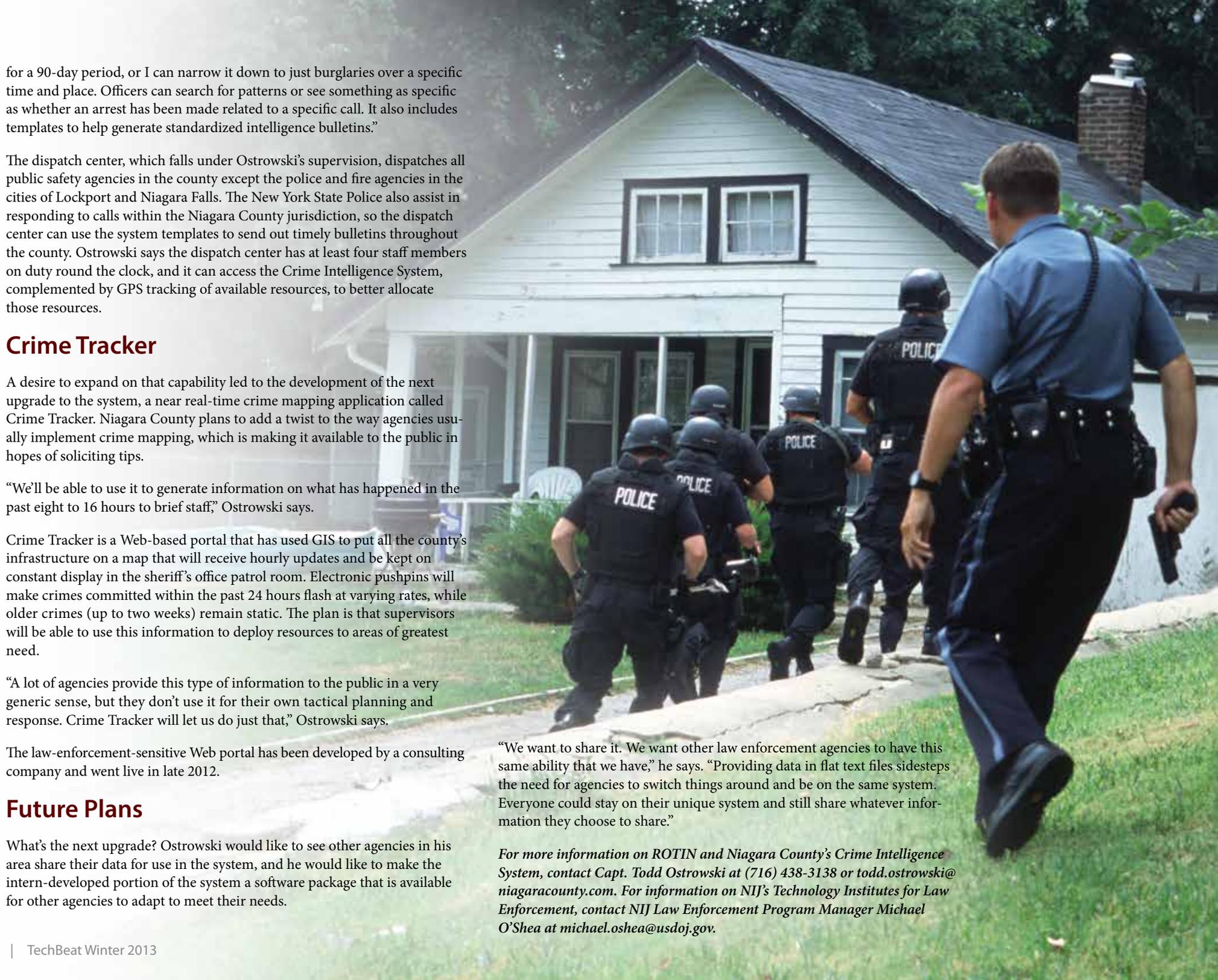
TECHshorts
Technology News Summary

TECHshorts is a sampling of the technology projects, programs and initiatives being conducted by the Office of Justice Programs' National Institute of Justice (NIJ) and the National Law Enforcement and Corrections Technology Center (NLECTC) System. If you would like additional information concerning any of the following TECHshorts, please refer to the specific point-of-contact information that is included at the end of each entry.

In addition to TECHshorts, JUSTNETNews, an online, biweekly technology news summary containing articles relating to technology developments in public safety that have appeared in newspapers, newsmagazines and trade and professional journals, is available through the NLECTC System's website, www.justnet.org. Subscribers to JUSTNETNews receive the news summary directly via e-mail. To subscribe to JUSTNETNews, go to https://www.justnet.org/subscribe.html on NLECTC's website, or email your request to asknlectc@justnet.org or call (800) 248-2742.

Note: The mentioning of specific manufacturers or products in TECHshorts does not constitute the endorsement of the U.S. Department of Justice, NIJ or the NLECTC System.

Mem Marshal Offered Free to U.S. Law Enforcement Agencies
National Institute of Justice

ATC-NY has released a new addition to its Cyber Marshal suite: Mem Marshal™ 1.0 , a user-friendly, automated memory analysis system that helps with automated volatile memory (RAM) computer forensics investigations. Memory analysis can produce important information not available from disk analysis, including information on running applications, open files and active network connections. The new tool reduces investigation time, as memory images can be searched and analyzed quickly.

Mem Marshal is part of a suite that includes P2P Marshal, Live Marshal, Mac Marshal and Router Marshal, all of which were funded in part by NIJ, and all of which are available free to U.S. law enforcement agencies.

To learn more about these products, visit the Cyber Marshal site at http://www.cybermarshal.com. For information on NIJ's electronic crime technology portfolio, contact Program Manager Martin Novak at martin.novak@usdoj.gov.

The Prison Rape Elimination Act (PREA): Impact and Resources for Police Agencies
U.S. Department of Justice

The goal of the Prison Rape Elimination Act (PREA), signed into law (P.L.108-79) on Sept. 4, 2003, is to prevent, detect and respond to sexual abuse in confinement facilities. PREA applies to "any confinement facility of a federal, state, or local government, whether administered by such government or by a private organization on behalf of such government, and includes any local jail or police lockup, community confinement facility, and any juvenile facility used for the custody or care of juvenile inmates." The final standards, released on May 17, 2012, by the U.S. Department of Justice, include standards specifically intended for lockups. View the standards at www.gpo.gov/fdsys/pkg/FR-2012-06-20/pdf/2012-12427.pdf.
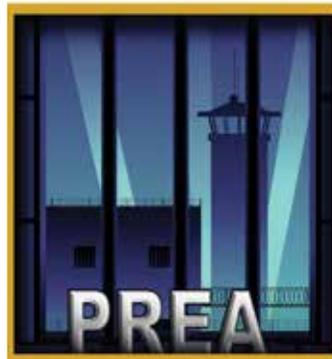
Both the National PREA Resource Center and the International Association of Chiefs of Police (IACP) Elimination of Sexual Abuse in Confinement Initiative, which are funded by the Bureau of Justice Assistance, can help law enforcement agencies work toward compliance with the PREA standards. The National PREA Resource Center offers comprehensive resources, including an extensive library; stories of efforts at compliance from around the country; information about national training; webinars; resources, including tool kits and model policies; and a direct link to staff who can answer questions. Learn more about the PREA standards and access additional resources at www.prearesourcecenter.org. The IACP initiative provides guides on addressing sexual offenses and misconduct by law enforcement, investigative strategies for sexual assaults, and strategies for engaging in victim-oriented policing, at www.theiacp.org/PREA.

For information, contact Michael McCampbell, Center for Innovative Public Policies, Inc., mmccampbell@cipp.org, or Dianne Beer-Maxwell, IACP, maxwell@theiacp.org.

Rural Center Offers Preparedness Training
U.S. Department of Homeland Security

The Rural Domestic Preparedness Training Center (RDPC), through a U.S. Department of Homeland Security (DHS) grant, develops and delivers all-hazards preparedness training to rural communities. Hosted by Eastern Kentucky University with partners such as East Tennessee State University, Northwest Arkansas Community College, The University of Findlay, North Carolina Central University and The Center for Rural Development, RDPC provides DHS-certified training free to traditional emergency response agencies and other emergency support functions as defined by the National Response Plan, in addition to owners and operators of critical infrastructure.

A number of RDPC's training modules are offered online at http://www.ruraltraining.org/, where visitors can also learn about instructor-led training opportunities; access an online library of print, video and software resources; and read current and past issues of *Rural Preparedness Quarterly.*

For information, visit the RDPC website. Questions may be submitted through an online form on the Contact Us tab.

Manual Outlines
Policies and Procedures *for*
DIGITAL EVIDENCE

Electronic devices such as computers, cellphones and digital cameras must be properly seized, processed and stored to preserve the integrity of the data and ensure its evidentiary value. A manual developed by the Electronic Crime Technology Center of Excellence (ECTCoE) can provide agencies with much-needed guidance on drafting policies and procedures for handling digital evidence.

As stated in the text, the purpose of the sample *Policy and Procedure Manual* is to give law enforcement agencies a collection of documents that can serve as a starting point for developing policies and procedures for the collection, handling and processing of digital evidence. Once final, the manual will be posted to the National Law Enforcement and Corrections Technology Center (NLECTC) System website, http://www.justnet.org, in a Microsoft® Word format to facilitate editing as needed by individual agencies. The NLECTC System is a program of the Office Justice Programs' National Institute of Justice.

"The document was written in response to the many requests we've seen on the various computer forensic email lists requesting copies of policy and procedure manuals by state and local officers and agents who have been tasked with developing such a document for their own agency," explains Russell Yawn, ECTCoE deputy director.

In developing the manual, the ECTCoE was able to take advantage of in-house expertise along with information gathered from law enforcement agencies.

"The ECTCoE deals with the law enforcement community at large so we have contacts throughout the country and some internationally that we can rely on for input," says ECTCoE Director Robert O'Leary. "We have a well-established network and relied on that network to provide us with examples

that agencies were using at the state level, and combined it with the expertise in the ECTCoE. Every CoE staff member has criminal justice experience with digital evidence collection and examination, so we were able to leverage all those resources and put together this set of policies and procedures."

Some of the agencies that provided assistance include the Southern Oregon High Tech Crimes Task Force, the New York Police Department, Orlando Police Department, Austin Police Department, Dallas Police Department and Charleston Police Department. The ECTCoE also looked at sample policies from the U.S. Department of Defense.

"We were able to get a great deal of information from a number of agencies and contacts, and look at the policies that had been implemented and ensure that we did not overlook any topics or points of interest that other agencies may have found important," O'Leary says.

The manual should also help agencies performing the Commission on Accreditation for Law Enforcement Agencies (CALEA®) accreditation process regarding digital evidence procedures. The purpose of CALEA accreditation programs is to improve the delivery of public safety services, primarily by maintaining a body of standards and establishing and administering an accreditation process.

"Another thing we tried to keep in mind was the CALEA standards," O'Leary says. "We wanted to ensure that these procedures would lend themselves to compatibility, and we were able to rely on some of our contacts that perform CALEA reviews."

The manual has sections covering case assignment and prioritization; equipment testing, validation and updates; evidence and property handling; search and seizure; storage of evidence and retention policy; reports; materials and supplies; computer forensic lab access; release of information to the media; quality assurance policy and process; and sample forms (e.g., computer lab request for service, evidence inventory and details, and evidence access and tracking).

"Some forms we developed, others are based on forms received from other agencies. We simply wanted to give agencies a format they could work with as a guide," O'Leary says.

For more information, contact NLECTC at (800) 248-2742. For information on NIJ's electronic crime technology portfolio, contact Program Manager Martin Novak at martin.novak@usdoj.gov or (202) 616-0630.

VIRTUAL Crime Scene INVESTIGATOR TRAINING

Looking for affordable crime-scene investigation training, and stymied by a lack of travel funds for your agency? Stop looking for classes taking place within commuting distance of your agency, and turn your search to the World Wide Web.

Available to law enforcement agencies only, Investigator Virtual Reality (IVR) training follows the model of the National Forensic Academy (NFA) developed by its host, the Law Enforcement Innovation Center (LEIC) at the University of Tennessee in Oak Ridge. Using a $750,000 grant from the Office of Justice Programs' National Institute of Justice (NIJ) and assistance from its development partners, the National Forensic Science Technology Center and Advanced Interactive Systems, LEIC modified its 10-week in-residence training into an online environment targeting entry-level investigators or those in need of a refresher.

"Law enforcement officers, especially the younger ones, are experienced in playing video games, so we wanted to create some training that would appeal to them and educate them at the same time," said LEIC Executive Director Don Green.

"The online training has become so important because of restrictive budgets. Agencies just can't send people out to training as much as they did in the past. IVR reaches a much wider audience, potentially hundreds or thousands of people instead of dozens," says Brian Cochran of the Boone County (Ky.) Sheriff's Department, who serves as a part-time instructor for LEIC and NFA, and helped inform the development of IVR.

Cochran and others came together both virtually and in person over a two-year period to provide subject-matter expertise to the training's developers. Another member of that group, Cory Latham of the Kansas Bureau of Investigation, says IVR's capability to provide a field perspective without pulling investigators off the job or running up travel expenses makes it perfect from an administrator's perspective.

"If you're looking to boost your skills, you get to test them in action and get immediate feedback," Latham adds. "It lets you know if you're catching onto the concepts. If you read a book, maybe you get it and maybe you don't, but you might not get it

> ## "The online training has become so important because of restrictive budgets. Agencies just can't send people out to training as much as they did in the past."
>
> *—Brian Cochran, Boone County Sheriff's Department.*

and think that you do, which could prove dangerous. With this, you get feedback immediately and know where you stand."

The training begins with a tutorial on how the system works and ends with feedback. Virtual lessons cover areas such as oblique lighting, evidence marking, evidence recording with a digital camera, evidence sketching and diagramming, and scene evaluation. Students first complete the lessons, then select one of a number of virtual crime scenes to investigate using online versions of tools such as a collection swab, a presumptive test, nonmagnetic and magnetic powders, impression casting, lifting tape, electrostatic dust lifter and gel lifter. Virtual evidence is marked, packaged and sent to the lab. On completion of the investigation, the student releases the scene and receives the evaluation.

"We collected existing NFA curricula, analyzed it and converted it into storyboards to create virtual lessons and crime scenes," says Emily Miller, LEIC curriculum specialist.

"As the software stands, it's good," Cochran says. "What we would like to do is continue to develop it so it can be more widely available. We'd like to add additional content, expand it and move it to the Cloud so it's accessible to even more law enforcement agencies."

Even if that expansion does occur, however, IVR will remain accessible to law enforcement personnel only. Susan Robertson, information specialist at the university, says potential students must first register and go through a verification process before they gain IVR access.

"It's pretty impressive and very professional looking, and it could easily attract crime-scene buffs who just want to play with it for fun," Robertson says. "We want to keep access limited to professionals who truly want and need the training."

During its first 12 months of operation, 400 students have completed the self-taught, individually paced, free training. LEIC is currently working to make the online training eligible for 20 hours of POST (Peace Officer Standards and Training) certification. Using funding received in late 2012, LEIC will continue to offer the training free for the first six months of 2013.

For more information or to register for the class, visit the LEIC Investigator Virtual Reality web page at http://leic.tennessee.edu/online/ivr.html. For more information on NIJ's forensics technology programs, contact Program Manager Charles Heurich at (202) 616-9264 or charles.heurich@usdoj.gov.

video online

SMARTPHONE APP PROVIDES
Alternative Way For
STUDENTS
To Communicate With
POLICE

Students in Anne Arundel County, Md., schools can now use a smartphone app to report bullying or other problems to police.

In fall 2012, the Anne Arundel County Police Department released the free app designed by the School Resource Unit to provide students with a way to communicate in a secure, private fashion. Students can walk into the office of a school resource officer (SRO) or use a phone tip line to report an issue, but police wanted to ensure students had another option to encourage communication.

"We are trying to put more tools in kids' hands in an environment they are used to working with," explains Lt. Doyle Batten, school safety section commander for the department. "We wanted to give kids as much anonymity as possible to let us know what is going on."

The county's 125 schools serve approximately 78,000 students. SROs are present in all 12 of the county's high schools and are authorized for 11 of the county's 19 middle schools. Batten says with the support of Chief Larry W. Tolliver, the app was developed by Cpl. Bill Davis, an SRO at a county high school, after exploring possible options.

"I wanted more outreach to students through social media and Internet-based applications. I wanted a much more interactive format," Batten says. "But as we researched, we found all kinds of potential problems, both technical and policywise, so Bill suggested we try an app."

The result is the AACo PD Speak Out app, which is available through the Internet at http://aacopdspeakout.myapp.name or through the Google Playstore for Android products or via iTunes for iPhone users.

"I don't know of any other school system that has this," says Cpl. Jon Carrier, a county SRO assigned to Arundel Middle School in Odenton, Md. He is also president of the Maryland Association of School Resource Officers and a board member of the National Association of School Resource Officers. "Since the inception of our SRO program in 2000, we have been discussing methods to provide students with better ways to communicate with us."

Batten explains that Davis found a website that provides templates and worked with it. After a few tweaks, the department launched the app in October. Although the app is designed for public school students in the county, anyone can use it.

"It's designed primarily to help public school students in Anne Arundel County, but if you are a parent or a private school student, we won't turn away anyone," Batten says. "All the messages come in email format to a shared mailbox that only three people have access to, including myself. We take the content of a message and send it where it needs to go — a specific school or SRO, for example. If you are a fifth grader and you are being bullied, I will paraphrase the email and get it to the right people."

"Through all of our research, we can't find any other police SRO agency that has tried this," Batten adds. "We are interested in seeing what direction this takes. We don't know how it might morph over time. We definitely see it as an avenue for identifying bullying and gang activity."

Police hope the app will encourage more open information sharing from students. There have been several successful uses of the app thus far, according to Batten. Two involved students in emotional distress and one involved bullying. For the emotional issues, the information was summarized and sent to the SROs at the appropriate schools. The SROs requested that guidance counselors contact the students and assess their well-being.

"The bullying issue was addressed in a similar way. None of these were major incidents, which is exactly how we hoped it would go — intervention at an early level," Batten says. "By way of this app you don't have to talk to anybody. You can just type it in and hit send and then at least you have let someone know there is a problem. It will get the ball in motion. Information is the key to prevention. Someone knows something nearly all the time that a bad act is about to occur or has just occurred. Anything we can do to put the tool in a kid's hands is a safer thing for everybody."

For more information, contact Lt. Doyle Batten at dbatten@aacounty.org, (410) 222-0040, or Cpl. Jon Carrier at srojon@hotmail.com, (410) 674-6900. For information on the National Institute of Justice School Safety Program, contact Law Enforcement Program Manager Michael O'Shea at michael.oshea@usdoj.gov.

"By way of this app you don't have to talk to anybody. You can just type it in and hit send and then at least you have let someone know there is a problem. It will get the ball in motion. Information is the key to prevention."

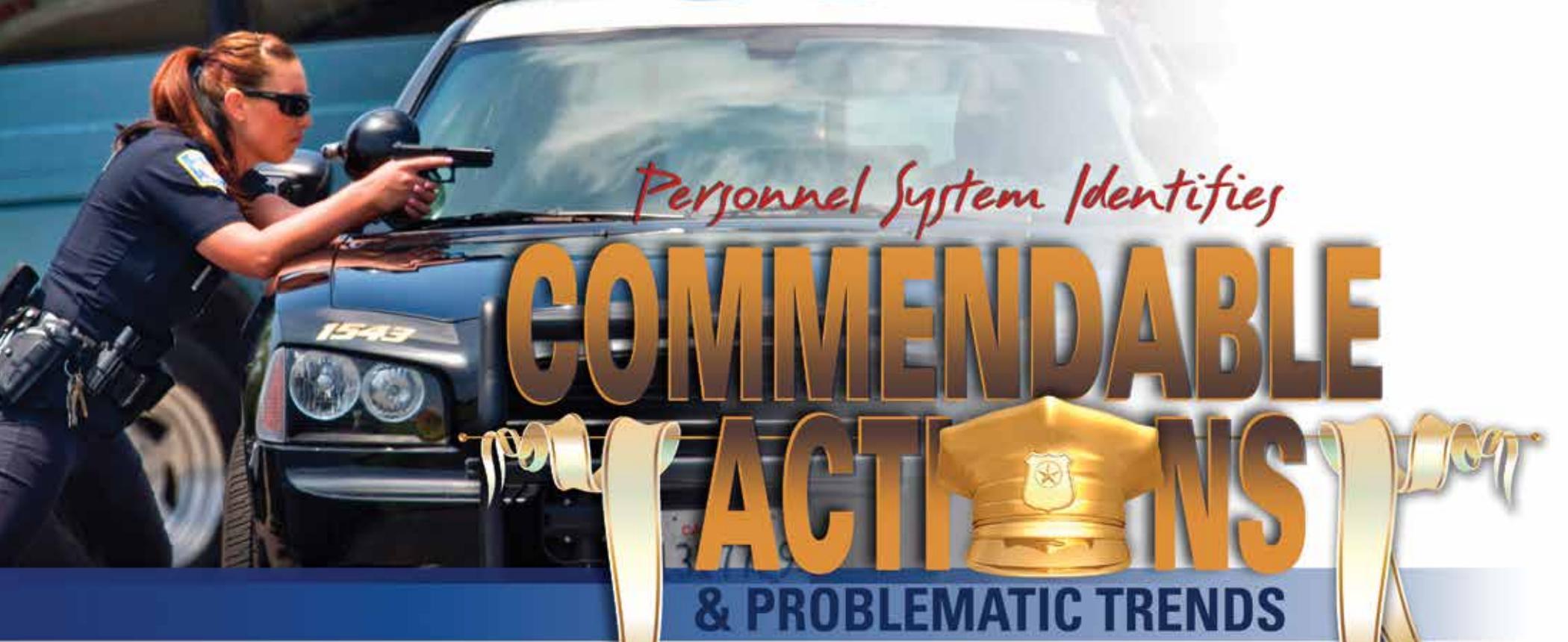*—Lt. Doyle Batten, Anne Arundel County Police Department.*

AACo PD Speak Out

SPEAK OUT!

Text your anonymous tip.

Need Immediate Help?

Instructions

Speak Out!

slide show online

Personnel System Identifies COMMENDABLE ACTIONS & PROBLEMATIC TRENDS

Everyone stands up a little straighter, smiles a bit more often and works a little harder when they receive well-deserved praise for going above and beyond the call of duty. At California's Orange County Sheriff's Department, a new Personnel History Index (PHI) tracks emails, phone calls and verbal compliments, and ensures that deputies receive the recognition they've earned.

Orange County rolled out the new PHI in April 2012 with the Commendation/Complaint module, and plans to integrate five other databases into the system in the near future: internal affairs, traffic collision, use of force, workers' compensation claims and civil litigation claims. Once complete, the system will unite disparate databases and allow employees to review all personnel data retained by the department. A comprehensive database will allow the department to conduct comparative analysis and identify problematic trends.

"What we're trying to get to is a way to ensure that positive incidents are acknowledged and areas for improvement are identified," says Capt. Mark Long, commander of the Strategy, Accountability, Focus and Evaluation (S.A.F.E.) Division. "For example, our use of force database is pretty robust. We created it in-house, and it gives us a lot of information on which deputies use force and whether the incidents result in injuries to the suspects or the deputies. When the full system is up and running, we can also look

at workers' comp claims and see if we can correlate the use of force with injury claims. It may show us that we need to work on training on alternate ways of taking people into custody. It will give us the tangible cost of using force because we will be able to quickly identify the number of lost days and medical costs related to these injuries."

"We suspect that the more often force is used, the more injuries are incurred by suspects and our employees," Long says. "We want to reduce both. We may find that the more often force is used, the more often civil litigation claims are filed. A decline in the use of force might create a corresponding decline in claims, judgment and lawsuits."

Capt. Wayne Byerley, a member of Long's division who played an integral role in system development, adds, "We want to reduce the amount of claims and lawsuits by creating a system of accountability."

Accountability includes the commendations, along with trends that indicate areas for improvement. Byerley says Orange County needed to ensure that if a deputy did something extraordinary, "like running into a burning building and saving a baby," it was properly recorded so that the deputy would receive a significant commendation such as consideration for the Annual Medal of Valor.

"Also, we get requests all the time from different civic groups to recommend someone to receive their Deputy of the Year award," says Long, who gave a presentation on the system at the Spring 2012 National Institute of Justice (NIJ) Technology Institute for Law Enforcement. "In the past, something

might happen on the midnight shift, a note might get written and not go anywhere. With the new PHI system, it gets routed to the appropriate place. And if a deputy gets multiple commendations, we can take note of that as well."

Byerley says that the previous system used by Orange County only allowed for one-way communications. If a captain wanted more information about an incident, there was no way to return a report to the originating sergeant. That led to officers going outside the system with emails and written notes, and some commendations and complaints were never recorded. With the new PHI, communication can flow both ways.

Long says that even under the old system, Orange County historically did a good job of documenting major complaints, but found that, "The little stuff, the low-level complaints from the public, wasn't well documented. I'm not talking about incidents that are a violation of policy or a serious allegation against a deputy, just comments that might indicate a deputy could improve public interactions. We all need to be reminded that we're in a customer-service business. We're not looking to mete out discipline. Instead, we use the feedback we receive through the system as an opportunity to improve."

The driving force behind the initiative is the reduction of litigation costs and injuries to employees, but there are other benefits as well.

"One of the things we're trying to do is to improve our service delivery," Long says. "This is not a system of discipline; this is a system of identifying risk factors and improving performance. We want to reduce our exposure, but we also want to get deputies into mentoring or customer relations programs if they need it."

Byerley adds, "We want this to be a positive experience for people, not a negative one."

Orange County kicked off the program by conducting four training sessions and making an in-house tutorial available after the April 2012 rollout. Aiming for a positive and interactive experience, the department continued to tweak and improve the system based on user feedback. The PHI uses Microsoft® CRM as its framework, with customized features that fit the sheriff's department workflow. Long says Orange County purchased 628 licenses at a total cost of $328,000, and used Microsoft partner Tribridge to build the customized system.

"We had a deputy create the in-house databases we'd been using previously to capture information, and that created a little bit of a disconnect with our IT people," Long says. "We decided in September 2011 to come up with an integrated solution that the IT people would embrace and our own people would find user-friendly."

"Microsoft was great about providing assistance," he adds. "CRM provides an excellent platform for many future projects the department is considering. The company wants to market CRM for various uses, and thinks that government agencies in general are an

untapped market. I've heard that some other California law enforcement agencies are interested in working with Microsoft to develop their own systems, and although I think there's a benefit in this kind of system for everybody, it's of more benefit to bigger agencies. When you have 3,600 personnel, it's hard to keep track of everybody manually."

The reporting aspect of the system will be especially helpful.

"For a PHI to be truly effective, you have to be able to generate reports and make comparisons. With our old system, the databases didn't talk to each other," Byerley says. "Once we get everything on this platform, we'll be able to generate the reports we need to make good business decisions."

Long adds, "With all the technical jargon, county purchasing rules, attorney precautions, and lack of resources, challenges abound. Buying licenses and developing systems takes time and costs money, but if it makes us better at our jobs or helps us win or prevent a lawsuit, it's money well spent."

For more information on the Orange County PHI project, contact Capt. Mark Long at mlong@ocsd.org. For more information on Microsoft CRM, visit http://crm.dynamics.com/en-us/home. For information on NIJ Technology Institutes for Law Enforcement, contact NIJ Law Enforcement Program Manager Michael O'Shea at michael.oshea@usdoj.gov.
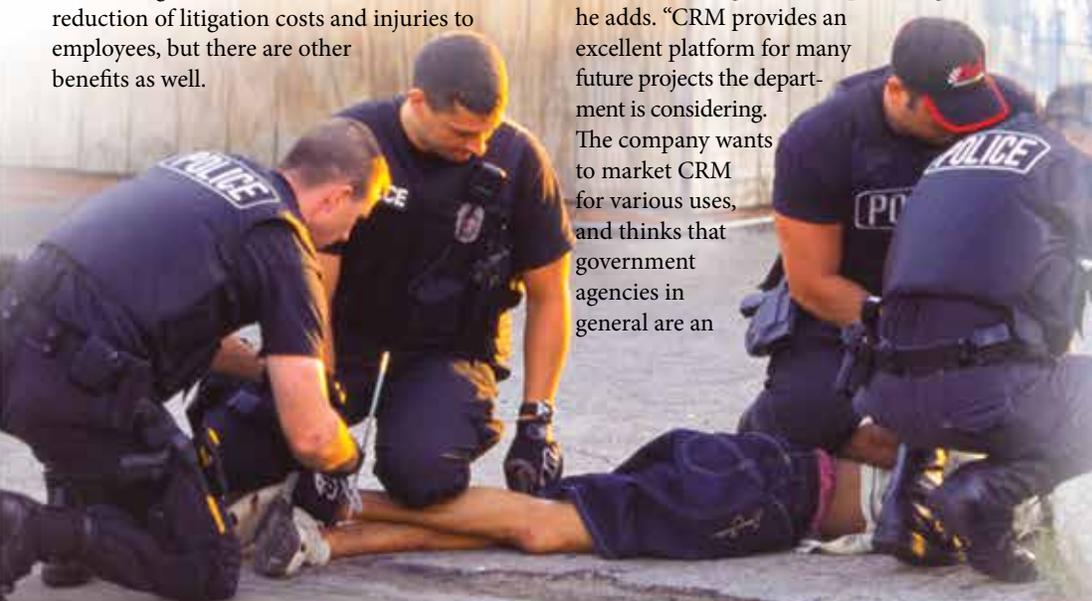
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