Making Officer Safety and Wellness Priority One

A GUIDE TO EDUCATIONAL CAMPAIGNS

BY JULIA HILL, SEAN WHITCOMB,
PAUL PATTERSON, DARREL W. STEPHENS,
AND BRIAN HILL

COPS
Community Oriented Policing Services
U.S. Department of Justice

MAJOR CITIES CHIEFS ASSOCIATION

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Letter from the Director

Dear colleagues,

We are all aware of the dangers of police work and do our best to ensure our officers' safety. But it isn't easy to address the stress and other factors that take their toll in the form of drug abuse, heart attacks, mental health problems, and even suicide.

In response to a growing number of law enforcement injuries and deaths, on the job and off, the COPS Office and the Bureau of Justice Assistance (BJA) formed the Officer Safety and Wellness (OSW) Group in 2011. This publication, *Making Officer Safety and Wellness Priority One: A Guide to Educational Campaigns*, is the result of two years of their work with law enforcement, safety, health, and other experts.

A must-read for every law enforcement professional, it provides practical communications strategies for improving safety and wellness in all areas of your department, with specific suggestions for operational and emergency responses, leadership and management, mental and physical health programs, wellness communications campaigns, and training.

To achieve law enforcement's mission to serve and protect, an officer must be in good health and practice safety on the streets. But because of the pressures of getting the job done, the development of compelling communications campaigns to reinforce officer safety and wellness practices aren't always an agency's top priority.

In these pages, you will find examples of how other police departments have improved wellness and safety, along with detailed guidance on developing a communications plan which can not only reduce fatalities and injuries, but create a culture that supports each individual's physical fitness and psychological health.

Campaigns to support safety and wellness not only protect our officers, but benefit their families and the communities we serve. And I am very pleased that the COPS Office can support your efforts with this important new publication.

I encourage you to not only develop your own safety and wellness campaign, but to share your success with others in the field through the COPS Office online newsletter, the *Community Policing Dispatch*, and our podcast series, *The Beat*.

Sincerely,

Ronald L. Davis, Director
Office of Community Oriented Policing Services

Letter from the MCCA

Dear colleagues,

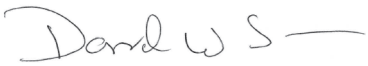
When Attorney General Eric Holder requested in 2011 that the Office of Community Oriented Policing Services and Bureau of Justice Assistance form the Officer Safety and Wellness (OSW) Group, we had seen the third straight year of increases in line-of-duty deaths of law enforcement officers. The OSW Group's work has since focused not only on preventing deaths but also on ensuring we provide the safest possible environment for the men and women who work in law enforcement. The importance of this initiative cannot be stressed enough: our officers' safety and well-being must be a top priority. Beyond the obvious impacts that deaths and injuries have on officers, their coworkers, and families, the associated financial and staffing challenges also merit consideration.

Improving safety and wellness can be accomplished only with concerted, long-term commitments to programs, policies, and processes that support this goal. Through the work of the OSW Group, we more clearly understand the critical roles organizational culture and communication play in advancing the changes necessary to achieve these improvements.

We developed this guide to provide ideas for making safety and wellness part of an agency's DNA. This guide lays out a step-by-step approach for creating educational campaigns designed to support departments' efforts. Throughout, you will find examples from more than a dozen different agencies that describe initiatives they've undertaken to increase safety, decrease injuries, and improve employees' physical and mental health.

All too often, work-related injuries are accepted as part of policing. And line-of-duty deaths, while grieved, seldom lead to substantive changes in how agencies operate. We must do better. While the profession as a whole is advocating for improved safety and wellness policies and practices, individual agencies are in the best position to better protect those who protect our communities every day. We encourage you to put these ideas to use in your own agencies and to inspire additional campaigns we can share in the future.

Sincerely,



Darrel W. Stephens, Executive Director
Major Cities Chiefs Association

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- Sean Smoot, Director and Chief Legal Counsel, Police Benevolent and Protective Association of Illinois
- Jonah Spangenthal-Lee, Online Content and Brand Strategist, Seattle Police Department

Contributing Police Departments

The following departments provided examples of their safety and wellness initiatives that are included in this guide:

- Arlington (Texas) Police Department
- Charlotte-Mecklenburg (North Carolina) Police Department
- Columbus (Ohio) Division of Police
- Honolulu Police Department
- Las Vegas Metropolitan Police Department
- Long Beach (California) Police Department
- Mesa (Arizona) Police Department
- Montreal Police Department
- Peel (Canada) Regional Police
- Philadelphia Police Department
- Phoenix Police Department
- Prince George's County (Maryland) Police Department
- Sacramento (California) Police Department
- Seattle Police Department
- Tampa Police Department
- Vancouver Police Department

Introduction

Detective Elizabeth Butler and Sergeant Loran Baker of the Santa Cruz (California) Police Department were killed February 26, 2013, when a sexual assault suspect fatally shot both officers as they approached a house in which he was located. Butler, 38, had served with the Santa Cruz Police Department for 10 years. Baker, 51, had served with the department for 28 years. Baker's son also serves with the same department.

On February 16, 2013, Officer Josh Lynaugh of the St. Paul (Minnesota) Police Department died from a heart attack while involved in a foot pursuit and search for a suspect. He caught and took the subject into custody before becoming ill and was transported to a local hospital where he remained until passing away eight days later. Lynaugh, 30, had served with the St. Paul Police Department for five years.

Officer Ivorie Klusmann of the DeKalb County (Georgia) Police Department died on August 10, 2013. He was responding to a request for assistance when his patrol car left the roadway and struck a tree. Klusmann, 31, had served with the DeKalb County Police Department for only 10 months.

Special Agents Stephen Shaw and Christopher Lorek of the Federal Bureau of Investigation were killed in a training accident 12 miles off the coast of Virginia Beach, Virginia, on May 17, 2013. The helicopter in which the agents were riding encountered difficulties during training maneuvers, causing them to fall a significant distance into the ocean. After being recovered from the water, they were flown to Norfolk General Hospital where they were pronounced dead. Shaw, 40, had served for eight years, and Lorek, 41, had served for 17 years. Both were assigned to the Hostage Rescue Team based out of Quantico in Prince William County, Virginia.

On May 13, 2013, Officer Daryl Raetz of the Phoenix Police Department was struck and killed by an SUV while making an arrest for DUI. The driver of the SUV fled the scene but was arrested the following day. Raetz, 29, was a veteran of the Iraq war and had served with the Phoenix Police Department for six years.

These are just seven of the 111 law enforcement officers who died in the line of duty in 2013 (NLEOMF 2013). This is an 8 percent decline from the 121 deaths in 2012 and represents the smallest number of line-of-duty deaths since 1959. In fact, "since 2011, all categories of officer fatalities have dropped by 34 percent and firearms-related deaths have declined by 54 percent" (NLEOMF 2013).

While there are some fluctuations from year to year in the number of officers injured or killed in the line of duty and in other key markers of safety and wellness, the mortality and morbidity rates among law enforcement professionals are unacceptably high. However, numbers alone will never tell the tales. Whether their deaths resulted from gunfire, an accident, or a heart attack, each officer's story foretells far-reaching impacts and long-lasting sorrow for their families, friends, colleagues, and communities.

There is little dispute that policing is a dangerous profession. Nor is there much disagreement about the challenges officers face on the job or the ramifications the job can have on an officer's personal life. There are too many examples and mountains of data that identify the range of risks and threats associated

with a career in law enforcement. Even the nature of shift work required in policing presents dangers. For example, 2013 research found that after controlling for age and gender, officers working night shifts were 3 times more likely than those on a day shift and 2.2 times more likely than those on an afternoon shift to suffer injuries that require long-term leave from work (Violanti et al. 2013).

Officers who speed when not on emergency calls or who abuse drugs or alcohol pose serious risks to themselves and others. Officers who commit suicide can indicate critical deficiencies in programs designed to help people deal with the tremendous stress and emotional toll the job can exact from even the best-trained and well-equipped departments. Officers who fail to maintain a level of fitness that enables them to withstand the physical demands of a foot chase or an altercation should be a concern for any agency.

None of these are easy topics to discuss, and the costs for providing the necessary support services can be substantial. However, the costs of avoiding the discussions and not providing the programs are too great. Having them could be the difference that saves an officer from injury, or even death, or spares others from harm.

U.S. Attorney General Eric Holder, Jr. requested that the Office of Community Oriented Policing Services (COPS Office) and Bureau of Justice Assistance (BJA) form the Officer Safety and Wellness (OSW) Group in 2011. The group's purpose is to bring together thought leaders, law enforcement practitioners, and researchers to compile, parse, and share information that reduces risks, increases safety, and enhances wellness among the ranks of policing professionals. This is a vital and yet complex charge with interrelated external and internal forces at play. Even without considering the environmental variables external to the agency that make the job inherently dangerous, leadership, policies, training, procedures, support services, and equipment as well as individual approaches to fitness, nutrition, and mental health all impact the levels of risk to officer safety.

During the last two years, the OSW Group amassed data, heard from experts and researchers in various areas, identified priorities, and began developing action plans to address these issues as a profession and at the agency and individual levels.

About the OSW Group

MISSION

The OSW Group will contribute to the improvement of officer safety and wellness in the United States by convening a forum for thoughtful, proactive discussion and debate around relevant programs and policies within the law enforcement field. Information and insight gained and shared will help enhance programs, policies, and initiatives related to officer safety and wellness.

GOALS

- To create an opportunity and environment for law enforcement organizations and researchers to collaborate on improving officer safety and wellness
- To bring law enforcement organizations and researchers together quarterly to share knowledge and information about officer safety and wellness initiatives
- To disseminate information and best practices to the field through government and law enforcement organizational communications mechanisms

The OSW Group identified 16 priorities and grouped them into four themes: operational and emergency responses, leadership and management, mental and physical health and wellness, and training. Of the following 16 priorities, the attorney general, the COPS Office, and BJA established the first three as top priorities:

I. Operational and emergency responses
   1. Injuries and death due to gunfire
   2. Premeditated and unprovoked ambush situations
   3. Rifle/long–gun threats / assault weapons
   4. Task force operations (federal and local)
   5. Offenders (behavior during incident and history)
   6. Court security

II. Leadership and management
   7. Leadership and safety practices
   8. Equipment
   9. Deployment strategies and communication technologies

III. Mental and physical health and wellness
   10. Physical health (e.g., fatigue, alcohol, weight, and nutrition)
   11. Mental health
   12. Maintaining good health
   13. Former military in law enforcement

IV. Training
   14. Education and training
   15. Emergency vehicle operation and safety
   16. Foot pursuit safety

The two factors that cut across each of these elements, and thus are the focus of this guide, are organizational culture and communication. This publication is designed to provide agencies with the tools necessary to develop effective campaigns that address some of the most persistent and prevalent safety and wellness issues facing law enforcement officers today. This guide includes examples of different campaigns agencies have developed and provides resources for departments to utilize in creating meaningful and sustainable change.

For details about the research and conclusions of the OSW Group, see the National Officer Safety and Wellness Group page on the COPS Office website at www.cops.usdoj.gov.

Creating a Safety and Wellness Culture

"Culture eats strategy."

"Culture eats strategy for breakfast." This statement is usually attributed to management guru Peter Drucker and famously hangs in the War Room at Ford Motor Company. It succinctly and powerfully sums up the overarching importance an organization's culture has on its operations and people.

The best equipment, training, and policies can be undermined by an unhealthy, destructive, or even corrupted organizational culture that not only fails to support these operational areas but also diminishes their value. Conversely, "having 'the right kind of culture'—a culture that is appropriate to the kind of enterprise in which an organization is engaged—is widely acknowledged to be among the most important determinants of how effective or successful the organization will be" (Desson and Clouthier 2010, 3). Organizations with strong, healthy cultures are more likely to achieve goals and tend to attract and retain desirable employees, project positive public images, and build good relationships with stakeholders (ibid.). Any discussion of improving officer safety and wellness necessitates a focus on what impacts the culture has on employees, what must change, and how to begin the process.

Defining culture

Every organization has a culture, and even subcultures. Superficially, culture is often explained as "how things are done around here." While a single, universally accepted definition of organizational culture is lacking in scholarly literature, there are some consistent premises that can help police agencies identify and impact issues related to safety and wellness.

For example, Harrison and Stokes (1992, 1) define organizational culture as

> the pattern of beliefs, values, rituals, myths and sentiments shared by the members of an organization. It influences the behavior of all individuals and groups within the organization. Culture impacts most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated, how the organization responds to its environment, and so on.

Perrin defines culture as "the sum of values and rituals which serve as 'glue' to integrate the members of the organization" (Watkins 2013). Schein defines culture as "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (1992, 9).

In other words, an organization's culture embodies the values, beliefs, norms, practices, rituals, and behaviors of its members. Culture is manifested through both visible and invisible but still identifiable aspects of organizational life.

Law enforcement agencies have policies that specify how officers must handle certain situations. Everything from how uniforms must be worn and how officers use force in apprehending a suspect to how officers treat each other, victims, and suspects is typically covered in a departmental order. Whether the policies are followed, how violations of policy are handled, and what consequences one might experience are all reflective of the organization's culture. Whether employees feel free or are even encouraged to raise concerns and how those concerns are received also reflect an organization's culture. As Frei and Morriss (2012) explain,

> Culture guides discretionary behavior and it picks up where the employee handbook leaves off. Culture tells us how to respond to an unprecedented service request. It tells us whether to risk telling our bosses about our new ideas, and whether to surface or hide problems. Employees make hundreds of decisions on their own every day, and culture is our guide. Culture tells us what to do when the CEO isn't in the room, which is of course most of the time.

Tampa Police Use Franciscan Center Post-Trauma Education and Retreat

Police officers and other first responders are exposed to critical incidents, death, and other stresses that can seriously impact both mental and physical health. Like many agencies, the Tampa Police Department experienced a number of line-of-duty deaths in recent years, including a double homicide in June 2010. Typical post-trauma debriefings were ill-equipped to offer the depth of care necessary to successfully treat post-traumatic symptoms and aid healing.

The Franciscan Center Post-Trauma Education and Retreat Program was borne out of the desire to more effectively treat post-traumatic symptoms, promote healing, and provide post-trauma education for police officers over the course of a confidential, intensive four-night, five-day retreat. While supervisors or Tampa's Chief Jane Castor refer participants to The Franciscan Center, individuals can apply to the program without a referral. Officers attending the retreat are in the company of peers experiencing similar crises and professionals who are trained in crisis stress management and, in some instances, have gone through traumatic events themselves.

The Franciscan Center focuses on helping participants understand post-trauma symptoms and provides them with the tools and resiliency to address those symptoms. Key components of the retreat program include a trauma symptom inventory used to identify specific symptoms; eye movement desensitization and reprocessing therapy; reviews of critical incidents; and meetings with chaplains, counselors, and peers. Educational sessions are of significant importance to the program's success and focus on topics like drug/alcohol abuse prevention, post-trauma brain function, emotional survival, suicide prevention, forgiveness, cognitive behavioral techniques, and spiritual responses to post-trauma stress. Participants leave with a personalized 90-day action plan to use after the program.

Ninety days following completion of the program, participants complete a survey designed to gauge progress. More than 76 percent of participants report a positive increase in post-trauma healing during the course of the retreat. Another 69 percent notice increased healing from completing the program to the 90-day follow-up. The Franciscan Center hosts retreats five times annually, and each retreat usually involves four to six participants. The $3000 cost per participant includes renting the entire center to ensure complete confidentiality for the participants. Funding comes from the department or individuals, and the center seeks other sources to reduce the financial burden.

In their research, Frei and Morriss (2012) studied many organizations looking for patterns that make their cultures highly effective. They found three variables that were present at high levels: clarity, communication, and consistency. Clarity refers to the degree to which leaders knew exactly what type of culture they wanted to create. Communication focused on relentlessly reinforcing the messages and values of the organization, and consistency underscored the organization's sensitivity and immediate fixes to perceived breaks with the culture. If the members see that the organization is not true to its values and that all sorts of different behaviors are tolerated—or worse, actually rewarded—then a cynicism often sets in that spreads like cancer through the whole organization.

In summary, a culture reflects an organization's values and what it deems important. It shapes what people consider to be "right" or "good" decisions, encourages members to think and behave in certain ways, and guides how people interact with each other. It dictates how work gets accomplished and how receptive or resistant employees are to change. This is especially important because "change often conflicts with culture and, let's face it, a new rule is no match for a culture" (Heath and Heath 2010, 244).

If you get the culture right, everything else takes care of itself. This idea summarizes what Tony Hseih, founder and CEO of Zappos.com, the extraordinarily successful online retailer, believes about the power of organizational culture (Hsieh 2009). In his company blog, Hsieh writes:

> At Zappos, our belief is that if you get the culture right, most of the other stuff—like great customer service, or building a great long-term brand, or passionate employees and customers—will happen naturally on its own.
>
> We believe that your company's culture and your company's brand are really just two sides of the same coin. The brand may lag the culture at first, but eventually it will catch up.
>
> Your culture is your brand. (Hsieh 2009)

Hsieh is often held up as an example of a leader who understands the importance of culture, and the entire organization is aligned with ensuring the viability of Zappos' service orientation. The company's core values guide all decisions, from hiring and training to operations and growth.

What can a police agency learn from an online retailer, or any other industry, for that matter? Like other professions, policing involves both technical skills and sets of values and norms that define the occupation. Unlike most other professions, policing involves levels of danger and relationships with the public that uniquely define and shape a policing culture. To be sure, there are clear and important distinctions between policing and other professions. Yet core values that truly drive organizational life are at the heart of building a strong culture, whether the organization is an online retailer, a healthcare provider, a manufacturing plant, or a law enforcement agency. One might argue that a strong and positive organizational culture is even more important for a law enforcement agency precisely because of the nature of its work and the risks officers face every day.

For Zappos, committing to core values means hiring and firing decisions are based on them. It means how employees are trained and what employees do every day to serve their internal and external customers have their roots in the company's core values. It is about aligning vision, values, policies, attitudes, operations, and behavior. These are cross-cutting foundational principles not unique to any particular profession or industry. How they are applied and how the organization aligns itself with the demands of its internal and external realities are the distinguishing elements.

Let's take an example common to vision or core values statements in police organizations: "We value integrity." What does that really mean? How is that value communicated and reinforced? How do training, general orders, disciplinary processes, and employees' behaviors align to support this core value? What happens when an officer is caught lying, falsifying a report, or engaging in unlawful behavior? Do fellow officers report others for misconduct, or does the "blue code of silence" prevail?

"Officer safety is not a belief or a position; it is a decision. A decision to make a change, to act."

– Lt. Jim Glennon, Lambard (Illinois) Police Department

These are difficult, challenging questions that go to the heart of what it means to be guided by core values. These are the types of issues that differentiate the organizations that live core values and those that merely have them hanging on a poster and posted on a website.

When it comes to officer safety and wellness, the same considerations exist. Do the organization's core values underscore its commitment to the safety and well-being of its employees? How do training, policies, programs, messages, and disciplinary processes align with and support this commitment? Taken together, what impact on officers' attitudes and behaviors result from the alignment of these related elements?

In Deal and Kennedy's (2000) vocabulary, policing is considered a "tough-guy macho culture" characterized by rapid feedback/reward and high risk. Stress results both from high risk and the high stakes (losses or gains). It's a culture that focuses on the present more than it looks ahead. Other professions that embody a tough-guy macho culture are surgeons and sports.

In these types of cultures, policing and sports in particular, injuries are accepted as part of the job. Yet just as professional sports like football and baseball have begun to realize that the high rates of injuries can be reduced through better training, fitness regimes, equipment, rules, and regulations (see Maske 2013; Daily Mail 2013), policing has begun a broad-based effort to reduce officer injuries and increase wellness. Policies, regulations, training, and equipment all play a role. So, too, does creating an organizational culture in which safety is a demonstrated priority.

Changing culture, the leadership imperative

"Establishing a culture of safety should be one of the primary goals of any department head and an area that appointed administrators and elected officials insist must be a critical performance measure" (Stephens and Matarese 2013). Instilling a safety culture requires leading from the front. In fact, Schein argues "that culture and leadership are two sides of the same coin" (2010, 22).

Establishing a culture of safety within law enforcement agencies requires leadership from the police chief and others throughout the agency and local government. From police chiefs, city/county executives, and union leaders to frontline supervisors, training personnel, and human resources staff, the responsibility for developing and maintaining a focus on safety and wellness should be shared at every level and in every area.

Leaders have the responsibility of setting priorities and ensuring consistent and even relentless attention is focused on the issues involved in the safety and well-being of officers. Leading change efforts requires more than setting the values and vision. The devil is in the details. Changing an organizational culture takes time—years, in most cases—and perseverance. It is not possible to impose a certain safety culture onto an organization, as each organization is unique, and there are a host of variables that must be considered. "The best safety systems in the world will fail without a supportive culture" (Ardern 2012, 1).

Three Basic Elements

The Occupational Health and Safety Administration (OSHA) identified three basic elements of a safety and health culture:

1. All individuals within the organization believe they have a right to a safe and healthy workplace.
2. Each person accepts personal responsibility for ensuring his or her own safety and health.
3. Everyone believes he or she has a duty to protect the safety and health of others.

Getting Officers to Wear Seat Belts

As many as 50 percent of officers in the Los Angeles Police Department (LAPD) do not wear a seat belt even though it is both law and policy. The department is working to change that.

The logical side of the LAPD's argument for wearing a seat belt goes something like, "It's the law, it is department policy, and most officers who are injured or killed on the job die as a result of traffic accidents. You must wear your seat belt."

Understanding that officers have many rationalizations for why they don't wear seat belts, the LAPD incorporates into its campaign, among other things, the power of a documentary produced in 2013 that tells the story of "5th and Wall," a horrific 1988 traffic accident that claimed the lives of three LAPD officers. The fourth officer involved in the wreck, and the only one wearing a seat belt, was the lone survivor. He and other officers who responded to the scene that day are featured in the documentary. The story is an emotional reminder of what can happen.

In their bestselling book, *Switch: How to Change Things When Change is Hard*, Heath and Heath maintain that "successful changes share a common pattern" that "require the leader of the change to do three things at once:" provide clear direction, engage people's emotional sides, and shape the path (2010, 4). To support and explain their framework for change, Heath and Heath use a compelling analogy first advanced by University of Virginia psychologist Jonathan Haidt:

> Our emotional side is an Elephant and our rational side is its Rider. Perched atop the Elephant, the Rider holds the reins and seems to be the leader. But the Rider's control is precarious because the Rider is so small relative to the Elephant. Anytime the six-ton Elephant and the Rider disagree about which direction to go, the Rider is going to lose. He's completely overmatched. (Heath and Heath 2010, 4)

Most of us can relate to this ongoing struggle between our rational/logical side and our emotional side. The rider wants to quit smoking; the elephant wants to satisfy a craving. The rider wants to lose weight and knows an apple is a good choice; the elephant wants the immediate gratification that only a slice of chocolate cake can provide. The rider knows that regular exercise improves physical and mental health; the elephant longs to lounge (and eat chocolate cake!).

The rider knows that regular exercise improves physical and mental health; the elephant longs to lounge (and eat chocolate cake!)

Understanding something objectively does not necessarily or easily translate into doing something. The rider needs the clear direction and a destination. The elephant needs the motivation to change, and both need the path to follow to affect the change. It is a leader's job to attend to both elements to achieve the desired outcomes. Let us see how this model might be helpful in addressing issues of officer safety and wellness.

Officer injuries is a big problem with a lot of contributing factors; training, equipment, distracted driving, excessive driving speeds, not wearing a seat belt, and personal fitness all play a role. Tackling all of these at once is a recipe for failure. The problem is too big, and even if an elaborate systems analysis revealed what was and was not working, trying to fix everything in one big initiative will exhaust people's ability to maintain the changes. They will revert back to what they have done for a long time and the behaviors they are most comfortable with, even when they jeopardize their health or safety.

The rational rider in each of us needs reasons and responds well to clear direction, but without the elephant similarly engaged, the rider finds it difficult, even exhausting, to maintain a change. Data alone seldom wins the day or convinces anyone to act. There must be a compelling emotional component to an argument that connects knowledge and motivation: knowing what to do and being motivated to do it.

Vancouver Police Wellness Campaign Grows from Grassroots Demand

VPD WELLNESS

VPD's health and wellness campaign logo

Employee feedback to an employment satisfaction survey led the Vancouver Police Department (VPD) to develop its health and wellness program. As a first step, the department built an intranet site and began sharing articles about health and wellness.

The VPD then developed a coherent branding identity for the campaign that included a logo that appears on everything related to the campaign: web pages, posters, stickers etc. When members see the "VPD Wellness" logo, they instantly know it will lead them to more information about health and wellness.

Before branding, the number of visits to the wellness website was 12,000 a year. In 2013, the number soared to 89,000.

Organizers realized that a brand can't maintain a positive reputation unless it follows through with a promise of service that actually provides value to those who need it. So they began to build on the information and tactics to keep the campaign fresh. The campaign includes yoga classes, family assistance plan counseling, respectful workplace training, buckle up for safety posters, a VPD cycling club and videos, breast cancer awareness seminars, and brown bag lunches with health experts such as nutritionists. It also contains tactics that are unusual for a police department.

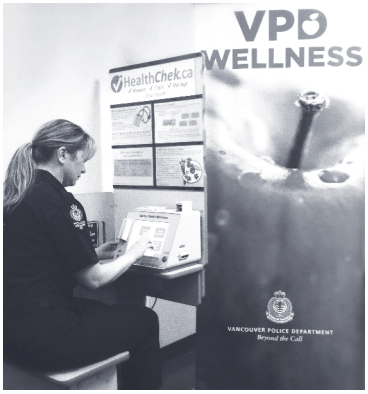
The department leased two "wellness stations" that are similar to but more sophisticated than the type one might see in a drugstore. The station measures blood pressure, BMI, pulse, and oxygen levels and has other features.

For example, if a user is a diabetic, the station will allow certain glucose meters to be read. Users can also plug certain models of pedometers into the station to track their steps. All of this information is transferred to a secure database that a user can access from a home computer. Users are then able to set goals and track their health and wellness. Data can be printed off and taken to a doctor for further review. All data is completely private.

Using the health station automatically enters the member's name into a draw for a prize. The VPD is considering purchasing the stations, which cost about $12,000 each. Leasing them, as the VPD currently does, costs $350 a month. Thus, the campaign, which employs as many in house resources as possible, is costing about $7,000 a year.

Because the flu takes a major toll on the VPD, the wellness campaign has also installed gel dispensers for hand washing throughout the department. There is an informational video and posters and periodic flu clinics. Branding has been extended to the gel dispensers so they now have "VPD Wellness" stickers on each one with advice on containing the flu.

Heart health is also a major focus of the campaign. The VPD purchased automated external defibrillators and stationed them on every floor of every building. In addition to the wellness station, there is the Hearts@Work health fair that the human resources section holds periodically. At the fair, VPD staff can have their cholesterol checked, determine their blood pressure, and take a glucose test to find out their risk for diabetes. In 2013, 101 VPD staff attended the fair.



A "VPD Wellness" station

Measuring outcomes is a challenge for these types of campaigns. While the VPD acknowledges that doing a baseline survey before the campaign began would have been useful, the VPD relies on participation rates, survey data, and metrics from the wellness stations to help address trends and identify opportunities to expand the program. As the campaign matures and the culture within the department gradually shifts to one focused on wellness, the organizers intend to provide more incentives and prizes for participation.

"We can't do a lot of forcing. We can't make people get healthy," says Inspector Larry Cope, who oversees the program (pers. comms.). "We can't order people to lose weight or to quit smoking. We can do a lot of promotion in the hope people will take notice and then take action. We can encourage. We can subtly suggest, and we can hope a lot. We are still in the beginnings of our program, so there is more that can be done."

The key is to identify the smaller incremental changes that can have a significant impact and then build on that success. Throughout this guide are examples from many different departments that take this approach to improving officer safety and wellness. They identify issues negatively impacting safety and wellness and find small changes (or a series of small changes) that can make a difference.

Shaping the path means giving people specific steps to take to effect the change. Just as "eat healthier" lacks the detail necessary to help people move forward, "improve safety" or "increase wellness" are similarly vague and likely result in no action at all or rationalizations for failure.

The path must be simple and straightforward so everyone can understand and follow it. With that simplicity, you have a chance the plan will serve as a unifying guidepost. Instead of "drive safely," the path-shaping direction specifies the actions, like "do not text and drive" and "wear a seat belt." Rather than talk about "increasing wellness," path-shaping focuses on "getting an annual physical" and "walking for 30 minutes five times a week." People get what they are supposed to do.

Determining the starting point is a critical first step. What needs to change or be done differently? As important as it is to find out what needs to change, it can be even more powerful to find out where things are working and build on that success.

Campaign Strategy

We are using the term "campaign" in this guide because it encompasses the strategic and tactical elements that must be in place to effect individual and organizational change. Even the most brilliant, compelling, important, or useful changes have little impact unless people know about them. This is the most basic of principles and yet is so often overlooked in the day-to-day management of an agency. Effective communication is inextricably tied to organizational success.

For a fuller exploration of developing strategic communication plans, see *Strategic Communication Practices: A Toolkit for Police Executives* (Stephens, Hill, and Greenberg 2011), which can be freely download from the COPS Office website at www.cops.usdoj.gov. That publication offers step-by-step guidance to help police agencies communicate strategically and align tactics to help achieve their goals and objectives:

> Taking a strategic approach to communication means an organization thinks through and purposefully ties its communication efforts to broader goals and objectives. All too often, the focus is on tools and tactics. News releases, web pages, editorials, media relations, brochures, e-newsletters, Facebook and Twitter feeds, etc. are all tools. A focus on tools and tactics without grounding them in a strategic framework is like having a hammer and hitting everything with it even though a screwdriver or some other tool might be better. (Stephens, Hill, and Greenberg 2011, 39)

Take what happens, for example, when police officers who are not trained as marketers are asked to increase recruitment to their departments. As ideas circulate around the table about how to attract more recruits, someone invariably suggests an advertising campaign, and heads nod in agreement because advertising is a familiar tactic for recruiting. By rushing to the tactic, however, the group bypasses important questions that would guide any decision: what is the message we will communicate, who are we trying to target, and where can we reach them? For example, millennials (those born after 1980, the demographic for police recruits) "have become skilled at finding ways to avoid the constant stream of advertising. They skip past ads, block them, or simply ignore the come-ons" (Luna 2013).

By rushing to the tactic of advertising before laying the foundation, the campaign may actually miss the audience it hopes to reach. When a police agency needs to communicate important safety information to officers, the same considerations exist. What is the best way to reach them? How do you know? Developing a strategy for a campaign considers not only who to reach but also when, how, and with what messages.

Developing a Campaign

Basic elements of a successful campaign, especially those that speak to cultural change, include the following:

- Making a long-term commitment
- Getting support from key leaders in the organization
- Providing clear direction
- Appealing to the logical (rider) and the emotional (elephant) sides of people
- Shaping the path by providing specific examples and supporting resources

The steps to take in developing a specific change campaign can be approached proactively or reactively. When an organization is proactive, it anticipates issues and gets in front of them to ward off problems. The Phoenix Police Department's "Beat the Heat" campaign is an example of proactivity (see below sidebar). A proactive campaign can also encourage employees to use existing services, as the Philadelphia Police Department does with its health and wellness programs (see sidebar on page 16).

Phoenix Police Help Officers Beat the Heat

Even temperate climates can experience bouts of oppressive heat, creating the potential for a host of issues: dehydration, heatstroke, fatigue, cramps, and rash. Given their location in a desert climate, officers in the Phoenix Police Department (PHXPD) are especially vulnerable to these threats.

PHXPD launched its "Beat the Heat" campaign to educate officers on the risks of heat-related injury and ways to mitigate those risks. The department produced a "Beat the Heat" training video for officers and posted a modified version on YouTube for the general public at www.youtube.com/watch?v=ywgd8Gs9KI4. Furthermore, during major incidents, PHXPD's Safety Unit ensured adequate hydration was available for responding officers. Overall, the campaign ran for one year, during which the department saw no reports of heat-related injuries.

Philadelphia Police Make Health and Wellness a Priority

The Philadelphia Police Department's (PPD) Advanced Training Unit partnered with Law Enforcement Health Benefits (LEHB) to launch a host of health and wellness initiatives aimed at changing behaviors; proactively addressing ailments adversely affecting police personnel and their families; and reducing costs through early detection of life-altering ailments such as cancer, diabetes, and asthma. This holistic approach to health and wellness seeks to reduce the number of members who are impacted by serious ailment or are unavailable to work because of lack of support while managing health problems within their family. Each health and wellness program is disseminated through the police department's intranet, bulletins printed by LEHB, and a general message read at roll calls for three consecutive days.

From January 1, 2012 through December 31, 2013, the Advanced Training Unit conducted a suicide prevention course for all active duty personnel to help officers and supervisors recognize the signs of suicidal peers and educate them on available resources and appropriate actions. The PPD also partners with professional psychologists and the University of Pennsylvania to provide confidential mental health services in areas such as marriage counseling, parenting, bullying, and other job-related or personal stresses. Other programs designed to help families cope holistically with medical and behavioral abnormalities include a drug and alcohol awareness program, seminars to support families with children with autism and special needs, and an alternative to emergency rooms called the Temple Ready Care Center, which saved members and LEHB an estimated $640,000 in 2013.

A September 2012 health fair provided nearly 2,400 employees and family members with eye care; cardiovascular, pulmonary, blood pressure, and cholesterol screens; and cancer detection tests. In addition, 2,328 flu shots were administered during the fair, bringing the department's two-year total to 4,096 vaccinations at a cost of $73,728, resulting in an approximate savings of $15,000.

LEHB also provides in-house diabetes and asthma programs. The clinics, staffed by registered nurses, educate and monitor 1,000 members and report decreased expenditures attributable to better care management, resulting in fewer specialist consultations and hospital visits.

Employees have access to fitness and nutrition counseling designed to promote healthy lifestyles and counterbalance the effects of fatigue associated with shift work. The Blue Cross-sponsored fitness program reimburses an average of 400 members annually for working out 120 days in a calendar year, and a nutritionist met with 150 members to adjust dietary habits in coordination with a fitness plan.

When reactive, an agency develops campaigns, policies, training, and education to address a problem or issue that has emerged. This is the type of situation in which an agency has seen a 50 percent increase in officer injuries resulting from preventable accidents. Reactive campaigns usually have built-in motivators because the problem implies some imminent threat or potential crisis. It can be easier to get people to act when a threat is looming and there is evidence that supports the claim. Such was the case with the Fort Worth (Texas) Police Department's campaign to address problems with officers being arrested for alcohol-related offenses (see sidebar on page 26) and with the Columbus (Ohio) Division of Police's seat belt usage campaign below.

Fort Worth Police Alcohol Awareness

The Fort Worth (Texas) Police Department (FWPD) noticed an increasing number of officers having problems with and being arrested for alcohol-related offenses. A culture of hard drinking and reluctance to seek help exacerbated the issue.

In response, the FWPD implemented mandatory alcohol awareness training for all ranks with a number of goals in mind:

- Emphasize the seriousness of the problem.
- Educate about the dangers of alcohol and abuse.
- Foster an environment in which officers are encouraged to seek help when needed and look after one another.
- Deemphasize the culture of hard drinking.

Two one-hour presentations featuring discussions on alcohol awareness and stress management were made to all officers and continue to be made to new employees as part of their academy training. The FWPD established a relationship with an outside mental health agency and operates an in-house peer support program, both of which work with officers in confidence to eliminate the fear of reprisal.

Since the spring of 2010 when the program began, the FWPD has seen a decline in both stress-related incidents and alcohol-related offenses. More officers are using the department's peer support program, which is helping to diminish the stigma associated with seeking assistance.

While proactive planning is certainly ideal, being responsive to emerging concerns is both necessary and valuable. In either case, the goals and steps for developing an integrated campaign are much the same:

1. Identify and analyze issues
2. Establish goals and objectives
3. Identify target audiences
4. Develop strategies
5. Consider key messages, branding, and design
6. Develop tactics and an implementation plan
7. Identify a budget and resources
8. Establish evaluations and measurements

Let's look at each step separately.

Step 1. Identify and analyze issues

Establishing a culture of safety and wellness and developing the campaigns designed to instill these new methods start with taking stock. What is working, and how can you get or do more? What areas are problems, and what can you do to improve them?

To help you get started, you can use the following various methods individually and in combination. This analysis provides the groundwork or foundation on which the rest of the campaign is based.

- **Articulate and commit to core values that have safety and wellness at the center.** Start not with where you are but where you want to be. Everything else should flow from those core values, including what kind of culture you build and how you deliver services. It's not enough to say "we value safety" or "we value healthy employees." Take it a step further so you talk not only about the issue but also about what you want people to do. Dupont, for example, states its core values on its website: "We share a personal and professional commitment to protecting the safety and health of our employees, our contractors, our customers and the people of the communities in which we operate." The implication here is that safety and health are a shared responsibility, not just one on which the organization's leadership must deliver.
- **Assess existing culture.** A number of instruments have been developed to help organizations get a sense of their existing cultures. And while a cultural analysis could be quite involved and complex, some available tools are relatively easy to use and can yield some useful information. Cameron and Quinn (1999) developed the Organizational Culture

Assessment Instrument based on extensive research and subsequent development of their Competing Values Framework for understanding different culture types. For more information, including the online versions of the assessment instrument, visit www.ocai-online.com.

- **Mine your data.** An agency's own trends can inform its starting point for change. Some issues may be readily apparent: a spate of preventable car crashes, an increase in alcohol-related offenses, or a noticeable decline in officer fitness. Agencies track a variety of statistics to aid in identifying trends that can serve as the impetus for change campaigns. Mining this data can yield insights into patterns related to injuries, illnesses, lost work time, and other indicators of health and safety.

  Of course, not all problems surface through analysis of statistics an agency collects. Officer injuries that spread out over the course of several months or a couple of years may not indicate trends or present similarities without more in-depth analysis of the data. Officers struggling with personal problems, suicidal thoughts, post-traumatic stress disorder, and other serious mental health concerns don't always present themselves through departmental data.

  National trends, at least in major categories like officer injuries and deaths as well as wellness issues affecting law enforcement personnel, can overcome any deficiencies in agency-specific data and help a department address concerns, such as mental health, for which it may have no verifiable incidents. In these cases, proactive campaigns can be especially important and valuable. Waiting for problems to manifest is like treating the injury instead of taking steps to prevent it.

- **Ask your people.** Data is only one part of a change campaign, and it may not be the most important part. Data informs, but it may not identify issues most important to officers, and it rarely motivates action. Remember the rider and the elephant (see "Changing culture, the leadership imperative" on page 9).

  Some of the most valuable information you will receive will come just through engaging officers in informal conversations about what is working and what is not, what concerns they have, and what suggested improvements they would make. This not only enables you to learn what is important to your employees but also involves them in the problem solving.

  For more formal measures, use surveys or hold focus groups to collect data about lifestyles, beliefs, and practices to assist in honing goals and the campaign's strategies, messages, and tactics. The Columbus (Ohio) Police Department (CPD) surveyed its members to better understand what percentage of its officers were complying with the requirement to wear seat belts, to determine the reasons why some officers do not regularly wear their seat belts, and to determine if the CPD could provide solutions to the concerns of those who do not regularly wear seat belts and gain their voluntary compliance. The department used this information to develop its campaign that includes training, education, and additional equipment.

Establishing a culture of safety and wellness and developing the campaigns designed to instill these new methods start with taking stock.

- **Separate people problems from situational problems.** What may initially appear to be a people problem may in fact be a situational problem. After all, officers know they should wear a seat belt. Many of the same officers who choose not to wear a seat belt in their patrol vehicles report using a seat belt in their personal vehicles. So are these just "problem" officers who are defying departmental policies, or does the unique environment of the police vehicle lead to different behaviors?

  Concerns about being trapped in their vehicles, frustrations with getting the seat belt caught on a service weapon or being unable to release it quickly, and problems with a shoulder belt inadvertently keying a shoulder microphone are some of the reasons why officers elect not to wear a seat belt in their department vehicle, even when doing so is department policy. Doesn't this suggest seat belts in patrol vehicles have a pretty basic design flaw? While effective in preventing injury in a crash, seat belts just aren't designed to accommodate the range of situations in which officers could find themselves. In essence, officers may be trading what they perceive to be a lower-level risk (riding without a seat belt) for a higher-level reward (being able to exit the vehicle quickly and unimpeded). This is not a people problem. This is a situational problem.

  To address such concerns, the CPD developed a series of solutions. The CPD is putting fluorescent seat belt cutters and window punch tools in the same location in every patrol and pool vehicle and adding glow-in-the-dark strips to make them easy to locate. The department is also providing training and educational resources to help officers become familiar with the tools. Once the informational materials and training are completed, the CPD is considering administering a follow-up survey to determine the effectiveness of its efforts in gaining officers' compliance with the seat belt policy.

- **Focus on what works.** There are two cautions here. If you search for problems, you usually find them. Every organization has problems and challenges. They also have strengths and positive qualities, or what Heath and Heath (2010) call bright spots. Take care not to run roughshod over the good to get to the bad.

  The other caution is to not ignore problems in hopes they will just go away on their own. While it is possible that could happen, the problem could just as likely grow and become more serious and intractable.

Just as a safety and wellness campaign plan should not dwell only on the negative, it also should not sidestep issues. The police executive has an essential role in ensuring that the climate in which a plan is developed allows honest identification of issues and appropriate steps to address them.

Understanding the drivers, contributing factors, and any related components, including policies and training, should be at the forefront of campaign development. For example, officer injuries resulting from car crashes could involve reckless or distracted driving, excessive speeds, or lack of seat belt use. Training, policies, and communication all come into play in addressing these issues.

Mesa Police Focus on Officer Safety in Terms of Citizens with PTSD/TBI

Officers interact with citizens from all walks of life. In some instances, those citizens may be suffering from post-traumatic stress disorder (PTSD), traumatic brain injury (TBI), or both.

The Mesa Police Department (MPD) wanted to train its officers to better identify and safely handle encounters with citizens who may be suffering with PTSD or TBI, especially returning military veterans. The MPD developed an hour-long training session, facilitated by a licensed counselor, that ran twice weekly for three months in 2013. The session covered topics including common causes of PTSD/TBI; symptoms; and strategies for approaching, communicating with, and assisting an individual believed to have PTSD or TBI.

The training drew mostly positive feedback, and anecdotal evidence suggests it helped officers identify symptoms in citizens they encountered. Perhaps an unintended consequence, MPD also said the training helped some officers identify a few of the symptoms in themselves and provided those officers with a better understanding of what they may be experiencing.

Arlington Police Focus on Distracted Driving

Mobile computers, telephones, video cameras, police radios, and other emergency equipment can, when used properly, assist officers in performing their daily tasks. Improper use can cause distracted driving, sometimes with devastating consequences. Car crashes injure or kill more officers than a felonious assault.

The Arlington Police Department (APD) experienced 19 crashes in 2011 and 18 in 2012 that were attributable to distracted driving. Believing this trend to be preventable and reversible, the APD launched a distracted driving safety campaign in November 2012. The objectives were twofold: to reduce crashes by teaching officers to minimize distractions while driving and to set a positive example for the motoring public.

Police Chief Will D. Johnson spearheaded the effort by beginning a series of department-wide internal communications. The weekly e-mails cited statistics, gave recommendations on proper use of equipment, and reinforced department policies. Officers were then encouraged to talk with first-line supervisors and mid-level managers during daily briefings and weekly meetings.

The APD produced four posters to support the campaign's message and mounted them in every police facility. It also required officers to participate in "Distracted Driving for Law Enforcement," a two-hour training course taught by certified instructors. All employees completed this grant-funded course by the end of summer 2013.

APD driving safety campaign poster

The first year of this ongoing initiative yielded positive results and reason for optimism. In 2013, the APD experienced only seven crashes caused by distracted driving, a dramatic 61 percent decrease from years prior. The department aims to bring that number even closer to zero by continuing the conversations and reinforcing officer training.

Step 2. Establish goals and objectives

Strategic communication goals and objectives are specifically focused on achieving the desired outcomes of the campaign. "While a goal is general and aspirational [and] designed to describe a desired end, objectives are specific and measurable statements that define what work [is needed] to reach the goal. Goals are the horizon. Objectives are the path to follow to get there" (Stephens et al. 2011, 43).

To understand the difference between goals and objectives, consider a simple military example. The goal is that you will have planted your flag on Hill 51 by the end of the day. The goal is clear, has a time element, and is easily measurable in that you are either occupying that hill by the end of the day or you aren't. The objective is how you will take that hill. That may involve amassing more and better trained troops with superior tactics, choosing a particular time of day, and choosing one path over another.

Objectives are the guideposts of a campaign.

Goals should clarify the value of the campaign and what you hope to achieve. A lack of specificity in goals or objectives is all too common in campaign development. "Reducing officer injuries" is a general goal. So is "increasing safety" or "improving health and fitness." The problem is that these goals are so broad that they offer no good starting point.

"Improved safety" is too ill-defined. "Improved driving safety" is more focused. "Improved defensive driving" is even sharper. Look for small yet achievable and identifiable changes. Tackle them and then move on to the next.

Objectives are the guideposts of a campaign. They specify important elements that let you know you are achieving results. They address areas such as the following:

- What will be the measures the department will use to know whether its efforts are having a positive impact?
- How will success be determined?
- What is the starting point?
- How will you know when conditions improve?

Without the right starting points and objectives, there is no way to effectively answer these questions, which go to the core of accountability for results. Objectives should focus on expected results or outcomes and be measured in terms of success or gains made. For example, the SMART acronym, often credited to Peter Drucker in *The Practice of Management* (1954), is still a useful way to think about the objectives of a strategic plan: they should be specific, measurable, agreed, realistic, and timed.

A specific issue or problem should drive the formulation of specific objectives with measures that indicate how long you expect it will take to achieve results. For example, a department that realizes a significant percentage of its officers do not get a yearly physical may decide to establish a goal of increasing officers' use of this benefit because such a goal can help with the agency's overall goal of physical fitness. Sample objectives might include the following:

- Increase use of annual physical benefits among officers in patrol to 85 percent by 2015.
- Achieve 90 percent usage of the annual physical benefit among patrol officers by 2016.

Similarly, a department that is looking to increase officers' use of seat belts might formulate the following objectives:

- Increase use of seat belts among officers in patrol to 85 percent by June.
- Achieve 90 percent usage of seat belts among patrol officers by September.

It is both tempting and admirable to have an objective to achieve 100 percent compliance with any policy (or law). The National Highway Traffic Safety Administration (NHTSA) found that at least 42 percent of police officers killed in vehicle crashes over the previous three decades were not wearing seat belts or other safety restraints (NHTSA 2011). Following that report, the International Association of Chiefs of Police (IACP) executive committee passed a resolution endorsing a mandatory seat belt policy (IACP 2011), and scores of departments across the country and around the world have taken steps to address the issue within their ranks. And yet according to a 2013 study by the California Commission on Peace Officer Standards and Training, 50 percent of police officers do not wear their seat belts. This number is significantly lower than the general population in which 87 percent of drivers wear seat belts (Pickrell and Liu 2014).

The United States has been pushing seat belt usage for more than 30 years and only recently surpassed the 85 percent compliance mark, so while 100 percent compliance certainly is a desirable goal, it may not happen in the short term. Setting realistic objectives for incremental increases in usage will allow agencies to achieve some success and evolve the campaign so seat belt usage becomes ingrained in the safety culture.

Step 3. Identify target audiences

The IACP's Center for Officer Safety and Wellness (www.theiacp.org/CenterforOfficerSafetyandWellness) offers resources organized by four stages of an officer's career: recruitment, early career, advanced career, and retirement. This is a good illustration of the fact that different members of a police agency have different needs, beliefs, perspectives, or concerns.

For example, officers just graduating from the training academy are likely in their 20s. These millennials (born between 1980 and the early-2000s) are different from their older colleagues in a number of ways that are important for leaders to understand. A Pew Research Center study explored these differences:

> The millennial generation is forging a distinctive path into adulthood. Now ranging in age from 18 to 33, they are relatively unattached to organized politics and religion, linked by social media, burdened by debt, distrustful of people, in no rush to marry— and optimistic about the future. They are also America's most racially diverse generation. In all of these dimensions, they are different from today's older generations. And in many, they are also different from older adults back when they were the age millennials are now. (Pew Research Center 2014)

In contrast, baby boomers, those born between 1946 and 1964, "are competitive and think workers should pay their dues, workplace consultants say. Gen Xers, born between 1965 and 1977, are more likely to be skeptical and independent-minded" (Wall Street Journal 2009). The chart in appendix A provides substantial detail about the differences between generations that can be useful in planning communications tailored to different age groups.

In addition to age and tenure, other variables to consider when developing safety and wellness campaigns include gender, race, ethnicity, attitudes, behaviors, and even assignments. For example, those working an overnight shift have different circumstances than those working day shifts. Fatigue from sleep deprivation and a lack of healthy dining options at 3:00 in the morning take a toll on one's health.

Identifying and targeting opinion leaders in an agency with specific messages and issues can be a useful approach, as others often look to these people for advice and guidance on issues. What they say and believe carries weight within their circles of influence. Union leaders, first-line supervisors, and other informal leaders who are included in developing a campaign have some skin in the game. They are more likely to actively promote it and participate, setting an example for others to follow.

Carefully targeting messages and selecting the appropriate communication tactics based on the unique needs, expectations, and issues of employee groups can improve the results of a particular campaign. For example, the Las Vegas Metropolitan Police Department's focus on reducing substance abuse and preventing suicides offers training and information for employees throughout the agency as well as specific interventions for those found to have substance abuse problems or who have indications of suicidal tendencies.

Broad-based campaigns can be useful and successful for certain issues. The Phoenix Police Department's "Beat the Heat" campaign, which is designed to help officers avoid heat-related stressors, is an example. Like other places around the country, the heat in Phoenix can be deadly, not only for officers who work the streets but also for anyone who spends any length of time outdoors working, gardening, exercising, or playing. It makes sense, then, that this campaign casts a broad net.

Seattle Police Peer Support Seminar

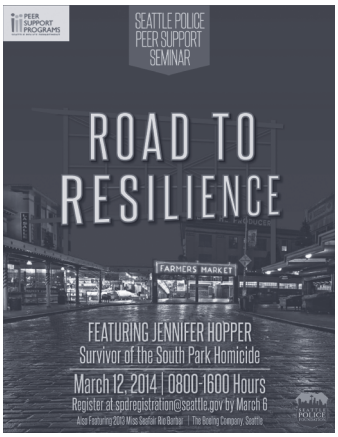
The annual Seattle Police Department (SPD) peer support seminar is a full day of training open to all SPD employees and their adult family members.

Already in its 11th year, the seminar originally started as a tool to recruit and retain women in policing. The first seminar was all about the history of women in the SPD. This theme continued throughout the first several years with a continued focus on women in law enforcement. The program has evolved over time into a peer support seminar.

Each year a particular theme is presented, but the overarching focus remains on employees and their families, self-help, and co-worker and family support. Typical subjects include secondary trauma, healthy habits, the aftermath of a day in crisis, perspectives in supporting co-workers in the workplace and family members at home, everyday uses for mediation skills, and police officer relationships with their kids. Information is presentated in a variety of formats: e.g., speakers, panels, discussion groups, videos, and music.

Photographic displays of employees, families at police and community functions, new employees, and various units in the workplace decorate the training space to visualize the chosen theme. The venue is open to exhibitors who present relevant services and products.

Evaluations indicate that employees and their families value and appreciate the information and the way it is presented. The seminar is regognized as an opportunity to alleviate the communication gaps that naturally occur between the job site and home. Participants report leaving the program inspired and motivated.



Poster advertising SPD's peer support seminar

Pro bono services are typically requested from community and police agency speakers to keep costs low. Additonal support is provided by the Seattle Police Foundation and local merchants and vendors.

Step 4. Develop strategies

With goals, objectives, and target audiences identified, a strategy can be crafted. If goals and objectives are the architectural drawing, strategies are the blueprints. They include considerations of what motivates a particular target audience, how that audience relates to an issue or concern, and what types of communication are needed to reach that audience.

While the plan as a whole is designed to be strategic, the core of it includes specific public relations or communication strategies that, as Guth and Marsh describe, "help you move from specific objectives to specific recommended action. Based on good research, a strategy is a general description of the kind and tone of action (tactics) you'll implement to fulfill an objective" (2012, 241).

Campaign strategies are approaches rather than specific communication tactics. Strategies focus on the range of variables an agency can consider as it develops a particular campaign. These variables can include the following:

- **Tone.** How should the information be positioned to have maximum impact and appeal? Would humor be appropriate, or would a message that is intended to scare people into changing behaviors make sense? Should the campaign feature a lot of data, a personal

Columbus Police Work to Prevent Injury

In 2012, the Columbus (Ohio) Division of Police (CPD) saw 538 injury reports resulting in 3,332 lost and 2,386 restricted workdays. While injury is common in police work, some injuries may be preventable. That's the thinking behind a system called Non-Punitive Close Call Reporting (NPCCR) in which officers share mistakes in a group setting to prevent similar or more serious mishaps. The CPD is the first department known to use NPCCR, developed by risk management expert Gordon Graham. The CPD aims to decrease officer injuries by increasing cooperative learning, heightening safety awareness, and preventing both new and repeated close calls.

Vital to NPCCR's effectiveness is a commitment from CPD supervisory and executive staff to uphold the non-punitive nature of NPCCR and to gain officers' trust in that aspect of the program. The CPD also developed spreadsheet-based documentation and a reporting mechanism as a means to analyze results.

The program was launched on a staggered timeline beginning in June 2013 and targeted second and third shift officers in one of CPD's five patrol zones. Kickoff meetings were held for each unit to introduce the program. In the intial meeting, the commander was encouraged to share one of his or her own close calls, proviing officers with the opportunity to ask questions and give feedback.

Close call discussions lasting five to 10 minutes occur at least once a week during roll call meetings. Following each meeting, the sergeant enters new information into a spreadsheet that an industrial hygienist reviews quarterly to track statistics and identify any new training opportunities.

As an ongoing initiative, the CPD is expanding the NPCCR program in 2014 to include additional shifts and patrol zones. While available data is in its relative infancy, preliminary results suggest injury rates either remained steady or slightly decreased. The first unit exposed to NPCCR has experienced only one injury since beginning the program.

approach, or some combination? Remember the rider and the elephant (see "Changing culture, the leadership imperative" on page 9): What is the right mix of logical and emotional appeals?

- **Style.** Should the campaign feature more informal or formal materials? What is the right mix of methods? Multimedia, social media, and face-to-face meetings could all be considered. What is the right combination of "push" information, which is provided to employees, and "pull" information, which employees can access on their own?
- **Spokespeople.** Who carries the message is an important part of any communication strategy. Should the message be driven from department leadership or from rank and file? Is there any benefit to bringing in third parties to deliver any part of the campaign? Would a physician, counselor, or family of a deceased officer be able to deliver certain messages more convincingly or with more impact?
- **Timing.** When to communicate is a strategic decision. While a department might undertake a certain health and safety campaign in reaction to an event (e.g., the injury or death of an officer in a car crash), that same department may decide to launch a campaign proactively. Are some times of the year, or days of a week, better than others? How can the department make sure all shifts receive similar access to the material, services, training, and information that are features of a particular campaign?

Step 5. Consider key messages, branding, and design

Officer safety and wellness is imperative for organizational and individual strength. These involve often intensely personal and emotional subjects that require thoughtful consideration of the messages needed to address them. Clearly articulating the messages that underscore the campaign objective are among the most important elements of the plan. If the message fails to resonate with people, or if it misses the mark, the rest of the plan will matter little. These messages are not about any particular incident. They are the umbrella messages—the guiding messages—that will serve as the core of the campaign. "Key messages hone in on the essential idea or behavior a department is looking to create, reinforce or change" (Stephens et al. 2011, 51). No matter what is produced or said, the messages must resonate and be consistent. The messages sum up the essence of the campaign and guide the development of the substantive content that supports it.

Words are not the only means with which an organization can communicate messages. Many people would argue that what an organization says is not as important as what it doesn't say, how things look, and how other aspects of the organizational culture and environment reflect or contradict the messages—that is, actions speak louder than words.

Take "we care about your safety" or "your safety is our first priority" as examples of a standard message. If training, supervisors' actions, policies, or disciplinary processes conflict with the

campaign's message about safety, no one will believe the words. It's that simple. The best public relations campaigns cannot make up for poorly executed or inconsistent policies, training, equipment, personnel decisions, disciplinary processes, or resource deployments.

Strategic messages, then, require more than just clever arrangements of words. Messages are about aligning words with actions and making sure all elements of the work communicate a consistent message. Everything must reinforce health messages, from human resource policies and training to the types of food stocked in the vending machines and the availability of exercise equipment and counseling programs. Safety messages must be supported with commensurate training, policies, tactical operations, equipment, and processes—all of it matters. All of it works together for sustainable individual and organizational change.

Once the key strategic messages are determined, attention can turn to branding the campaign. A brand provides an identity for a campaign to establish visibility, build awareness, define a personality, and convey the "promise" on which the campaign will deliver. This involves several related elements:

- Naming the campaign in such a way that defines why it exists
- Developing a visual identity
- Supporting it all with relevant content that drives toward the campaign goals

While designing a logo helps to define the visual brand, the brand reputation and personality are much more difficult to influence. They rely on individuals' perceptions: a brand is what other people think of the campaign. Changing perceptions to make them positive toward a brand name is one of the challenges in any campaign.

Naming a campaign is an important aspect in establishing a unique identity. Employees get inundated with messages of all types. The safety or wellness initiative needs to stand out to receive the kind of attention needed to gain employee interest, buy-in, and participation. The name will be reflected in the visual identity or logo, be supported with a tagline (see page 29), and be the short-hand summation of the intent and focus of the campaign.

Create a name that is short, clear, and easy to remember. The logo then reflects the name in a visual way. While some logos may include graphic elements, others rely on words alone presented in a unique font or typeface. While many departments don't have an in-house graphic designer, often the municipal or county public affairs department has these resources. While using professional design services is preferable, it is not absolutely necessary. The point is to give the campaign a distinctive identity so that when employees see the name/logo, they will know instantly that it is associated with the department's safety or wellness campaign. The logo of the Vancouver Police Department's wellness campaign exemplifies how a simple logo can create a unique identity that is replicable across various campaign elements (see figure 1).

The name is simple and easy to remember. By placing the department's logo alongside the campaign name and including an apple in the D, the entire element becomes a pleasing

Figure 1. VPD's health and wellness campaign logo

Figure 2. VPD's campaign logo plus tagline

design that conveys the idea of health and well-being within the organization. Furthermore, this effective design could work just as well for any department—NYPD Wellness, BPD Wellness, LAPD Wellness, etc.

The key to a successful brand identity is its ubiquity. It must appear everywhere and on everything that has anything to do with the campaign. All posters, e-mails, collateral, newsletters, etc., must carry the campaign logo. Every tactic listed in this publication is another opportunity to deliver the brand, and making use of all these opportunities will build brand awareness and reputation. It will carry your promise of service. Employees will know when they see the brand logo that it will point them to information and programs that will improve their safety, health, and well-being.

But in case it takes them a while to figure that out from the brand logo alone, adding a strong tagline explains the purpose of the brand and the essence of the campaign. Many police agencies have taglines that accompany the department's logo or word mark. "To serve and protect," "proud to serve," and "beyond the call" are a few examples. The best taglines speak to your target audience.

The tagline for your safety/wellness campaign brand should speak to your customers: i.e., your members. The tagline the VPD uses in conjunction with its "VPD Wellness" logo is essentially the objective of the campaign: "Improving the health and well-being of our members" (see figure 2). The tagline conveys in a just a few words all one needs to know about the brand. Even if you had never heard of "VPD Wellness" before and had no idea what it was, the tagline would solve the mystery. That tagline would work just as well for any department's wellness campaign regardless of what it is called.

The Peel Regional Police in Canada provides an example of a slogan for a safe driving campaign the agency developed following the tragic death of an officer (see the sidebar "Just Go Home" on page 30).

"Just Go Home:" Peel Regional Police Driving Safety Campaign

Peel Regional Police (PRP) Constable James Ochakovsky died on March 1, 2010, as a result of injuries sustained in a motor vehicle accident. The subsequent investigation brought to the forefront the importance of wearing seatbelts and maintaining safe speeds while on patrol or responding to non-emergency calls. Chief Mike Metcalf formed a committee he tasked with addressing and encouraging safe driving practices within the organization.

At Ochakovsky's funeral, his family delivered a message to the police officers that would later become the campaign's slogan: "Just go home."

To better understand the extent to which seat belt use and excessive speeding permeated department-wide driving habits, PRP issued an anonymous survey in 2010, the results of which were subsequently published. Signage was posted in each division's officer parade room and in parking lots while police association newsletters reinforced the importance of seat belt usage and other safety concerns. Ochakovsky's widow, Erin, and two other PRP officers recorded messages for a department-wide audience. Erin spoke about the impact James' death had on her and their then four-year-old son. Two other officers, both involved in serious on-duty collisions, also discussed their experiences. One officer suffered a broken pelvis. The other received permanent brain damage. Both officers think wearing a seat belt saved their life.

Without notifying officers, PRP initiated a three-month audit of cruiser speeds in 2011. The initiative revealed that in a one-month period, officers exceeded speeds of 80 mph over 35,000 times. After making officers aware of its monitoring capabilities, the department informed officers of a new requirement to justify instances of them driving over 80 mph. In the following months, PRP saw the monthly average of cruisers exceeding 80 mph plummet to 1,200 instances, a mere 3 percent of the previous rate of more than 35,000. The Training Bureau and Drivers Training Unit used this information, survey results, and lessons learned from Ochakovsky's collision to redevelop training modules for recruit constables, field training officers, and supervisors.

The PRP formalized the 80 mph initiative as an operational business practice in 2012, and the program continues today. The PRP does not prohibit officers from exceeding 80 mph; however, policy requires them to justify the decision based on a number of factors. Officers fill out a standardized form that, when completed, is forwarded to the Drivers Training Unit for analysis and trending. The unit may offer officer-specific training when deemed necessary. Between May 2012 and January 2014, the PRP has seen a staggering 98 percent decrease in 80-mph incidents.

The department emphasizes safety via multiple platforms to ensure the message remains topical and relevant. Among other elements, it has developed a series of videos and puts safety messages on every PRP desktop computer using automated banners. In 2013, PRP's Major Collisions Bureau created an animated video of Ochakovsky's fatal collision that was included in a presentation to which all members of the organization were invited. The presentation included a video clip of Erin Ochakovsky discussing the impact of her husband's death on their family three years after the accident.

While a tagline should almost always accompany the logo, especially early in a campaign, there may be some cases where there just isn't room for both. If the brand has done its job and brand awareness is high, then the simple logo should do the trick. The Nike "swoosh," McDonald's arches, and Apple's apple are examples of companies whose logos have become so recognizable, they can exist without the presence of the company's name or tagline.

> Your name, your logo and your tagline are three pieces to a puzzle. Each piece contributes to the bigger picture—and each should rely on the others to carry some of the weight. A highly descriptive name can rely on a tagline to communicate your unique approach. A more evocative or fanciful name may need to be grounded by a more descriptive line. Strong brands find the right balance across these assets. (Corebrand 2013)

By celebrating health and wellness and reinforcing safety measures, the visual elements of a campaign will contribute to an overall positive personality for the brand. The way you build a positive reputation is to consistently provide value associated with the brand. If the campaign promises useful information that can increase wellness, then it must deliver on that promise. Employees will begin to trust the brand if the information is useful, easy to understand, and easy to find. Word of mouth will spread, and the number of members who access your campaign will increase. There are many tactics listed in this publication to help you increase awareness of your campaign, but without providing basic value and delivering on your promises, these tactics will do nothing to enhance the brand's reputation.

Once the brand is clearly defined, the task turns to developing the informational content that will help employees achieve the specified safety or wellness goals.

Several subjects that fall under the safety and wellness umbrellas can be particularly sensitive (e.g., mental health and suicide) and personal (e.g., individual fitness and physical health). Some topics are often difficult for people to acknowledge, let alone discuss and address

Montreal Police Focus on Nutrition and Overall Health

Since 2010, the Montreal Police Department has focused on creating a healthy work environment that ensures a quality of life that is beneficial to sworn and civilian personnel within the organization. The array of offerings includes the following:

- Nutrition conferences that encourage employees to acquire good eating habits and help them understand the changing world of nutrition
- Individual fitness evaluations for members interested in making a healthy lifestyle change
- Free awareness clinics on diabetes, high blood pressure, and stress offered in conjunction with a monthly schedule within the wellness program
- Group training for police recruits and active police members who are preparing to go on missions (they have the opportunity to train specifically and try the necessary physical tests to succeed)
- Other job-related physical tests offered to police officers who are applying to a specific squad, enabling the police officers to understand the specific physical training involved in their success
- Programs related to specific needs such as preparing women for missions, women and running, walking groups, Tai-chi, stretching, and aerobics
- A "Biggest Loser" fitness and nutrition program

productively. To frame the campaign and its various elements in ways that can get to the emotional and value-laden issues, wrapping messages in stories can be especially powerful and effective.

As Fog and colleagues point out in their book, *Storytelling: Branding in Practice*, emotions and values are at the core of storytelling. When an organization clearly establishes certain values, such as its commitment to its employees' physical and mental health, "a good story communicates those values in a language easily understood by all of us" (2010, 21). "Storytelling is one of the most powerful rhetorical tools available to communicators. Facts, figures and data are important but seldom make a compelling case and never without providing a context" (Stephens et al. 2011, 51).

Storytelling is especially well-suited to the law enforcement community because, as Stainbrook noted, "Cops are by definition storytellers" (2005). Research suggests that storytelling is a well-ingrained aspect of policing cultures and sub-cultures (Van Hulst 2013). Stories teach officers the craft (Shearing and Ericson 1991) and are used as "palliatives that distract officers from boredom and repair their identities" (Van Hulst 2013, 2). But the specific reasons stories dominant police cultures are less important than the impact good stories have on audiences. Stories engage people. Stories humanize events and share perspectives unavailable in a police report, a PowerPoint presentation of facts and data, or the latest crime statistics.

Consider the following scenario: A local charity that provides food for hungry families is given 10 minutes at a morning roll call to make a pitch for donations. Standing in front of a group of officers, the charity's representative launches a PowerPoint presentation that includes lots of facts and figures about the issue and the work of the organization. There are slides with bullet points, charts, and graphs. It is a well-designed presentation meant to highlight the need for funding. Will it move the officers to pony up money? Perhaps.

But let's take the same goal—securing donations—and use a storytelling approach. The same representative ditches the PowerPoint presentation. Instead, she tells the story of a family the organization recently helped. She describes the family of four and the circumstances that led the family to seek support through the local food pantry that provides a week's worth of nutritious food. Lost jobs, difficulty finding new employment, and health problems all contributed to the family's struggles to put food on the table. The parents made sure their two young children always got whatever food they had.

The charity's representative then reads a letter the mother had written to the organization a few weeks after her family had received the needed groceries:

> Before coming to the pantry, there were many nights when we went to bed and thought we weren't going to make it. And then, when we literally had nothing left to eat, we were referred to you. I met generous people who didn't judge me and who treated me with

great kindness and warmth. Words cannot express how grateful I was for the wonderful food, but I will always be indebted to you for giving us this great gift. We could feed our family, and I think it helped us to summon the strength we needed to persevere. I am happy to report that this week my husband accepted a new job! While I hope I will never have to rely on your generosity again, the comfort you provided us when we needed it most will never be forgotten. While it's not much, please accept the enclosed check for $25 as our way of paying it forward.

The charity's representative closes her presentation with a few facts about the number of people her organization feeds each month and how much food just a small donation can provide to other families.

Some research (Anderson 2014) suggests that charitable giving increases when stories are used in conjunction with data. Stories create an emotional connection that statistics and pie charts fail to evoke. That emotional connection can serve as a powerful motivator and can have a similar effect in campaigns addressing health and safety for law enforcement officers.

The stories should convey messages that underscore the focus of the campaign and include characters to whom employees can relate and who encourage employees to add their own stories to the mix. For example, if a veteran officer shares his story about surviving a car crash because he was wearing his seat belt, others can share similar experiences in which they were able to escape harm because of a safety measure they employed. Or an officer can talk about the wake-up call she received when she went for an annual physical and found out she had diabetes. Others can add their own stories and how they dealt with their situations. These stories contribute meaningful anecdotes that are more persuasive and can result in greater compliance with health and safety measures.

What Makes a Good Story?

- **Emotion.** People are moved by emotion and inspiration. They help drive behavior.
- **Relevance.** Stories should be real and simple and bring up something interesting and meaningful.
- **Plot.** A story isn't a story unless it has a beginning, middle, and end.
- **Moral or learning.** Great stories have an overarching message or moral. Decide on your major message and repeat it over and over in all your wellness communication efforts.
- **Heroics.** Engaging stories have an active struggle—a protagonist takes action to defeat an antagonist. The antagonist doesn't have to be another person. People can conquer bad habits, poor diets, and other issues that negatively impact health and safety. Vulnerability, challenge, and ultimate triumph resonate with people.

Step 6. Develop tactics and an implementation plan

Once you have established your intended goals, the best approach to take, the right branding, and clear messaging, the next step is to determine your methods for communicating with employees. Communication tactics are the various tools and vehicles to use. From face-to-face meetings, health fairs, and inter-departmental competitions to social media, videos, and e-newsletters, this part of the planning process identifies the most appropriate and effective tactical communication elements.

Campaigns must be sustained over time for them to have an impact and change behaviors or attitudes. For this reason, it is particularly valuable to use a variety of tactics spread over an extended period of time. Eventually, if successful, what began as a campaign becomes "how we do things around here." In other words, the ultimate goal is for the change, whether it is wearing seat belts or confronting health issues, to become part of the fabric and culture of the agency. The challenge is to stick with the campaign long enough for the change to take hold. However, how long a campaign should run is difficult to prescribe. It depends on a host of variables, including how protracted the problem is and what beliefs and attitudes must be changed to affect a change.

The implementation phase outlines what is to be done, when, and by whom. The implementation plan makes clear who has the lead role and what other roles and responsibilities are involved so nothing falls between the cracks. If the strategy is the blueprint, tactics are the building materials, and implementation is the building plan.

Las Vegas Police Focus on Substance Abuse and Suicide Prevention

Both job-related and personal stresses affect officers in every agency nationwide. Effects can be profound and may, in some cases, lead to substance abuse and/or suicidal thoughts. The Las Vegas Metropolitan Police Department (LVMPD) wanted to improve its various employee assistance programs to reduce incidents of substance abuse and suicide. One of the key components of its 2013 policy revamp included an emphasis on intervention and prevention.

The Maintenance of Values and Ethics (MOVE) program mandates intervention for both the employee and command staff when instances of substance abuse are identified. LVMPD's Police Employee Assistance Program (PEAP) provides access to suicide intervention programs, and the department's Educational and Viable Options through Leadership, Values and Ethics (EVOLVE) unit intervenes in the case of misconduct related to substance abuse. Both EVOLVE and PEAP work together to provide long-term care to employees when necessary. While continuing its efforts to reduce substance abuse and suicide, the LVMPD says it has seen a reduction in the number of employees arrested for substance-related reasons and that significant interventions have been made for suicidal employees.

The success of any campaign depends on the delivery of key messages to a defined audience followed by an intended and measureable outcome. In terms of communications tactic decisions (the "how-to" of message delivery), law enforcement officers make such decisions every day, often without realizing it. They consider many factors and variables in an instant. Their knowledge and experience guides them toward the most appropriate and effective communication method. For example, if an officer witnesses a robbery in progress, he doesn't send a Facebook message requesting backup; he uses the police radio. If there is a rash of larcenies from vehicles in a particular area, law enforcement might use Facebook, Twitter, and signs to both alert community members and provide them with crime prevention steps. Similarly, when a police department is looking to decrease distracted driving accidents among patrol officers, or increase the number of officers who get annual physicals, the department looks for the most appropriate and effective means to reach its employees.

Law enforcement agencies use communication tactics to deliver key messages in the scope of an officer safety and wellness campaign. The tactics contain the focal information to be conveyed (e.g., wear a seat belt, eat healthy, and exercise). To deliver key messages and communicate with both your community and employees, law enforcement agencies can use any of the following customizable communications tactics. Each tactic includes a description, a brief cost-benefit analysis, and an example of how to use it in a campaign. Not every option may be available to you because of staff or budget constraints; however, many of these tactics are low cost and easy to use:

- **Training.** Training can be delivered face to face or via an online, self-paced course. Everyone receives necessary training to perform core responsibilities in the workplace. Surgeons, astronauts, and public safety employees alike all receive training specific to their chosen career path. A common method of training is "tell-show-do:" tell students what they need to do, show them how to do it, and then ask the students to do it themselves to verify that information has been passed on.

  Cost: Training can be labor-intensive and costly, although departments can often absorb the costs in an existing training budget.

  Benefit: This is an excellent way to verify information has been conveyed. Having everyone in the organization take the same training builds a culture that can sustain the intended outcome.

  Campaign example: A safe driving campaign integrates driving training as a way to reduce motor vehicle collisions.

- **Roll calls.** Gathering before a shift is a time-honored tradition in policing. During this time, beats are assigned, wanted bulletins are distributed, and information is shared. Providing actual training at roll calls and showing informative videos are effective ways to reduce training costs.

Cost: The only cost here is the time it takes to show up and deliver the message or the time it takes to train someone to deliver the message for you. Unfortunately, not every public safety employee works in a space where roll call is part of the daily routine.

Benefit: You have a captive audience and an opportunity to incorporate hands-on training.

Campaign example: The importance of staying hydrated during the work shift could be shared with officers during roll calls.

- **Videos.** We've all seen them. Prior to the feature film, movies theaters show videos that teach proper viewing etiquette. Airlines show them to convey flight safety information. You've probably seen them in your workplace too. A number of websites provide free videos on a range of topics. See the resources section for a list of websites.

  Cost: Free videos certainly appeal to the bottom line, but the lack of customization and focus on one's own department may be a negative. While video production has become significantly more affordable, such as using YouTube, production still requires staff time and equipment to write, direct, film, and edit a quality video. This route is also not without risk. At best, the audience will tune out a poorly produced video. At worst, a laughable video could damage your campaign.

  Benefit: This is ultimately a more affordable version of in-person training. Mandatory viewing ensures the audience is reached. A well-designed training video has the strength to serve as a stand-alone campaign tactic. Videos combined with other tactics can be especially powerful because they provide images and sound to reinforce the message.

  Campaign example: What post-traumatic stress disorder is and where to go for help could be disseminated to employees in a video.

- **Policies.** Publications on policies and procedures are the core of every public safety organization. A lot can be learned about a department based on its policy manuals. Expectations for behavior, policing how tos, and cultural norms live here.

  Cost: Staff time is required to develop and write policies. It would then need to be vetted, approved, and distributed.

  Benefit: Policies are often required reading, and adhering to policy can be a condition of employment. In other words, if policy backs up the goal of your safety campaign, reaching your outcome is much easier.

  Campaign example: A safe driving campaign could integrate a policy prohibiting texting and driving.

Honolulu Police Aim to Help Officers Arrive Alive

Between September 2011 and July 2012, the Honolulu Police Department (HPD) experienced a series of highly publicized traffic accidents. In one incident, criminal charges were filed against an officer found to be travelling at excessive speeds during routine patrol. In three others, officers suffered fatal injuries. The HPD initiated its multifaceted "Arrive Alive" campaign in January 2013 to reduce officer injuries by stressing the importance of driving at proper speeds, driving without distractions, and wearing seat belts and body armor.

Five hundred posters were printed and displayed prominently in every police station at entrances, on bulletin boards, and in briefing rooms. More than 2,500 employees in pre-shift briefings or via the department's intranet viewed videos featuring Chief Louis M. Kealoha reinforcing the "Arrive Alive" message. The HPD also used automatic vehicle location to monitor and record officers travelling at speeds above an established threshold. A standardized "Arrive Alive" field inspection report was also developed, requiring supervisors to observe officers in the field to gauge compliance with departmental policies and "Arrive Alive" objectives.

Data was stored in logs and reviewed daily by authorized personnel who could determine if the officer was responding to a call at the time he or she passed the speed threshold. In cases where the officer was not on assignment, corrective action could be taken when necessary.

The campaign remains an active part of the HPD's strategic plan and has been incorporated into its Emergency Vehicle Operations Course, required by both recruits and regular officers. Since the HPD initiated "Arrive Alive," the department has not experienced a fatality caused by a collision and has seen a decrease in officer-involved motor vehicle accidents.

HPD's driving safety campaign posters

HPD bulletin boards with information about its safe driving campaign

- **Posters/signage.** Posters have long been a staple of information and advertising campaigns. The most effective are eye-catching and include a call to action.

  Cost: For posters, the cost is in design, printing, and distribution. If the posters are poorly designed, the campaign may be the subject of ridicule and will not encourage the desired behavior. The amount of information is limited to the size of the poster, but it could also direct people to other resources, like a website, for additional information. A series of posters that are rotated according to a schedule could extend the campaign and keep key messages fresh.

  Benefit: Wall space in government buildings is free and that includes the walls of a bathroom where many successful campaigns have posted content because the audiences are, at least in a figurative sense, captive, if only briefly. The entire audience will certainly see the posters if placed properly. Combining posters with other delivery tactics can substantially increase their reach and impact.

  Campaign example: Posters can be dispersed around a department as the centerpiece of an employee quit smoking campaign.

- **Robocalls.** Robocalls include automated telephone and text messaging. They deliver information and actionable messages such as reminders about appointments and safety tips.

  Cost: There is the base cost of automatic dialer technology. However, some employees may object to being called at their personal contact number when not on shift.

  Benefit: This technology has the ability to reach people directly with important messages.

  Campaign example: For obvious reasons, this one is a little more complex. Imagine use in a precinct-wide physical fitness / weight loss competition between teams of employees. Participants could elect to receive these types of notifications as the lead changes: "I just got a call that my team has fallen behind. I guess I'd better order a salad instead of a double bacon cheeseburger and vanilla shake."

- **Newsletter.** Printed or electronic newsletters or newspapers are fixtures in many organizations, including public safety agencies. The popularity of the newsletter determines the extent to which your message reaches your audience.

  Cost: Except for the cost of staff time, producing electronic newsletters requires either low or no cost. Printing can be inexpensive for a one- or two-color newsletter, but costs increase when full color is used.

  Benefit: If these platforms already exist, campaign information can be distributed with minimal effort. If the publications are widely viewed and respected, it is more likely that the campaign will be accepted into organizational culture.

Campaign example: Personal stories about struggles with alcoholism can be moving and effective in this type of format, especially when the stories involve getting help and a happy ending. Just talking about something that was previously taboo can be a first step toward changing organizational culture.

- **E-mail.** If you are accessing a computer at work, you are probably getting these from your employer.

  Cost: Like electronic newsletters, e-mails are low or no cost to produce aside from staff time.

  Benefit: E-mail can quickly deliver short, targeted messages that support a campaign objective. It can also serve to direct people to or promote other tactics.

  Campaign example: E-mails sent to employees extolling the virtues of physical fitness and tips to a successful exercise regimen could form the backbone of a simple employee health campaign.

Prince George's County Police Tackle Traffic Safety

In less than two years, the Prince George's County (Maryland) Police Department (PGPD) had three officer fatalities resulting from traffic accidents. In one case, the driver was ejected from the vehicle while the passenger survived with minimal injuries because he was wearing a seat belt.

Determined to eliminate preventable tragedies like this and to decrease officer injuries, the PGPD ran a year-long program in 2013 that encouraged officers to slow down, wear a seat belt, and remove distractions caused by electronic devices.

Every officer was required to attend a two-hour class taught by the executive command staff, which reinforced safe driving habits and included testimonials from the families of officers killed in traffic accidents. PGPD's recruits were exposed to the same course as part of their basic training. Every Tuesday throughout 2013, the executive command staff published internal communications emphasizing driver safety that were posted in conspicuous areas and broadcast six times per day across all talk groups. Lieutenants and sergeants were also charged with having weekly conversations to ensure employees understood the campaign's message, to address administrative and legal ramifications, and to describe possible public perception consequences.

PGPD's poster promoting internal messages that were also broadcast across talk groups

Each division of the PGPD also prominently displayed signs designed to remind officers that their driving habits are a matter of life or death. The signs also showed the number of days passed without a preventable accident.

No officer while on or off duty has been killed in a crash since the program started.

- **Facebook.** Facebook has gained popularity among police agencies for communicating with citizens, and its ability to host private, member-only groups makes it an increasingly useful platform for internal, employee-only communication.

  Cost: Having a Facebook page is free. Staff time is needed to develop a page and then manage it.

  Benefit: Many police employees are already familiar with this tool, which they use personally, either on a desktop or via a mobile device. Its informal presentation and ability to share information, photos, and videos makes it especially suited to campaigns in which employee engagement is a goal.

  Campaign example: An interactive healthy eating campaign could use a group Facebook account to post tips on proper nutrition. In addition, participants could post recipes or cooking techniques for healthy meals.

An interactive healthy eating campaign could use a group Facebook account to post tips on proper nutrition

- **Google+.** Like Facebook, Google+ is a social networking service for connecting and sharing. However, Google+ is not as widely used as Facebook.

  Cost: Staff time is needed to develop a page and then manage it.

  Benefit: It's free, it's mobile, and many people are already familiar with this platform.

  Campaign example: A wellness campaign dedicated to employees serving in the armed forces could use a private Google+ Community to share resources and information with those who have been or are about to be deployed.

- **BlueLine Connect.** Co-founded by New York City Police Department Commissioner Bill Bratton, this social networking service has been built from the ground up to be a secure online community for those in law enforcement. Launched in 2013, BlueLine Connect is entering a crowded field where people already have favorite networking sites. The site is accessible at www.bluelineconnect.com.

  Cost: Staff time is needed to develop an account and then manage it.

  Benefit: The fact that BlueLine Connect is a secure community will encourage sharing information that may be sensitive or personal.

  Campaign example: Employees could learn and talk about clinical depression, suicide, and ways to get help in a safe, secure online community.

- **Twitter.** This social networking site limits posts to 140 characters. Users include news organizations, celebrities, and government agencies. Boston police masterfully used Twitter to keep the public informed and dispel rumors during the 2013 Boston Marathon terror attacks. Some may find the character limit constricting.

  Cost: Staff time is needed to develop a page and then manage it.

  Benefit: In this Information Age, brevity is a virtue. Twitter is great as a mobile application. It is probably best used when coupled with another tactic.

  Campaign example: Twitter could be used to heighten safety or wellness awareness by tweeting basic driving safety or healthy eating messages.

- **YouTube.** For better or worse, sharing videos has never been easier. This tactic falls within the family of training videos. Like other social media sites, YouTube has privacy settings that allow private, member-only groups. This is especially useful if a campaign extends to employees' family members, for example.

  Cost: Staff time is needed to produce and post content. If you leave your YouTube Channel public, be aware that a much broader public audience will be watching and judging.

  Benefit: YouTube can help you reach more people, such as the family and friends of your intended audience, than a typical internal campaign could alone. YouTube also makes your campaign more accessible to the law enforcement community as a whole. A well-produced video could also have a public benefit, such as Phoenix's "Beat the Heat" campaign demonstrated.

  Campaign example: YouTube could be used to promote the use of safety belts. Officers who survived serious collisions could speak to the benefits of having been buckled up. Images of the damaged patrol cars these employees were driving, while somber, would keep people's attention.

- **Vine.** Relatively new to the scene of social media, this mobile application allows users to create six-second video clips. Vine is much like Twitter (in fact, it's owned by Twitter) in that brevity defines it. Because they are so short, Vine videos can be either brilliant or immediately forgettable.

  Cost: Like training videos and YouTube, the cost comes from investing in the equipment, although this can be a modest investment, as smartphones can produce acceptable quality. If you plan on producing a lot of Vines and for higher resolution images, purchasing a small camcorder ($200 and up) may be desirable.

  Benefit: Like YouTube, you have an opportunity to bring your campaign to a larger public audience. Like Twitter, Vine is best when paired with other tactics.

Campaign example: A lighter version or a secondary component of the aforementioned YouTube safety belt campaign could feature Vine videos of employees getting buckled up before driving. Supervisors should participate to model safe driving behavior.

- **Instagram/InstaVideo.** A mobile photo- and video-sharing service, Instagram/InstaVideo is known for its square pictures and filter menu. Content must be impactful, especially if using only the photo component. For video, the rules are the same as with Vine.

  Cost: Instagram is a free application, and the InstaVideo Downloader costs 99 cents.

  Benefit: Use this app to bring your campaign to a broader audience. Integrate it with other tactics to reach maximum effect.

  Campaign example: Getting shortchanged on sleep is a reality of the law enforcement profession. A campaign designed at promoting good sleep habits could feature Instagrams or InstaVideos of the same employees in both well-rested and sleep-deprived states. Add a little levity and panache to the campaign by incorporating zombie make up.

- **Informal meetings.** Just as the title implies, this tactic uses a casual and less structured approach to moving a campaign forward.

  Cost: Actual financial costs range from zero to minimal. Because this tactic is informal, any participation would be voluntary and wholly dependent on employee buy-in to the campaign.

  Benefit: Voluntary attendance would demonstrate campaign progress while no-shows would indicate that a campaign adjustment might be in order.

  Campaign example: A department wellness campaign might create a running or bicycling club that meets during off hours on a drop-in basis.

- **Special events.** This tactic is the structured version of the informal meeting. Special events can stand alone or be recurring. They can range from modest in scope to extravagant.

  Cost: Special events need to be scheduled, organized, and executed.

  Benefit: You get a captive audience. People who attend special events typically want to be there.

  Campaign example: A conference, workshop, or retreat to discuss stress reduction techniques and the secrets to achieving work-life balance is an example of a department-sponsored special event.

- **Guest speakers.** Law enforcement officers love telling stories about their profession. They also like to hear stories from people who have firsthand experience and wisdom. This tactic can be incorporated with many of the others listed here.

  Cost: The primary cost is just the effort it takes to find the right speaker to deliver your key messages. Having the wrong speaker for your campaign can make you look tone deaf.

  Benefit: Guest speakers can range from local celebrities to fellow colleagues. Most will donate their time to a worthy cause like yours.

  Campaign example: Use a cardiologist and a heart attack survivor to discuss the dangers of heart disease and preventative measure.

- **Competitions.** Many people who gravitate toward law enforcement's profession are competitive in nature. Organizing a friendly competition can drive interest and participation in a campaign.

  Cost: Competitions need to be organized, tracked, and concluded. This requires staff time. Competitions with prizes tend to be more interesting, and securing something appropriate is an extra step.

  Benefit: If you use this tactic properly, you can use competition data to accurately measure the progress of your campaign. Prizes can be either donated or a sunk cost, such time off.

  Campaign example: A wellness campaign geared at flu prevention might include a competition between precincts or divisions. To win, a precinct/division must have the highest rate of employees who received a flu shot. Employees assigned to the winning precinct/division would receive a time off credit, which would typically be off-set by a reduction in sick leave because of the department's increased flu inoculation.

Las Vegas Police Driving Safety Campaign

Over the course of five months, the Las Vegas Metropolitan Police Department (LVMPD) suffered the loss of two officers because of unrelated crashes. In one instance, the officer failed to wear his seat belt, and the LVMPD saw an opportunity to affect a change regarding employee driving and safety habits. The department hoped that by encouraging safe driving speeds and seat belt use, it could reduce major injury accidents and accident occurrences overall.

The campaign required a multifaceted approach that hinged on additional training and changes to department policy, the way it handles accidents, and the extent to which it encourages seat belt use. The campaign, initiated in 2009 by Sheriff Doug Gillespie, is an ongoing initiative, and the LVMPD reports reduced accidents, including major injury accidents, attributed to a cultural shift toward safer driving habits including seat belt use.

- **Radio broadcasts.** One of the most iconic tools of law enforcement is the police radio. Employees reliably disseminate and receive information using this technological mainstay. In many cases, radio broadcasts are accessible to the public via police scanners.

  Cost: While air time is precious, the department already owns this asset. However, not every police employee is issued a radio or has a job for which listening to a radio is part of the daily routine. This means purchasing additional radios or finding alternative means for those employees to access the information.

  Benefit: Radio broadcasts reach a captive audience. If the campaign is patrol or traffic safety-focused, there is an opportunity to reach your target audience. This tactic could be especially effective when paired with other less restrictive tactics.

  Campaign example: Campaign tag lines could be broadcast to boost awareness. Minimally intrusive repetition can go a long way to embed key campaign messages into department culture. The Honolulu Police Department's "Arrive Alive" and the Peel Regional Police's "Just Go Home" campaigns are great examples where broadcasting taglines could reinforce existing traffic safety messages without consuming much airtime.

Step 7. Identify a budget and resources

Money for campaigns can be scarce, but police agencies are remarkably resourceful in covering modest costs with existing funds and personnel. Most of the campaigns included in this publication were carried out with little additional money. Rather, the various departments refocused personnel, developed partnerships with various community and professional organizations, and secured grants. Some organizations you might approach for funding include the following:

- Public health organizations
- Labor and industries
- Physicians
- Insurance providers
- Grant providers

With the proliferation of desktop publishing and video editing capabilities on personal computers, it has never been easier to self-produce posters, brochures, videos, and other campaign materials. However, beware of materials that appear too amateurish. Poor grammar, silly clipart, and bad design can doom an otherwise good idea and an important campaign.

Some tactics, like video production, could require substantial funding if the resources for writing, shooting, and editing are not available in the police agency or as a service from the municipal or county government. Still, many departments have been successful in convincing local marketing, advertising, and public relations agencies to take on campaign development pro bono. Others have offered internships to public relations students and included public relations positions in their list of volunteer opportunities. With a little creativity and some legwork, a department can end up with well-produced materials and professional quality work that lends a level of credibility to the overall campaign.

Paying for different elements of the campaign is only one part of the budgeting challenge. Having the necessary personnel to develop and implement it is another. Engaging people at various ranks and from different divisions of the department is a way to temporarily assemble the people needed to do the work. Even if the public information staff is sufficiently large enough to handle the work, it is beneficial to involve others in the department who have the interest and skill so buy-in to the strategic approach begins well before the plan is unveiled.

Sacramento Police Focus on Health and Wellness

From 2000 to 2003, workers compensation claims for the Sacramento Police Department (SPD) averaged $2.1 million for sworn employees and $303,000 for nonsworn employees per year. To reduce these expenditures and the number of on-duty injuries, the SPD contracted a fitness coordinator to develop and manage a health and wellness program. The coordinator, hired in 2003, gives nutritional advice; provides customizable workout plans; and writes articles promoting exercise safety, healthy living, commitment, and creative ways to remain active.

Employees were made aware of these services via e-mail and flyers and during briefings. In 2009, the department established an on-duty workout program. Twice weekly, hour-long workout sessions are permitted by on-duty employees who underwent BMI and baseline physical performance testing. Uniform pins were waiting for officers who improved performance on their fitness tests.

Between 2006 and 2009, the SPD saw an increase in the number of employees participating in the program and a corresponding 59 percent decrease in workers compensation claims for sworn employees. Nonsworn employees drew 43 percent fewer claims in that same period.

As claims steadily declined, the SPD secured funding to upgrade its workout facilities, though some officers assisted in some upgrades including minor electrical work and painting.

Step 8. Establish evaluations and measurements

Ideally, a campaign would have a clear starting point that would enable you to measure whether your efforts are making a difference in employee health and wellness or officer safety. Unfortunately, many campaigns offer little that helps leaders know if they are making any progress. This may be because no data exists or because a campaign is proactively addressing concerns before they manifest into problems that would rise to the level of being tracked. In the struggle with measuring outcomes, many organizations simply default to a position that essentially says, "We did a lot—sent out e-mails, put up posters, created videos, and hosted events. We're not sure if we really made a difference, but we hope we did."

There are good reasons why establishing measures can be difficult. Health and wellness data is mostly private. Unless individuals volunteer information, the department has no way to really know whether diabetes, heart disease, or other chronic health conditions are present and to what degree. Similarly, mental health concerns like PTSD and suicidal tendencies are not often known. There may simply be little or no information that provides the department with data as a verifiable starting point or data that allows measures of achievement. But that doesn't necessarily mean there is no information on which to base a campaign and provide meaningful measures.

The Honolulu Police Department took on the challenge of improving health and fitness. It started not with data about known health conditions but with data about the various injuries and illnesses that were costing the department in worker's compensation claims.

Charlotte-Mecklenburg Police Focus on Preventable Crashes

In 2004, the Charlotte-Mecklenburg (North Carolina) Police Department (CMPD) began a campaign targeting preventable crashes—those determined to be the fault of a CMPD employee. Compiling data has been instrumental to the success of the program. Pinpointing frequent types and causes of preventable accidents allowed the department to develop both classroom and behind-the-wheel instruction designed to address its most common crash scenarios.

At its peak, the department experienced 11 preventable crashes per million miles driven. Following the implementation of its training, that number has dropped to as low as 5.5 preventable crashes per million miles driven, a 50 percent reduction.

The Long Beach (California) Police Department took a slightly different approach and focused on incenting voluntary participation in a program that establishes baseline measures (see below sidebar).

You don't have to use complicated algorithms to determine whether your efforts are making a difference. Putting even basic measures in place is important because it forces a focus on results, not process or outputs. Improving the quality of measurements begins with making sure the objectives are expressed in measurable terms and understanding what information needs to be available to make the evaluation. The challenge, then, is to find them. Possibilities include the following:

- Worker's compensation claims
- Use of sick leave
- Car crashes
- Survey data
- Conditions
- Observations

If an objective is to "reduce officer injuries by 40 percent," there is both a starting benchmark and a way to assess whether the decrease is achieved. If the objective is more ill-defined, like "increase officers' use of seat belts," there is likely no definitive data that summarizes exactly how many officers wear their seat belts. Typically, this would involve statistically valid and reli-

Long Beach Police Wellness/Fitness Program

The Long Beach (California) Police Department focuses on physical fitness with an emphasis on nutrition and medical care. It uses monetary awards to incent voluntary participation.

The initial program has two phases: a medical screening phase and a physical fitness phase. The medical screening requires participants to get an annual physical exam and record baseline measures for cholesterol, heart rate, and blood pressure. The physical fitness phase includes measuring body fat and an officer's ability to complete various physical tests. Point values are assigned to different achievement levels based on the participant's age. Points earned are assigned monetary values.

Fifty-one percent of officers voluntarily participated in the program in 2012. In 2013, the participation rate was 45 percent.

able surveys on both ends of the process. If there is no starting benchmark, the objective could be written to establish one: "To achieve an 85 percent compliance rating for officers wearing seat belts."

Whatever type of evaluation is planned, it is wise to build in checkpoints for progress reports along the way instead of waiting until year end to measure results. These mini-evaluations enable the department to make adjustments to its plan as conditions warrant.

Flexibility is vital to any plan. New conditions will develop that need to be addressed, a change in leadership may cause new priorities, and some issues may dissipate. The ability to adapt a plan to accommodate environmental changes is the mark of a strategic enterprise.

Conclusion

The ever-changing landscape against which law enforcement agencies work presents a long list of challenges for leaders to navigate. As budget cuts stretch resources and delay critical equipment purchases and upgrades, and as societal shifts create new realities officers encounter on the streets, executives must be vigilant in protecting the safety and well-being of those officers who put themselves at risk every day on behalf of the citizens they serve.

Ensuring the necessary safety and health infrastructure is in place has never been more important. Establishing and strengthening organizational cultures that support these efforts is essential. Officers must be able to provide the high level of service our communities expect, and it is all but impossible to do this when officers neglect their own safety and health. To help officers take care of themselves and do their jobs well,

> maintaining and investing in officer safety, health, and wellness is one of the most critical actions an agency can take. Finding ways to achieve ongoing development is vital to the preservation of officer wellness. A starting point for discussing the complexities, available resources, and best practices can be accomplished through leadership and management, policies and procedures, training, and healthy lifestyles. (Fiedler 2011, 10)

Appendix A. Generational Chart

Allen (n.d.) compiled the following information to provide insight into important differences between generations. Law enforcement agencies can use this chart to help tailor their campaigns and communications to different age groups.

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Core values	Adhere to rules Conformers/ conformity Contributing to the collective Dedication/sacrifice Delayed reward Discipline Don't question authority Duty before pleasure Family focus "Giving back" is important Good is important Hard work Law and order Loyalty Patience Patriotism Respect for authority Responsibility Savers Stabilizing Trust in government	Anti-government Anti-war Anything is possible Equal opportunities Equal rights Extremely loyal to their children Involvement Optimism Personal gratification Personal growth Question everything Spend now, worry later Team oriented Transformational Trust no one over 30 Want to "make a difference" Work Youth	Balance Diversity Entrepreneurial Fun High job expectations Highly educated Independent Informality Lack of organizational loyalty Pragmatism Seek life balance Self-reliance Skepticism/cynical Suspicious of boomer values Techno literacy Think globally	Achievement Avid consumers Civic duty Confidence Diversity Extreme fun Extremely spiritual Extremely techno savvy Fun! High morals Highly tolerant Hotly competitive Like personal attention Members of global community Most educated generation Now! Optimism Realism Self-confident Sociability Street smarts
Current age	63–86	44–62	28–43	8–27

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Famous people	Bob Dole and Elizabeth Taylor	Bill Clinton and Meryl Streep	Jennifer Lopez	Ashton Kutcher and Serena Williams
Number		80 million	51 million	75 million
Other names	Veterans, silent, moral authority, radio babies, and the forgotten generation	"Me" generation and moral authority	Gen X, Xers, the doer, post-boomers, and 13th generation	Generation Y, Gen Y, Generation Next, echo boomers, chief friendship officers, and 24/7s
Influencers	WWII, Korean War, Great Depression, New Deal, Rise on Corporations, and Space Age Raised by parents who just survived the Great Depression Experienced hard times while growing up, which were followed by times of prosperity	Civil Rights, Vietnam War, Sexual Revolution, Cold War/Russia, and Space Travel Highest divorce rate and 2nd marriages in history Post-war babies who grew up to be radicals of the 70s and yuppies of the 80s As children, promised "The American Dream," which they pursue; as a result, they are seen as being greedy, materialistic, and ambitious	Watergate, energy crisis, dual income families and single parents, first generation of latchkey kids, Y2K, energy crisis, activism, corporate downsizing, end of Cold War, moms work, and increased divorce rate Perceptions shaped by growing up having to take care of themselves early and watching their politicians lie and their parents get laid off Came of age when USA was losing its status as the most powerful and prosperous nation in the world The first generation that will not do as well financially as their parents did	Digital media, child-focused world, school shootings, terrorist attacks, AIDS, and 9/11 terrorist attacks Typically grew up as children of divorce Hope to be the next great generation and to turn around all the "wrong" they see in the world today Grew up more sheltered than any other generation as parents strived to protect them from the evils of the world Came of age in a period of economic expansion Kept busy as kids First generation of children with schedules
Attributes	Committed to company Competent Confident Conservative Dedication Doing more with less	Ability to handle a crisis Ambitious Anti-establishment Challenge authority Competent Competitive	Adaptable Angry but don't know why Antiestablishment mentality Big gap with boomers Can change Competent	Ambitious but not entirely focused At ease in teams Attached to their gadgets and parents Best educated Confident Diversity focused—multiculturalism

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Attributes (cont'd)	Ethical Fiscally prudent Hardworking Historical viewpoint Honor Linear work style Loyal to organization/ employers (duty, hon-or, and country) Organized Patriotic Respectful of authority Rules of conduct Sacrifice Strong work ethic Task-oriented Thrifty-abhor waste Trust hierarchy and authority	Consensus leadership Consumerism Ethical Good communication skills Idealism Live to work Loyal to careers and employers Most educated as compared to other three generations Multi-taskers Optimistic Political correctness Rebellious against convention, beginning with their conservative parents Strong work ethic their work ethic but now seek a healthy life/work balance Traditionally found their worth in Willing to take on responsibility	Confident Crave independence Ethical Flexible Focus on results Free agents High degree of brand loyalty Highest number of divorced parents Ignore leadership Independent Loyal to manager Pampered by their parents Pragmatic Results-driven Self-starters Self-sufficient Skeptical of institutions Strong sense of entitlement Unimpressed with authority Willing to put in the extra time to get a job done Willing to take on responsibility Work to live Work/life balance	Eager to spend money Fiercely independent Focus is children/family Focus on change using technology Friendly scheduled, structured lives Globalism (global way of thinking) Greatly indulged by fun, loving parents Have not lived without computers Heroism—consider parents their heroes High-speed stimulus junkies Hope to make life contributions to world Incorporate individual resp. into their jobs Individualistic yet group-oriented Innovative—think out of box Invited as children to play a lead role in family's purchasing and travel decisions Look to the workplace for direction and to help them achieve their goals Loyal to peers "Me first" attitude in work life Most doted upon of any generation at work Net-centric team players Open to new ideas

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Attributes (cont'd)				Optimistic Parent advocacy (parents are advocates) Political savvy (like the boomers) Respect given for competency not title Respectful of character development Seek responsibility early in their roles Self-absorbed Sociable—makes workplace friends Strong sense of entitlement Techno savvy—digital generation Think mature generation is "cool" Very patriotic (shaped by 9/11) Want to please others
Business focus	Quality	Long hours	Productivity	Contribution
Work ethic and values	Adhere to rules Dedicated work ethic Duty before fun Expect others to honor their commitments and behave responsibly Individualism is not valued Like to be respected	Challenge authority Crusading causes Dislike conformity and rules Heavy focus on work as an anchor in their lives Loyal to the team Process-oriented Question authority	Care less about advancement than about work/life balance Enjoy work but are more concerned about work/life navigation Expect to influence the terms and conditions of the job Have a work ethic that no longer mandates 10-hr days	Believe that because of technology, they can work flexibly anytime, anyplace and that they should be evaluated on work product—not how, when, or where they got it done Expect to influence the terms and conditions of the job Goal-oriented

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Work ethic and values (cont'd)	Like to hear motivational messages Linear work style Socialization is important Their word is their bond Value attendance Value compliance Value dedication Value due process and fair play Value good attitude Value hard work Value honor Value loyalty Value practical knowledge Value sacrifice	Relationship-focused at work Strive to do their very best Value ambition Value collaboration Value equality Value personal fulfillment and gratification Value personal growth Value teamwork Value youthfulness Want a flexible route into retirement Want respect from younger workers Willing to take risks Work efficiently	Like a casual work environment Looking for meaningful work and innovation Move easily between jobs and criticized for having no attachment to a particular job/employer Outcome-oriented Output-focused Prefer diversity, technology, informality, and fun Rely on their technological acuity and business savvy to stay marketable Want to get in, get the work done, and move on to the next thing Work/family balance is important to them	Have a work ethic that no longer mandates 10-hour days High expectations of bosses and managers to assist and mentor them in attainment of professional goals Looking for careers and stability Looking for meaningful work and innovation May be the first generation that readily accepts older leadership Mentoring is important to them Obsessed with career developments Prefer diversity, technology, informality, and fun "Real Revolution"—decrease in career ambition in favor of more family time, less travel, and less personal pressure Recognize that people make the company successful Thrive in a collaborative work environment Tolerant Training is important Understand importance of great mentors Want long-term relationships with employers but on their own terms Want to enhance work skills by continuing education

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Preferred work environment	Clear chain of command Conservative Hierarchal Top-down management	Democratic Equal opportunity "Flat" organizational hierarchy Humane Warm, friendly environment	Access to information Access to leadership Efficient Fast paced Flexible Fun Functional Informal Positive	Achievement-oriented Collaborative Diverse Flexible Fun Highly creative Positive Want continuous feedback
Work is . . .	An obligation A long-term career	A career An exciting adventure Work and then retire	A contract A difficult challenge Just a job	A means to an end Fulfillment Flexible work arrangements
What they are looking for in a job	Clearly defined rules/policies Company with good reputation and ethics Do what you know needs to be done Job security and stability Recognition and respect for their experience Value placed on history/traditions	Ability to shine / be a star Company represents a good cause Fit in with company vision/mission Like to achieve work through teams Make a contribution Need clear and concise job expectations and will get it done Team approach	Cutting edge systems/tech Dynamic young leaders Flexibility in scheduling Forward-thinking company If you can't keep them engaged, they will seek it in another position If you can't see the reason for the task, they will question it Input evaluated on merit not age/ seniority	Expect to be paid well Expect to learn new knowledge and skills (they see repeating tasks as a poor use of energy and time and an example of not being taken seriously) Expect to work with positive people and company that can fulfill their dreams Flexible schedules Friendly environments (respond poorly to inflexible hierarchical organizations; respond best to more networked, less hierarchical organizations) May need to be given a list of options because of being a product of the "drop down and click menu"

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
What they are looking for in a job (cont'd)				Social network Strong, ethical leaders/mentors Treated with respect in spite of age Want to be challenged; don't want boring job Want to be evaluated on output not input—on the work product itself Want to make a difference
Work assets	Bring value to the workplace with their experience, knowledge Consistent Dependable Detail-oriented Disciplined Hardworking Loyal Stable Thorough Use their institutional experience and intuitive wisdom to face changes in the workplace	Anxious to please Can creatively break down the big picture into assignments Challenge the status quo Good at seeing the big picture Good team players Mission-oriented Politically savvy—gifted in political correctness Service-oriented Will go the extra mile Work hard	Adapt well to change Consumer mentality Direct communicators Don't mind direction but resent intrusive supervision Eager to learn; very determined Good short-term problem skills Good task managers Highly educated Multitaskers Not intimidated by authority Technologically savvy Thrive on flexibility Value information Want feedback Will do a good job if given the right tools	Collaboration Consumer mentality Fast Goal-oriented Highly educated Multitask Optimistic Positive attitude Technologically savvy Tenacious

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Work liabilities	Avoid conflict Don't adapt well to change Don't deal well with ambiguity Hierarchical Right or wrong Typically take a top-down approach modeled by the military chain of command	Challenge authority of traditionalists Dislike conflict Don't like change Expect everyone to be workaholics Judgmental if disagree Not good with finances Peer loyalty Process before results Self-centered	Built "portable" resume Cynical; skeptical Dislike authority Dislike rigid work requirements Don't understand the optimism of boomers and Gen Y Impatient Lack people skills Mistrust institutions No long-term outlook Reject rules Respect competence	Distaste for menial work (they are brain smart) High expectations Impatient Inexperienced Lack discipline Lack of experience Lack of skills for dealing with difficult people Need structure Need supervision Respond poorly to those who act in an authoritarian manner or who expect to be respected
Keys to working with	Consider their feelings Follow rules well but want to know procedures Like the personal touch Tend to be conservative in workplace Tend to be frustrated by what they see as a lack of discipline, respect, logic, and structure especially if the workplace is more relaxed or spontaneous Think that work is not supposed to be fun	Are motivated by their responsibilities to others Before doing anything, need to know why it matters, how it fits into the big picture, and what impacts it will have on whom Careers define them; work is important to them Do well in teams Don't take criticism well Expect their work and themselves to matter Less likely to offer necessary recognition Need flexibility, attention, and freedom Respond well to attention and recognition Silly routines are frustrating Want to hear their ideas matter	Allow them to have fun at work Give them the latest technology Give them time to pursue other interests Want independence in the workplace and informality	Expect to be treated respectfully; raised to feel valued and very positive about themselves; see as a sign of disrespect any requirement to do things just because this is the way it has always been done or to pay one's dues Grow teams and networks with great care; develop the tools and processes to support faster response and more innovative solutions Interactive work environment Like a team-oriented workplace Offer structured, supportive work environment Pay close attention to helping them navigate work and family issues

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Keys to working with (cont'd)		Were valued youth, teens, and young adults and expect to be valued in the workplace		Personalize work and also involve in teams Provide a work environment that rewards extra effort and excellence Provide engaging experiences that develop transferable skills Provide rational for the work you've asked them to do and the value it adds Provide variety Take time to learn about their personal goals Want to work with bright, creative people Want to work with friends
Leadership style	Directive Command and control Hierarchy	Collegial Consensus/ consensual	Ask why Challenge others Competence Everyone is the same	Achievers TBD (This group has not spent much time in the workplace, so this characteristic is yet to be determined.)
View of authority	Respectful	Impressed	Unimpressed	Relaxed
My heroes are . . .	The unit	Kennedys Martin Luther King Jr.	What's a hero? Boss	My grandparents Boss—if things are right Themselves
Interactive style	Individual	Team player Loves to have meetings	Entrepreneur	Participative
Technology is . . .	Hoover Dam	The microwave	What you can hold in your hand; cell/PDA	Ethereal—intangible
Communications media	Rotary phones One on one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Communi-cation	Deliver your message based on the history/ traditions of the company and how they can fit Discrete Don't waste their time Focus-words not body language Like hand-written notes, less e-mail, and more personal interaction Memo Present your story in a formal, logical manner Show respect for their age/experience (address as Mr., Sir, or Mrs.) Slow to warm up Use formal language Use good grammar and manners (no profanity) Use inclusive language (we, us)	Answer questions thoroughly and expect to be pressed for details Avoid manipulative/ controlling language Diplomatic Emphasize the company's vision and mission and how they can fit in Establish a friendly rapport Get consensus—include them, or they may get offended In person Learn what is important to them Like the personal touch from managers Okay to use first names Present options (flexibility) Speak open—direct style Use body language to communicate Use e-comms / face to face	Avoid buzz words and company jargon Blunt/direct Don't micromanage Emphasize "WIIFM" in terms of training and skills to build their resume Has the potential to bridge the generation gap between youngest and oldest workers Immediate Learn their language and speak it Share info immediately and often Talk in short sound bites Tie your message to results Use direct, straightforward approach Use e-mail as #1 tool Use informal communication style Use straight talk, present facts	Be careful about the words you use and the way you say it (they are not good at personal communication because of technical ways of communicating) Be humorous; show you are human Be positive Communicate in person if the message is very important Determine your goals and aspirations and tie message to them Don't talk down; they will resent it Polite Prefer to learn in networks and teams using multimedia while being entertained and excited Show respect through language, and they will respect you Use action verbs Use e-mail and voicemail as #1 tools Use language to portray visual pictures Use positive, respectful, motivational, electronic communication style (e.g., cell phones, e-mail, IM, and text); these are fun

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Feedback and rewards	Feedback on performance as they listen No news is good news Satisfaction is a job well done Want subtle, private recognition on an individual level without fanfare	Appreciate awards for their hard work and the long hours they work Enjoy public recognition Feel rewarded by money and will often display all awards, certificates, and letters of appreciation for public view Give something to put on the wall Like praise Somewhat more interested in soft benefits than younger generations Title recognition	Are self-sufficient; give them structure and some coaching but implement a hands-off type of supervisory style Freedom is the best reward Need constructive feedback to be more effective Not enamored by public recognition Prefer regular feedback on their work but less dependent on being told that they are good people Somewhat more interested in benefits than younger generations Want to be rewarded with time off	Be clear about goals and expectations Communicate frequently Like to be given feedback often and will ask for it often Meaningful work Provide supervision and structure Want recognition for their heroes: bosses and grandparents Managers who balance these frames of reference in rewarding workers create a more valuable experience for both the employee and worker
Messages that motivate	"Your experience is respected"	"You are valued" "You are needed"	"Do it your way" "Forget the rules"	"You will work with other bright, creative people"
Motivated by . . .	Being respected Security	Being valued, needed Money	Freedom and removal of rules Time off	Working with other bright people Time off
Money is . . .	Livelihood	Status symbol	Means to an end	Today's payoff

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Work and family life balance	"Ne'er the two shall meet" At this point in their lives, they are interested in flexible hours and are looking to create balance in their lives after working most of it	"Live to work" No balance At this point in their lives, they are interested in flexible hours and looking to create balance in their lives; they have pushed hard, all work and no play, and are beginning to wonder if it was worth it	"Work to live" Balance is important; they will sacrifice balance but only occasionally	"Work to live" Balance is important; they will sacrifice balance but only occasionally They value their lifestyle over upward mobility; if presented with a work promotion that will throw their life out of balance, they will choose their lifestyle
Mentoring	Actions with focus on standards and norms Allow the employee to set the rules of engagement Ask what has worked for them in the past and fit your approach to that experience Emphasize that you have seen an particular approach work in the past; don't highlight uniqueness or need for radical change Investment in long-term commitment Let them define the outcome you both want Respect their experience Show support for stability, security, and community Support long-term commitment Use testimonials from the nation's institutions	Appreciate they paid their dues under the hierarchical rules Demonstrate the importance of a strong team and their role Emphasize that their decision is a good one and a victory for them Follow up, check in, and ask how the individual is doing on a regular basis, but do not micromanage Need to know they are valued Pre-assess their comfort level with technology before new projects Show how you can help them use their time wisely Stellar career important as they question "where I have been and where I am going" Teach them balance: work, family, financial, etc.	Allow flexibility Appear to enjoy your work Ask for their input in selecting an option Be more hands off Be prepared to answer "why" often Encourage a learning environment Encourage creativity Follow up and meet your commitments; they are eager to improve and expect you to follow through with information Get them involved Listen and learn! May need help in taking responsibility for full process completion and in appreciating how their input affects the whole	Allow options, including working from home and flex time Be flexible Be impressed with their decisions Challenge them Encouragement to explore new avenues through breaking the rules Establish mentoring programs Goals—in steps and actions Honor their optimism and welcome and nurture them Offer customization—a plan specific to them Offer peer-level examples Raise the bar on self as they have high expectations Respect them Spend time providing information and guidance

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Mentoring (cont'd)			Need their managers to appreciate that they have a life and can be more efficient one task at a time; they will leave in a second if a better deal comes along Offer a casual work environment and lighten up Offer variety and stimulation Present yourself as an information provider, not boss Provide learning and development opportunities Provide situations to try new things They work with you, not for you Use their peers as testimonials	
Career development	Not really an option for the traditionalists; taught to keep their nose to the grindstone; ultimate goal was simply to move up within the organization but realized this happened only to a few	Focus on developing their careers through opportunities within one organization or at least one industry; moved up based on seniority and not always on skill and expertise	Take a proactive approach to career development through more degrees and experiences both with in the organization and without; this is often seen as being dis-loyal to the company, but Gen Xers see it as being loyal to themselves	Millennials will enter the work force with more experiences than any generation before them; they will continue to seek this through requests for more experiences and opportunities; if they don't get it at their work, they will seek it elsewhere
Training and development	Training should contribute to the organization's goals	Training is a contribution to the organization's goals but is also a path to promotion and additional compensation	Training enhances their versatility in the marketplace and investment in their future; not necessarily loyal to the company who trained them	Willing and eager to take risks; don't mind making mistakes—they consider this a learning opportunity

Appendix A. Generational Chart

	TRADITIONALISTS	BABY BOOMERS	GENERATION X	MILLENNIALS
Retirement	Put in 30 years, retire, and live off pension/ savings	If I retire, who am I? I haven't saved any money, so I need to work, at least part time I've been downsized so I need to work, at least part time	I may retire early; I've saved my money I may want different experiences and may change careers I may want to take a sabbatical to develop myself	Jury is still out but will probably be similar to Gen Xers
Fundraising tips	Have one-on-one meetings and ask their advice No e-mail fundraising here; the more personal, the better Offer them conservative planned giving and financial management tools Older generations (including boomers) may be more interested in planned giving and financial management tools Respond better to traditional solicitation strategies like personal letters and face-to-face meetings	Appeal to their idealism Could your agency be where they spend their "third age"? Get them involved; allow them to find self-fulfillment through work with your organization Offer them more aggressive planned giving and financial management tools Put them out front and in the spotlight	Allow them to work independently for your agency and on their own terms—can't stand infinite committee meetings Creative use of new technologies Lone ranger philanthropy and volunteerism Messages can be delivered by technology but need to be short and to the point Social entrepreneurs—"micro-loans" Understand their primary focus is their family Use humor in appeals Younger generations have shorter attention spans; the trick is to engage them quickly (often with humor), let them see how they can make a difference, and connect things they care about like their families and environment	"Mid-century modern" is cool again Act fast on their interest, or you will lose them Link your cause to sustainability Put them in charge of using technologies for appeals; no long appeal letters Use them for focus groups; ask their opinions Utilize their networks; have them plan events that interest them

Source: Reproduced and adapted with permission from Allen n.d.

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Resources

The Badge of Life

http://www.badgeoflife.com/

This website provides training on suicide awareness and prevention and support resources.

Below 100

www.Below100.com

This initiative aims to reduce the number of line-of-duty deaths to below 100, a number not seen since 1944. This website offers training and educational resources with a focus on the basic tenets of safety.

California Commission on Police Officer Standards and Training

http://www.post.ca.gov/safedriving.aspx

This site provides material supporting the California POST's SAFE Driving Campaign (Situation-Appropriate, Focused, and Educated).

In Harm's Way: Law Enforcement Officer Suicide Prevention Toolkit

http://cop.spcollege.edu/INHARMSWAYResourceOnline/StartHere.pdf

This toolkit, which focused on suicide prevention, was developed for and distributed to all Florida law enforcement agencies in 2007.

National Police Suicide Foundation

http://www.psf.org/

This website offers training on suicide awareness and prevention and support services.

The National Prevention Toolkit on Officer-Involved Domestic Violence

http://nationaltoolkit.csw.fsu.edu/

This toolkit was developed as a project of the Law Enforcement Families Partnership at the Institute for Family Violence Studies within Florida State University's College of Social Work. It includes training and informational resources.

Officer Safety and Wellness Group

http://www.cops.usdoj.gov/Default.asp?Item=2603

Sponsored by the U.S. Department of Justice's Office of Community Policing Services, this web page includes research and recommendations developed as part of the Officer Safety and Wellness Group initiative.

Police One

http://www.policeone.com/

This site provides a variety of articles, training, and educational resources addressing officer safety and wellness topics.

SafeShield Initiative

http://www.theiacp.org/SafeShield-Project

The IACP Division of State Associations of Chiefs of Police (SACOP) created the SafeShield initiative. Dedicated to protecting the nation's law enforcement officers, SafeShield's organizing philosophy is that law enforcement leaders cannot accept the proposition that accidents or injuries are a reality of the law enforcement profession. The only acceptable belief is zero officers killed or injured.

VALOR

https://www.valorforblue.org/Home

This website is part of the U.S. Department of Justice's focus on officer safety. It provides training and resources in support of officer safety initiatives.

About the Major Cities Chiefs Association

The Major Cities Chiefs Association (MCCA) is a professional association of chiefs and sheriffs representing the largest cities in the United States, Canada, and United Kingdom. MCCA membership is comprised of chiefs and sheriffs of the 66 largest law enforcement agencies in the United States, nine in Canada, and one in the United Kingdom. Taken together, they serve 82.5 million people (69.5 U.S., 10.5 Canada, and 2.5 UK) with a sworn workforce of 190,402 (161,664 U.S.; 20,506 Canada; 8,232 UK) and non-sworn personnel.

The MCCA was formed in 1949 to provide a forum for executives to share ideas, experiences, and strategies for addressing the challenges of policing large urban communities. While the forum remains a primary purpose, as the MCCA has grown, its purpose has expanded to include

- influencing national public policy on law enforcement matters;
- enhancing the development of current and future leaders;
- encouraging and sponsoring research.

The MCCA's U.S. members are very active in advisory roles to the U.S. Departments of Justice, Homeland Security, and Defense and are frequently invited to testify before Congress. The Canadian and UK members serve in similar roles in their countries.

About the COPS Office

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources.

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Rather than simply responding to crimes once they have been committed, community policing concentrates on preventing crime and eliminating the atmosphere of fear it creates. Earning the trust of the community and making those individuals stakeholders in their own safety enables law enforcement to better understand and address both the needs of the community and the factors that contribute to crime.

The COPS Office awards grants to state, local, territory, and tribal law enforcement agencies to hire and train community policing professionals, acquire and deploy cutting-edge crime fighting technologies, and develop and test innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders and all levels of law enforcement. The COPS Office has produced and compiled a broad range of information resources that can help law enforcement better address specific crime and operational issues, and help community leaders better understand how to work cooperatively with their law enforcement agency to reduce crime.

- Since 1994, the COPS Office has invested more than $14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing.
- To date, the COPS Office has funded approximately 125,000 additional officers to more than 13,000 of the nation's 18,000 law enforcement agencies across the country in small and large jurisdictions alike.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- To date, the COPS Office has distributed more than 8.57 million topic-specific publications, training curricula, white papers, and resource CDs.

COPS Office resources, covering a wide breadth of community policing topics—from school and campus safety to gang violence—are available, at no cost, through its online Resource Center at www.cops.usdoj.gov. This easy-to-navigate website is also the grant application portal, providing access to online application forms.

Making Officer Safety and Wellness Priority One: A Guide to Educational Campaigns provides law enforcement agencies with an informative process in developing and implementing effective campaign strategies to create a culture of officer safety and wellness. This guide offers a fresh perspective on targeting the best messaging and branding approaches that will engage all members in the police department. It describes in detail what to consider in terms of delivery and messaging, such as generation, age, and gender, and how to tailor the campaign to meet the needs of the audience. To be more specific, this publication discusses identifying safety and wellness issues, establishing campaign goals and objectives, outlining strategies, and developing educational campaigns for varying budgets and resources. This guide is a must-read for all ranks who are the leaders for creating a culture of safety and wellness through education and commitment.

U.S. Department of Justice
Office of Community Oriented Policing Services
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Washington, DC 20530

To obtain details about COPS Office programs,
call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at **www.cops.usdoj.gov**.

Major City Chiefs Association

Visit the Major City Chiefs Association
online at **www.majorcitieschiefs.com**.

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