

# LAW ENFORCEMENT OFFICER SAFETY TOOLKIT



September 2017  
Volume 4.0

# WELCOME

THE SAFETY OF OUR  
NATION'S LAW ENFORCEMENT  
IS A NATIONAL AND  
COMMUNITY CONCERN. THE  
U.S. DEPARTMENT OF JUSTICE  
OFFERS RESOURCES AND  
PROGRAMS TO ASSIST LAW  
ENFORCEMENT OFFICERS IN  
KEEPING THEIR COMMUNITIES  
SAFE AND HELPING  
COMMUNITIES ENSURE  
THE SAFETY OF THEIR LAW  
ENFORCEMENT OFFICERS.



# BJA

Bureau of Justice Assistance  
U.S. Department of Justice

The Bureau of Justice Assistance (BJA), a component of the Office of Justice Programs, U.S. Department of Justice, provides support to state, local, and tribal law enforcement, as well as other justice agencies, to improve and strengthen the nation's criminal justice system.

## Officer Safety Is a Top Priority

BJA has made officer safety a top priority and is proud to administer and support several national officer safety or related initiatives that:

- Identify the causes of injuries to law enforcement officers.
- Shield officers from assault and injury.
- Help officers prevent violent encounters or survive such encounters when they occur.
- Share critical information to improve situational awareness and respond to critical events.
- Reduce violence overall in our communities.

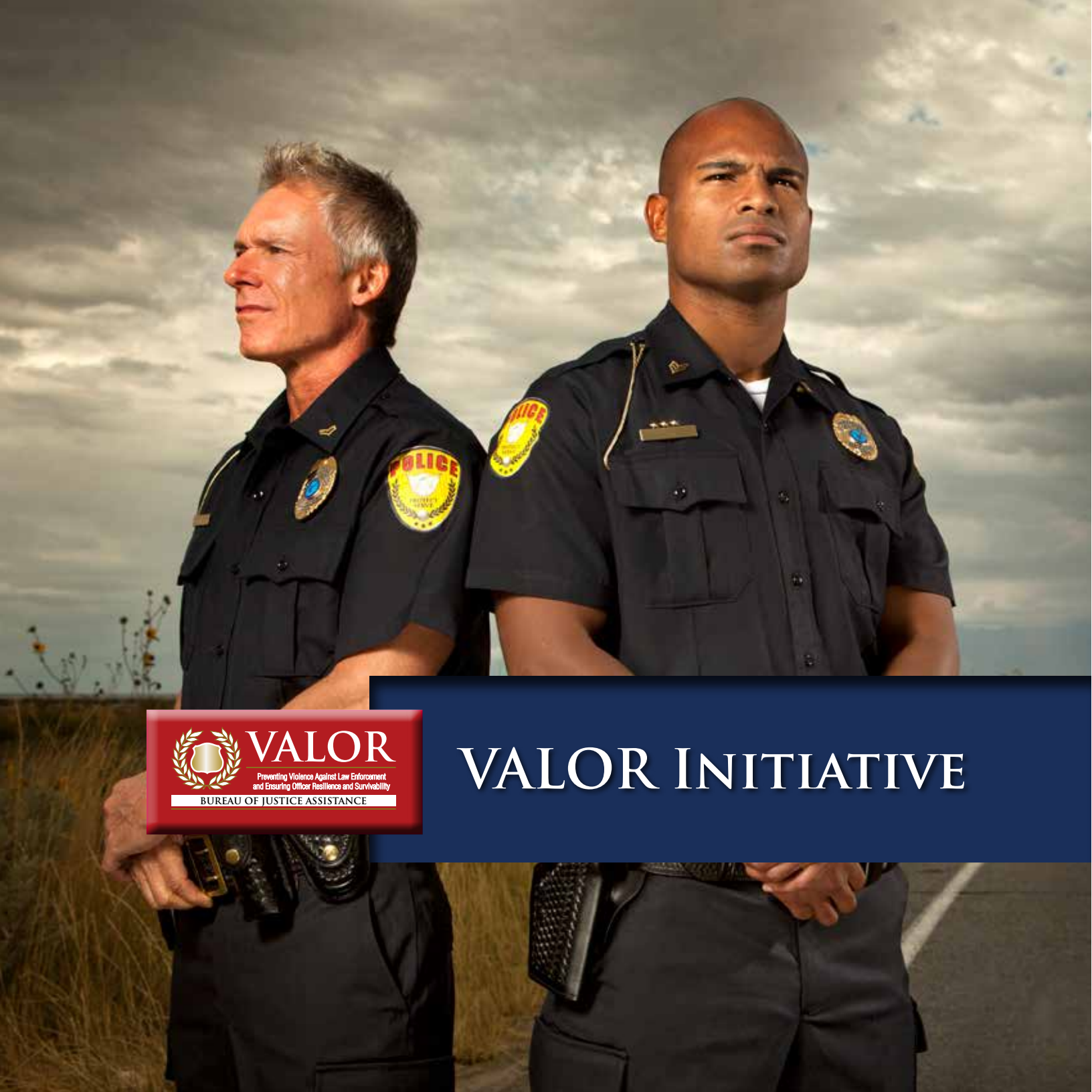
## Law Enforcement Officer Safety Toolkit

In developing this toolkit, BJA hopes to promote learning about officer safety and encourage the leveraging of these resources to augment state, local, and tribal efforts to promote officer safety. BJA initiatives that promote officer safety include the following:

- VALOR Initiative
  - VALOR Officer Safety and Wellness Program
  - Active Shooter Response Program
  - Destination Zero Program
  - Pilot Research Program
  - De-Escalation Program
  - Bulletproof Vest Partnership
- Blue Courage
- Public Safety Officers' Benefits
- Funding
- Research
- Federal Resources
- Information Sharing
- Officer Safety Event Deconfliction

[www.bja.gov](http://www.bja.gov)





**VALOR**

Preventing Violence Against Law Enforcement  
and Ensuring Officer Resilience and Survivability

BUREAU OF JUSTICE ASSISTANCE

# VALOR INITIATIVE





# THE VALOR INITIATIVE

## PREVENTING VIOLENCE AGAINST LAW ENFORCEMENT OFFICERS AND ENSURING OFFICER RESILIENCE AND SURVIVABILITY

The Officer Robert Wilson III Preventing Violence Against Law Enforcement Officers and Ensuring Officer Resilience and Survivability (VALOR) Initiative is designed to protect the safety, health, and well-being of our nation's law enforcement officers and agencies. The Initiative provides up-to-date tactical-, skill-, and awareness-building education; technical assistance; and resources to our nation's law enforcement on officer safety and wellness, which have a direct impact on their resilience and survival.

The VALOR Initiative is managed by BJA and is part of its officer safety portfolio. Initially created as a single program in 2010, the VALOR Initiative has grown to include five distinct programs, each critical to addressing officer safety, wellness, resilience, and survival.



- **VALOR Officer Safety and Wellness Training and Technical Assistance Program** delivers current, dynamic classroom and web-based trainings at no cost to law enforcement that focus on recognizing indicators of dangerous situations, techniques for defusing difficult encounters, implementing casualty care and rescue tactics, emphasizing professional policing standards, and improving wellness and resilience. The program also offers comprehensive resources and ready-made tools that are safety-related and topic-specific, designed to assist individual officers and agencies in creating a culture of safety.
- **Active Shooter Response Training and Technical Assistance Program** provides a variety of active shooter tactical response trainings to prepare law enforcement officers to more safely and effectively respond to active shooter situations. The program also trains officers on how to better prepare their community members, should they be involved in an active shooter event, to increase the safety of all involved.



## THE VALOR INITIATIVE

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- **Destination Zero** promotes awareness and highlights innovative and promising safety and wellness programs that can serve as models for law enforcement agencies seeking to implement similar programs. Destination Zero also recognizes the agencies that created them.
- **Officer Safety and Wellness Pilot Research and Evaluation Model Program** is a coordinated research and evaluation pilot program that will assess the impact of VALOR Initiative resources delivered in three law enforcement agencies. Through this work, BJA plans to identify innovations and best practices, starting in FY 2017, that can be implemented to improve officer safety and wellness programs throughout the nation.
- **De-Escalation Training and Technical Assistance Program** provides law enforcement with evidence-based knowledge, tools, and skills to better defuse and resolve tense situations with the least amount of force necessary. This program will assist in protecting law enforcement and improving outcomes and relationships between officers and the communities they serve.

The Bureau of Justice Assistance, a component of the U.S. Department of Justice's Office of Justice Programs, disseminates state-of-the-art knowledge and practices across America's justice system and provides grants at the national, state, local, and tribal levels to fund the implementation of these crime-fighting strategies. BJA provides critical justice policy development, as well as proven leadership and services in grant administration, to make our nation's communities safer.

[www.valorinitiative.gov](http://www.valorinitiative.gov)



# VALOR PROGRAM







# VALOR OFFICER SAFETY & WELLNESS PROGRAM



The VALOR Officer Safety and Wellness Training and Technical Assistance Program (VALOR Program) has been provided by the Institute for Intergovernmental Research® (IIR) since VALOR's inception in 2010. The program is an extensive officer safety program that includes critical nationwide, no-cost classroom and online training; strategic partnerships; in-depth research; and focused resources that agencies can use to enhance the safety of their law enforcement personnel and/or their own officer safety programs to ultimately further their public safety missions.

On-site and online education is delivered through a cadre of expert law enforcement practitioners. All training modules are developed using the latest expertise, analysis, tactics, techniques, and response methods to address a variety of officer safety topics.

**On-site training** includes single and multiday events. VALOR offers courses to include all levels of law enforcement and the law enforcement executive, as well as a train-the-trainer course, all at no cost to participants or their agencies.



**VALOR's eLearning Dashboard** is a collection of comprehensive online trainings. From roll call trainings to interactive scenarios, premier VALOR training is available to sworn law enforcement personnel and agencies with a [www.valorforblue.org](http://www.valorforblue.org) account anywhere, anytime.

**Resources**—The suite of ready-made resources offered by the VALOR Program, disseminated primarily through the VALOR Web Portal, is tailor-made to meet the needs of today's law enforcement. Officers and their agencies have access to bulletins, live-stream events, a suite of online trainings, podcasts, posters, and other downloadable content to refresh training takeaways for individual use, as well as to craft a safety and wellness program agencywide—all by signing up at [www.valorforblue.org](http://www.valorforblue.org).



**IIR** **The Institute for Intergovernmental Research**, founded in 1978, is a Florida-based nonprofit corporation specializing in criminal justice (law enforcement focus) and homeland security issues. IIR is a nationally recognized training and technical assistance provider managing a variety of critical initiatives that offer assistance to the law enforcement community and help keep our communities safe.

[www.valorforblue.org](http://www.valorforblue.org)



# ACTIVE SHOOTER RESPONSE PROGRAM





# ACTIVE SHOOTER RESPONSE PROGRAM

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The Active Shooter Response Tactical Training and Technical Assistance Program is provided by the Advanced Law Enforcement Rapid Response Training (ALERTT) Center at Texas State University.

From the 1966 tower shooting at the University of Texas to the Orlando nightclub shooting in 2016, the most important lesson learned is this: Be prepared. ALERTT has developed a research-based standard in active shooter response for patrol officers, and law enforcement professionals

across the nation are implementing the techniques and information taught through ALERTT training.

The ALERTT Center is the only national training program whose primary mission is responding to the active shooter threat. While much of the training is delivered on-site in communities around the country, ALERTT also has a state-of-the-art training facility in San Marcos, Texas, for advanced active shooter response training.

## ALERTT Core Training Courses

- Rapid Response to Active Shooter (Level I)—Patrol Officer and Train-the-Trainer
- Active Shooter—Medical for First Responders (Level II)—Patrol Officer and Train-the-Trainer
- Civilian Response to Active Shooter Events—Train-the-Trainer
- Exterior Response to Active Shooter Events—Patrol Officer and Train-the-Trainer
- Low-Light Conditions Response—Train-the-Trainer
- Plainclothes Response to Violent Encounters
- First Responder Breaching—Patrol Officer and Train-the-Trainer
- Active Shooter Events and Response—Overview

[www.alerrt.org](http://www.alerrt.org)

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“WITH 15 YEARS OF EXPERIENCE, I THOUGHT I WAS EXTREMELY KNOWLEDGEABLE. I HONESTLY THOUGHT THIS TRAINING WOULD BE A WASTE OF MY TIME. THIS CLASS BLEW ME AWAY AND SHOULD BE MANDATORY FOR ALL LAW ENFORCEMENT, ESPECIALLY PATROL OFFICERS.”

—VALOR/ALERTT  
Specialized Training  
San Marcos, Texas

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# DESTINATION ZERO PROGRAM





# DESTINATION ZERO PROGRAM

**DESTINATION  
ZERO**

COLLABORATING TO ADVANCE  
OFFICER SAFETY AND WELLNESS

The Officer Safety and Wellness Recognition Program, Destination Zero, is provided by the National Law Enforcement Officers Memorial Fund (NLEOMF). The program, which began in 2015 in partnership with the Bureau of Justice Assistance and the VALOR Program, is designed to help agencies improve the safety and health of law

enforcement across the country—from agent to correctional officer, from trooper to patrolman, from sheriff to constable. Destination Zero searches for and identifies programs that benefit law enforcement. The primary goal of the Destination Zero program is to create a platform through the Destination Zero website that enables all U.S. law enforcement agencies to research successful and/or promising officer safety and wellness programs and identify the resources necessary to learn from and begin or modify their own risk management initiatives.

## National Officer Safety and Officer Wellness Awards

The Destination Zero program is proud to recognize officer safety and officer wellness programs that proactively engage employees in initiatives that increase overall officer wellness and/or reduce line-of-duty injuries or deaths. Each year, awards are presented in four categories: General Officer Safety, Officer Traffic Safety, Officer Wellness, and Comprehensive Safety. Winners are acknowledged during Police Week ceremonies in Washington, DC, and featured on the Destination Zero website.

[www.destinationzero.org](http://www.destinationzero.org)

## NLEOMF

NLEOMF identifies, recognizes, and increases awareness of officer safety and wellness best practices and programs at a national level. The NLEOMF maintains the largest, most comprehensive database of line-of-duty officer deaths and serves as a national information clearinghouse on the subject. The NLEOMF compiles information about individual officers who have died in the line of duty; posts updates on fallen law enforcement officers; and publishes research bulletins on annual officer fatality reports, line-of-duty death statistics, and common trends and issues facing officers.

The data and research reports produced by the NLEOMF provide a wealth of information from which law enforcement professionals and academics can develop policies and practices to enhance officer safety. Through the study of past incidents, officers learn about potentially dangerous actions precipitating an attack, successful countermeasures, and common denominators found in officer fatalities.

[www.nleomf.org](http://www.nleomf.org)





# PILOT RESEARCH PROGRAM







# PILOT RESEARCH PROGRAM

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The Officer Safety and Wellness Pilot Research and Evaluation Model Program is provided by the Police Foundation. With the Bureau of Justice Assistance, the Police Foundation will work with three selected law enforcement agencies, immersing them in the training and technical assistance (TTA)

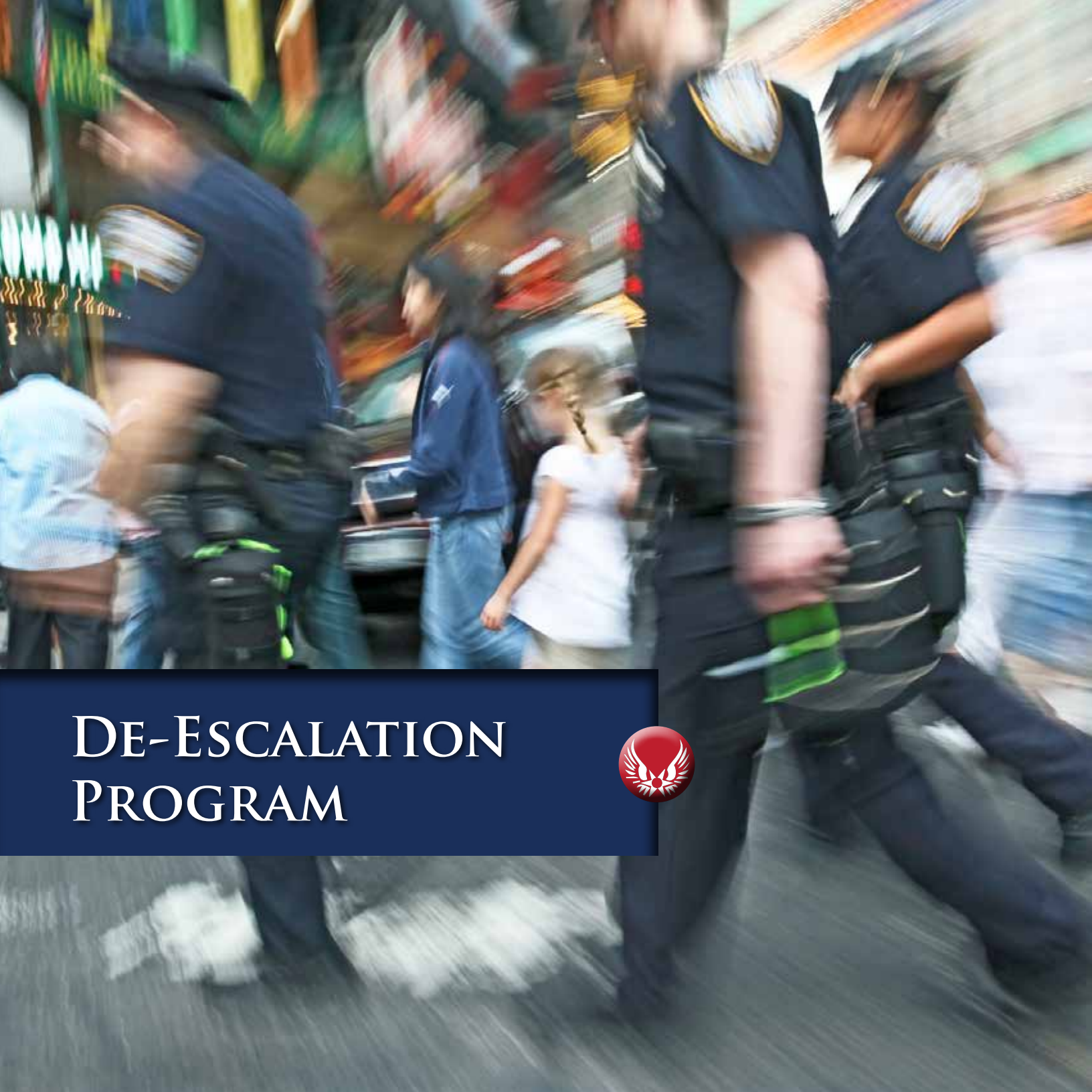
resources available through the VALOR Initiative. The goal is to assess the effectiveness of the implementation activities associated with the delivered officer safety and wellness training, technical assistance, and resources. At the conclusion of the assessment, the Police Foundation will provide recommendations for improving officer safety based on lessons learned from each site.

Each immersion site will receive a customized TTA plan based on individual agency needs, drawing from the suite of VALOR Initiative training and technical assistance. In addition to a customized plan, the program will produce case studies for each immersion site, a national assessment report, and other resources to improve the overall officer safety and wellness programs.

## **The Police Foundation**

Established by a grant from the Ford Foundation in 1970, the Police Foundation strives to advance policing through innovation and science. The Police Foundation works to evaluate police practices and policies, discover what works in policing, and find out what does not.

**[www.policefoundation.org](http://www.policefoundation.org)**



DE-ESCALATION  
PROGRAM





# DE-ESCALATION PROGRAM



The De-Escalation Training and Technical Assistance Program is provided by Polis Solutions, Inc. Polis Solutions delivers evidence-based de-escalation training and technical assistance to educate and protect state, local, and tribal law enforcement officers and improve outcomes and relationships between officers and the communities they serve.

T3™ (Tact, Tactics, and Trust) training is an evidence-based police training system that integrates social interaction, officer safety, and community policing skills into a single, holistic program. It uses an interactive, hands-on approach built on the principle that whatever the context, all police actions must effectively integrate knowledge, skills, and aptitudes in three decisive areas of performance:

- **Tact:** face-to-face communication that affirms the rights and dignity of all persons and minimizes conflict
- **Tactics:** actions that preserve and protect the life, safety, and well-being of all persons
- **Trust:** actions that create and sustain procedural justice, fairness, and equity

The program uses extensive scientific evidence to build and improve officers' tactical and social skills. T3 is much more than de-escalation training: It gives officers practical, hands-on tools to safely and decisively handle face-to-face interactions under any conditions, with the goal of successful resolutions. One of this program's goals is to give officers the proficiency and confidence they need to safely and efficiently resolve issues and improve community trust.

The following types of VALOR T3 training will be available:

- 4- and 8-hour law enforcement personnel classes
- 24-hour (2.5- to 3-day) train-the-trainer class
- Half-day executive leadership and command class
- Web-based Patrol Expert training system to improve officer decision making
- VALOR T3 De-Escalation Techniques Training Toolkit

This program is a partnership between the Bureau of Justice Assistance and Polis Solutions. Polis Solutions was founded by the creators of a Defense Advanced Research Projects Agency (DARPA) effort to develop innovative methods and technologies for training social interaction skills and was converted to a shareholder-owned corporation in 2016. Polis Solutions specializes in creating custom evidence-based programs that build public trust and safer communities.

[www.polis-solutions.net](http://www.polis-solutions.net)



# BULLETPROOF VEST PARTNERSHIP







# BULLETPROOF VEST PARTNERSHIP



Enacted in 1998 by the Bulletproof Vest Partnership Grant Act (Public Law 105–181) and reauthorized by the Bulletproof Vest Partnership Grant Act of 2008 (Public Law 110–421), the Bulletproof Vest Partnership (BVP) Program is a unique U.S. Department of Justice initiative designed to provide critical resources to state, local, and tribal jurisdictions for the sole purpose of purchasing bullet-resistant body armor for sworn law enforcement officers. This program is administered by the Bureau of Justice Assistance, a component of the Office of Justice Programs.

Through the BVP Program, any acknowledged unit of general government (states, counties, federally recognized tribes, cities, and local jurisdictions) accepted by the U.S. Census Bureau that employs law enforcement officers is eligible to apply for funding. A jurisdiction's chief executive is required to complete the online registration and to provide general oversight and approval of key transactions between the BVP Program and the jurisdiction's participating law enforcement agencies. BVP recipients are reimbursed up to 50 percent of the cost of each unit of eligible body armor purchased for law enforcement officers. BVP Program funds are distributed on an annual basis. The BVP application process usually opens in April and closes six weeks from the opening date. Currently, jurisdictions with fewer than 100,000 residents receive priority funding, up to 50 percent of the amount they request. Any remaining funds are distributed on a pro rata basis to jurisdictions with more than 100,000 residents. In order to qualify for reimbursement, body armor purchased by a jurisdiction must comply with the National Institute of Justice (NIJ) standards as of the date the body armor was ordered. Information regarding NIJ's body armor research, testing, and compliance standards can be found at [www.nij.gov/topics/technology/body-armor/pages/welcome.aspx](http://www.nij.gov/topics/technology/body-armor/pages/welcome.aspx).

BVP HAS DISTRIBUTED AN ESTIMATED  
**\$430 MILLION** FOR THE PURCHASE  
OF AN ESTIMATED **1.27 MILLION**  
BULLET-RESISTANT VESTS FOR  
LAW ENFORCEMENT.<sup>1</sup>

A list of vest models on the current NIJ compliance list can be found at [www.nij.gov/topics/technology/body-armor/pages/compliant-ballistic-armor.aspx](http://www.nij.gov/topics/technology/body-armor/pages/compliant-ballistic-armor.aspx). Agencies requesting funding under the BVP Program must have a written mandatory-wear policy in effect for uniformed patrol officers. The application and funding process can be completed in five easy steps online at [www.ojp.gov/bvpbasi](http://www.ojp.gov/bvpbasi).

**[www.ojp.gov/bvpbasi](http://www.ojp.gov/bvpbasi)**

<sup>1</sup> U.S. Department of Justice Bulletproof Vest Partnership Overview, retrieved on August 25, 2017, from [www.ojp.gov/bvpbasi/docs/BVP\\_GuidanceOverview.pdf](http://www.ojp.gov/bvpbasi/docs/BVP_GuidanceOverview.pdf).



BLUE COURAGE





# BLUE COURAGE



The U.S. Department of Justice's Bureau of Justice Assistance awarded the International Association of Directors of Law Enforcement Standards and Training (IADLEST) a grant to develop a statewide immersion program that would infuse law enforcement training with the values, principles, and practices promoted by Blue Courage. Blue Courage is a multiday training event focused on the human development of law enforcement professionals. It draws on relevant literature and proven research on human effectiveness, resilience, psychology, leadership development, and neuroscience. The goal is personal and cultural transformation through influences that are beyond traditional law enforcement training.

- What:** Blue Courage enhances the capacity of law enforcement through education, practices, tools, and processes  
**How:** By shaping a law enforcement professional's heart and mind  
**Why:** Enhances our law enforcement officers' capacities to serve constitutionally with courage and professionalism

Blue Courage's focus is on developing the hearts, minds, bodies, and spirits of police officers in ways that will endure for their lifetimes and not just over their careers. Through Blue Courage workshops, law enforcement officers will:

- Go beyond learning and tactical and critical incident survival and ensure their readiness both to prevent incidents and to recover in the aftermath.
- Reignite a sense of passion, purpose, and commitment to policing.
- Awaken their moral compasses and the courage to do what is right.
- Improve decision-making skills under pressure.
- Understand how to build relationships and trust with their communities.
- Develop an organizational culture of learning, critical thinking, tolerance, and curiosity.

Descriptions of the modules that Blue Courage teaches are provided at [www.bluecourage.com](http://www.bluecourage.com).

[www.bluecourage.com](http://www.bluecourage.com)

“BLUE COURAGE  
SERVES AND  
PROTECTS  
THOSE WHO  
PROTECT AND  
SERVE.”

—Blue Courage  
philosophy



## IADLEST

The International Association of Directors of Law Enforcement Standards and Training is an international organization of training managers and executives dedicated to the improvement of public safety personnel.

[www.iadlest.org](http://www.iadlest.org)



# PUBLIC SAFETY OFFICERS' BENEFITS







# PUBLIC SAFETY OFFICERS' BENEFITS

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A unique effort of the U.S. Department of Justice, Bureau of Justice Assistance; local, state, tribal, and federal public safety agencies; and national organizations, the Public Safety Officers' Benefits (PSOB) Program provides death and education benefits to survivors of fallen law enforcement officers, firefighters, and other first responders, as well as disability benefits to officers catastrophically injured in the line of duty.

The benefit amount for eligible deaths and disabilities occurring on or after October 1, 2016, is \$343,589.

The PSOB Office works with many national stakeholders to provide support and services to the families, coworkers, and friends of officers killed in the line of duty. A vital national resource, the Concerns of Police Survivors (C.O.P.S.) provides programs representing a wide range of survivor support services, from the National Police Survivors' Conference held each May during National Police Week to relationship-specific counseling and activity retreats designed for spouses, children, and other survivors. C.O.P.S. also offers educational scholarships to survivors and trial and parole support for families and others affected by law enforcement line-of-duty deaths. In addition, it provides training and assistance to law enforcement agencies nationwide on responding to the tragic loss of a member of the law enforcement profession.

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BJA'S PSOB OFFICE IS  
HONORED TO REVIEW  
THE NEARLY 900 CLAIMS  
SUBMITTED EACH  
YEAR ON BEHALF OF  
AMERICA'S FALLEN AND  
CATASTROPHICALLY  
INJURED PUBLIC SAFETY  
HEROES AND THEIR LOVED  
ONES.

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## Eligibility

Survivors and surviving agencies filing for PSOB death benefits work closely with the PSOB Office to provide the documentation to establish that a public safety officer died as a direct and proximate result of an injury sustained in the line of duty.

Additional information and step-by-step instructions for submitting claims for death benefits, disability benefits, and education benefits can be found at the website.

[www.psob.gov](http://www.psob.gov)





FUNDING





# FUNDING

Many federal funding programs exist to support state, local, and tribal law enforcement, several of which may provide direct support for officer safety at the local and/or national level. Many of these funding opportunities are available through the U.S. Department of Justice, Office of Justice Programs.



Although funding opportunities across the federal government can be identified through the [www.grants.gov](http://www.grants.gov) online resource, the following agencies and programs may provide the best opportunity for funding research, planning, and analysis efforts; policy and procedure improvements; training; equipment; and other efforts.

**[www.grants.gov](http://www.grants.gov)**

## Bureau of Justice Assistance

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program is the leading source of federal justice funding to state and local jurisdictions. The JAG Program provides funding to improve the functioning of the criminal justice system through flexible, multipurpose formula grants to states, local governments, and Indian tribes. The awards support a wide range of criminal justice and public safety initiatives, including law enforcement; courts, crime prosecution, and indigent defense; crime prevention and education; corrections and community corrections; drug treatment and enforcement; justice system strategic planning; technology for law enforcement and public safety; and crime victim and witness services and programs. Information on the JAG Program, including eligibility requirements, the formula used to determine allocations, and other program specifics, can be found at [www.bja.gov](http://www.bja.gov).



The Bulletproof Vest Partnership provides funding to reimburse states, counties, federally recognized tribes, cities, and local jurisdictions up to 50 percent of the cost of body armor vests purchased for law enforcement officers. All purchased body armor must comply with the most current NIJ body armor standards. More information about this program can be found at [www.ojp.usdoj.gov/bvpbasi](http://www.ojp.usdoj.gov/bvpbasi).

The Bureau of Justice Assistance competitively awards grants on an annual basis for a variety of purposes, including programs that support law enforcement (including officer safety and wellness and smarter policing strategies), justice information sharing, managing offenders, combating drug crime and abuse, adjudication, advancing tribal justice, crime prevention, protecting vulnerable populations, and capacity building. More information on other BJA funding opportunities can be found at [www.bja.gov](http://www.bja.gov).

**[www.bja.gov](http://www.bja.gov)**



# FUNDING

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## Community Oriented Policing Services

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



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

The COPS Hiring Program (CHP) is a competitive grant program that provides funding directly to law enforcement agencies nationwide to hire and/or rehire entry-level law enforcement officers to increase their community policing capacity and crime prevention efforts. The CHP provides the opportunity to supplement police forces with additional officers, helping to alleviate the strain on agencies and enhance their abilities to protect and serve their communities safely.

The COPS Office also advances the practice of community policing and the enhancement of officer safety and wellness through training and technical assistance and the development of innovative community policing guidebooks, tools, and other knowledge products through the Community Policing Development Program.

**[www.cops.usdoj.gov](http://www.cops.usdoj.gov)**

## U.S. Department of Homeland Security

The U.S. Department of Homeland Security (DHS) provides funds to enhance homeland security capabilities through planning, operational, equipment, training, and exercise activities. Funds are provided through programs such as the Homeland Security Grant Program (HSGP), which includes the State Homeland Security Program, the Urban Areas Security Initiative, and Operation Stonegarden. The HSGP plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient nation. While these programs provide funds to address homeland security-related issues, agencies are encouraged to explore how they also may be leveraged to support officer safety-related activities. Additional information can be located at [www.fema.gov/preparedness-non-disaster-grants](http://www.fema.gov/preparedness-non-disaster-grants).



**[www.fema.gov/preparedness-non-disaster-grants](http://www.fema.gov/preparedness-non-disaster-grants)**





# FUNDING

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## National Institute of Justice

The National Institute of Justice funds officer safety research through grants competitively awarded through the NIJ Research, Evaluation, and Development Project Grants Program. Solicitations for applications to conduct such research are released through [www.grants.gov](http://www.grants.gov). The focus of the solicitations varies from year to year based on research priorities and available funding. Past NIJ solicitations can be found at [www.nij.gov/funding/expired.htm](http://www.nij.gov/funding/expired.htm).



**[www.grants.gov](http://www.grants.gov)**

## National Highway Traffic Safety Administration

The National Highway Traffic Safety Administration (NHTSA) is one of 11 agencies within the U.S. Department of Transportation and is responsible for saving lives, preventing injuries, and reducing economic costs from road traffic crashes through education, research, safety standards, and enforcement activity. The agency sets and enforces safety performance standards for motor vehicles and equipment. NHTSA provides grants to state governments, which enable the states to conduct effective highway safety programs.



NHTSA's Office of Regional Operations and Program Delivery administers more than \$500 million annually in grant programs to the 50 states, the District of Columbia, Puerto Rico, the U.S. territories, and the Bureau of Indian Affairs. Ten NHTSA Regional Offices deliver valuable highway safety support to states. The Regional Offices help the states identify their highway safety problems, evaluate safety programs and activities, and provide training and technical assistance to state program managers on a variety of programmatic subjects.

Many of the NHTSA's grant programs can address officer safety, as well as occupant and highway safety in general. More information on NHTSA's funding programs can be found at [www.nhtsa.gov/highway-safety-grants-program](http://www.nhtsa.gov/highway-safety-grants-program).

**[www.nhtsa.gov](http://www.nhtsa.gov)**



POLICE

RESEARCH





# RESEARCH

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## The Deadly Mix

The Deadly Mix is a theory derived from the results of a trilogy of research studies on the dynamic interactions among officers, offenders, and the circumstances during line-of-duty assaults. To reduce violent encounters in which assaults and killings of law enforcement officers take place, society must first understand the dynamics involved in these incidents. The purpose of this new research project is to update and expand information obtained in the three previous studies. If you would like to submit an officer/offender encounter for examination as part of this research project, please visit the website.



Cases for examination include incidents in which there was interaction between the officer and the offender prior to the assault and the officer was assaulted with a firearm, a cutting instrument, or another weapon, including hands, fists, and feet. The offender(s) must have been identified, arrested, tried, and convicted or have pleaded guilty and exhausted all appeals.

**[www.valorforblue.org/ShareYourStory.aspx](http://www.valorforblue.org/ShareYourStory.aspx)**

## LEO Near Miss

The LEO Near Miss system, developed in partnership with six national policing organizations and associations, was developed to allow law enforcement personnel to share close calls, helping their peers stay safe and prevent tragedies. The Police Foundation leads the implementation of the system with support from the Motorola Solutions Foundation and the U.S. Department of Justice's Office of Community Oriented Policing Services.



A near miss is a close call and/or unsafe occurrence that could have resulted in a serious injury, a fatality, significant property damage, and/or a crisis if not for a fortunate break in the chain of events. It is an experience from which other law enforcement personnel can benefit and learn. To date, near-miss incident reports have been submitted by officers involved in near misses related to pursuits, attempted ambushes, concealed weapons, warrant service, and vehicle stops. The mission of the LEO Near Miss system is to encourage law enforcement personnel to share their stories and lessons learned in near-miss incidents in order to shield other law enforcement personnel from accidents, injuries, and fatalities, as well as to prevent other community crises. The sharing of a law enforcement professional's story is an anonymous, secure, nonpunitive, and confidential process. For more information on the LEO Near Miss system, to share your story, or to read recent reports, please visit the website.

**[www.leonearmiss.org](http://www.leonearmiss.org)**



# RESEARCH

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## National Institute of Justice

The National Institute of Justice is the research, development, and evaluation agency of the U.S. Department of Justice that provides objective and independent knowledge and tools to reduce crime and promote justice. NIJ's research agenda includes the development and evaluation of new and innovative policies, practices, tools, and technologies and the development of performance standards to ensure that equipment is safe and effective.



**Officer Safety, Health, and Wellness Research**—NIJ funds research and development efforts in a wide variety of areas to improve officer safety, health, and wellness. NIJ supports endeavors to study and improve officer performance and safety on several fronts. For decades, NIJ has been at the forefront of testing and developing protective equipment for officers, from body armor to roadside visibility aids. NIJ also funds projects to reduce officer traffic fatalities, address stress and trauma, and reduce officer suicide. These efforts are now undertaken under the umbrella of NIJ's Safety, Health, and Wellness Strategic Research Plan, published in 2016.

**Standards and Testing**—The NIJ Standards and Testing Program fosters development of equipment standards and related conformity assessment programs that specifically address the needs of law enforcement, corrections, and other criminal justice agencies. The goal is to ensure, to the greatest degree possible, that equipment is safe and reliable and that it performs according to established minimum requirements. Some of these standards are for body armor, some are for ensembles to protect bomb technicians from improvised explosive devices (IEDs), and some are for ensembles to protect law enforcement against chemical, biological, radiological, and nuclear hazards. A list of body armor models tested and found compliant with the NIJ body armor standards can be found at [www.nij.gov/topics/technology/body-armor/pages/compliant-ballistic-armor.aspx](http://www.nij.gov/topics/technology/body-armor/pages/compliant-ballistic-armor.aspx).

**Police Use of Force**—The use of force by law enforcement officers becomes necessary and is permitted under specific circumstances, such as in self-defense or in defense of another individual or group. The International Association of Chiefs of Police has described use of force in its document *Police Use of Force in America* as the “amount of effort required by police to compel compliance by an unwilling subject.” Officers receive guidance from their individual agencies, but no universal set of rules governs when officers should use force and how much. NIJ-sponsored research on the use of force is directed toward providing options to reduce the likelihood of injury to the officers and subjects involved.

**[www.nij.gov](http://www.nij.gov)**





# RESEARCH

## IACP's Center for Officer Safety and Wellness

The International Association of Chiefs of Police (IACP) Center for Officer Safety and Wellness was created in 2012 to centralize these efforts by promoting existing resources and encouraging a cultural shift within law enforcement agencies by emphasizing the values of safety, health, and wellness as they impact officer performance.



The Center focuses on all aspects of an officer's safety, health, and wellness, both on and off the job. Topics that the Center covers range from mandatory vest and seatbelt wear policies to nutrition recommendations and wise financial decision making. Resources developed under these topics include fact sheets, infographics, trifold, and full reports.

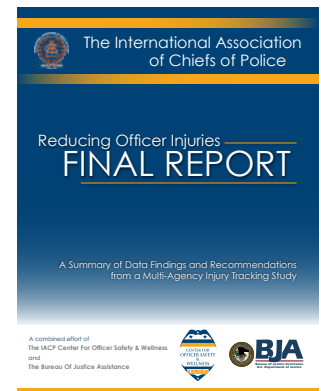
The Center wants to ensure that law enforcement professionals have the resources they need to remain healthy and safe. For more information on the Center or to access resources, helpful links, and related projects, please visit the website.

**[www.theiacp.org/centerforofficersafetyandwellness](http://www.theiacp.org/centerforofficersafetyandwellness)**

### ***Reducing Officer Injuries: A Summary of Data Findings and Recommendations From a Multi-Agency Injury Tracking Study***

To begin to better understand the scope and frequency of injuries sustained by law enforcement officers, the IACP, through a cooperative agreement with the Bureau of Justice Assistance, conducted a multidepartment assessment of line-of-duty injuries and created *Reducing Officer Injuries: A Summary of Data Findings and Recommendations From a Multi-Agency Injury Tracking Study, Final Report*. Eighteen different agencies participated in this study and tracked all reported injuries over the course of one year.

This report provides an in-depth review of the data collected during this study and highlights other findings pertinent to injury trends and officer safety considerations. It is intended to serve as a resource for agencies and encourage them to think more critically about departmental injuries and proactive prevention strategies. For a copy of the full report on reducing officer injuries, please visit [www.theiacp.org/portals/0/pdfs/IACP\\_ROI\\_Final\\_Report.pdf](http://www.theiacp.org/portals/0/pdfs/IACP_ROI_Final_Report.pdf).





We the People  
insure domestic Tranquility provide for the common  
and our Posterity

FEDERAL  
RESOURCES





# FEDERAL RESOURCES

## Bureau of Justice Assistance

In addition to those featured in this toolkit, BJA's initiatives that promote officer safety include the following:



- Center for Task Force Leadership and Integrity
- National Center for the Prevention of Violence Against the Police
- Officer Safety and Wellness Group
- The Executive Sessions on Police Leadership for the 21st Century
- The BJA Executive Session on Police Leadership
- In Harm's Way: Law Enforcement Suicide Prevention
- Preventing Law Enforcement Officer Suicide
- A Guide to Occupational Health and Safety for Law Enforcement Executives

In addition, through its National Training and Technical Assistance Center, BJA provides state, local, and tribal law enforcement and justice agencies with no-cost, customized specialized guidance (also known as technical assistance) and expertise from within the law enforcement field. Assistance is offered both in person and virtually with local or national experts on any issue relevant to officer safety, resulting in recommendations or other assistance to the requesting agency. More information on this service is available at [www.bjatrain.org](http://www.bjatrain.org).

[www.bja.gov](http://www.bja.gov)

## Federal Bureau of Investigation

The FBI publishes *Law Enforcement Officers Killed and Assaulted* (LEOKA) each year to provide information about officers who were killed, feloniously or accidentally, and those who were assaulted while performing their duties. The FBI collects these data through the Uniform Crime Reporting Program. When reviewing the tables, charts, and narrative summaries presented in this publication, readers should be aware of certain features of the LEOKA data collection process that could affect their interpretation of the information. These features are noted on the site.



The study of data related to officers killed or assaulted provides both law enforcement professionals and academics with an opportunity to develop contemporary policies and procedures to better address threats to law enforcement officers' safety and well-being. LEOKA reports concerning law enforcement officers killed and assaulted in the line of duty can be found at the website.

[www.ucr.fbi.gov/leoka](http://www.ucr.fbi.gov/leoka)





# FEDERAL RESOURCES

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## National Institute of Justice

NIJ—the research, development, and evaluation agency of the U.S. Department of Justice—is dedicated to improving knowledge and understanding of crime and justice issues through science. The NIJ provides objective and independent knowledge and tools to reduce crime and promote justice, particularly at the state and local levels. NIJ-funded research has made a marked contribution to officer safety.



[www.nij.gov](http://www.nij.gov)

## Community Oriented Policing Services

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



The COPS Office awards grants to hire community policing professionals, develop and test innovative policing strategies, and provide training and technical assistance to community members, local government leaders, and all levels of law enforcement.

The COPS Office offers a number of funding opportunities aimed at enhancing officer safety, such as:

- The COPS Hiring Program
- The Community Policing Development Program
- The Collaborative Reform Initiative for Technical Assistance

## Officer Safety and Wellness Resources

- *Deadly Calls and Fatal Encounters*
- *Ambushes of Police: Environment, Incident Dynamics, and the Aftermath of Surprise Attacks Against Law Enforcement*
- *Las Vegas After-Action Assessment: Lessons Learned From the Las Vegas Metropolitan Police Department's Ambush Incident*
- *Understanding Firearms Assaults Against Law Enforcement Officers in the United States*

[www.cops.usdoj.gov](http://www.cops.usdoj.gov)

A police officer with short blonde hair, wearing a black uniform, is shown in a control room. He is holding a black mobile phone to his ear with his right hand and looking down with a serious expression. A silver police badge is visible on his chest. In the background, there are computer monitors and stacks of papers. Another person in a black uniform is partially visible in the upper left background.

# INFORMATION SHARING





# INFORMATION SHARING

## Regional Information Sharing Systems® (RISS) Program

The Regional Information Sharing Systems Program—A Proven Resource for Law Enforcement™—provides services and resources that directly impact law enforcement's ability to successfully resolve criminal investigations and prosecute offenders while providing the critical officer safety event deconfliction necessary to keep the men and women of our law enforcement community safe.



RISS serves thousands of local, state, federal, and tribal criminal justice agencies in their efforts to identify, detect, deter, prevent, and solve criminal and terrorist-related investigations. Through the RISS Secure Cloud (RISSNET™), information and intelligence sharing resources, investigative support and analytical services, and deconfliction, RISS has enabled agencies and officers to increase their success exponentially.

RISS supports efforts against organized and violent crime, gang activity, drug activity, terrorism, human trafficking, identity theft, and other regional priorities while promoting officer safety. RISS offers full-service delivery from the beginning of an investigation to the ultimate prosecution and conviction of criminals.

Officers are encouraged to contribute officer safety-related information to the website and visit frequently to access new information. The RISS Officer Safety Website is available to law enforcement officers with RISSNET user accounts ([www.riss.net](http://www.riss.net)) or by registering at the VALOR website ([www.valorforblue.org](http://www.valorforblue.org)). Note: To gain access to the RISSNET Portal, registered users of [valorforblue.org](http://valorforblue.org) should select "JOT" from the drop-down menu on the RISS log-in page prior to entering their usernames and passwords.

In addition to providing RISSafe™ training and cosponsoring VALOR training events, RISS provides officer safety and survival training, off-duty officer safety training courses, and other related trainings. RISS develops and distributes publications such as *PTSD: Mental Health Checks for First Responders*, *Plainclothes*, and *Off-Duty: Techniques to Protect Yourself 24/7*, and the *Fallen Officers Infographic*. The RISS Centers publish regular e-bulletins and special reports on a variety of topics.

For more information about RISS, visit [www.riss.net/Resources/RISSafe](http://www.riss.net/Resources/RISSafe) or contact the RISS Center in your region.

MAGLOCLIN: (800) 345-1322  
MOCIC: (800) 846-6242

NESPIN: (800) 343-5682  
RMIN: (800) 821-0640

ROCIC: (800) 238-7985  
WSIN: (800) 952-5258

**[www.riss.net](http://www.riss.net)**



# INFORMATION SHARING

## Suspicious Activity Reporting

The Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI) is a joint collaborative effort by the U.S. Department of Homeland Security, the Federal Bureau of Investigation, and state, local, tribal, and territorial law enforcement partners. This initiative provides law enforcement with another tool to help prevent terrorism and other related criminal activity by establishing a national capacity for gathering, documenting, processing, analyzing, and sharing SAR information.

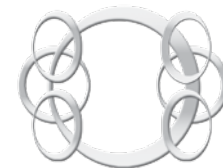


The NSI is a standardized process—including stakeholder outreach, privacy protections, training, and facilitation of technology—for identifying and reporting suspicious activity in jurisdictions across the country and also serves as the unified focal point for sharing SAR information. Please visit [www.nsi.ncirc.gov](http://www.nsi.ncirc.gov) to view resources, frontline officer training, and other items of interest related to the NSI.

**[www.nsi.ncirc.gov](http://www.nsi.ncirc.gov)**

## National Network of Fusion Centers: Crime and Intelligence Analysis

Our nation faces an evolving threat environment in which threats emanate not only from outside our borders but also from within our communities. This new environment demonstrates the increasingly critical role that fusion centers play to support the sharing of threat-related information between the federal government and state, local, tribal, and territorial (SLTT) partners.



State and major urban area fusion centers serve as primary focal points within the state and local environment for the receipt, analysis, gathering, and sharing of threat-related information among federal and SLTT partners. Located in states and major urban areas throughout the country, fusion centers are uniquely situated to empower frontline law enforcement, public safety, fire service, emergency response, public health, critical infrastructure protection, and private sector security personnel to lawfully gather and share threat-related information. Fusion centers provide interdisciplinary expertise and situational awareness to inform decision making at all levels of government. They conduct analyses and facilitate information sharing, assisting law enforcement and homeland security partners in preventing, protecting against, and responding to crime and terrorism. Fusion centers are owned and operated by state and local entities with support from federal partners in the form of deployed personnel, TTA, exercise support, security clearances, connectivity to federal systems, technology, and grant funding.

**[www.dhs.gov/fusioncenters](http://www.dhs.gov/fusioncenters)**





# EVENT DECONFLICTION





# OFFICER SAFETY EVENT DECONFLICTION

Event deconfliction is the process of determining when law enforcement personnel are conducting an event in proximity to one another at the same time. Events include law enforcement actions such as undercover operations, surveillance, and executing search warrants. When certain elements (e.g., time, date, location) are matched between two or more events, a conflict results.

Immediate notification is made to the affected agencies or personnel regarding the identified conflict.



**N a t i o n w i d e**  
**Officer Safety**  
**Event Deconfliction**

Saving Lives • Solving Cases

## Event Deconfliction Systems

There are three nationally recognized event deconfliction systems:

- **Case Explorer** was developed and is operated by the Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA). Case Explorer is used by several HIDTAs throughout the country.
- **SAFETNet** is also used by several HIDTAs and other law enforcement agencies throughout the country. The El Paso Intelligence Center (EPIC) houses and provides access to the different instances of SAFETNet via the EPIC Data Broker.
- **RISSafe** was developed and is operated by the RISS Program. RISSafe is used by RISS, some HIDTAs, fusion centers, and other entities.

These systems are connected using the interface solution known as the Partner Deconfliction Interface (PDI). The PDI serves as a pointer (or system-to-system) solution. When a submission is made to one of the event deconfliction systems, the PDI enables a query against the two other systems. If a conflict is identified, information regarding that conflict is returned to the submitter, and notifications are made to the affected officers. This nationwide coverage marks a significant milestone in furthering officer and citizen safety.

Event deconfliction is available to all law enforcement agencies and officers, and there is no cost to use an event deconfliction system. Since the systems were integrated, more than 1,000 conflicts have been identified. These represent potential law enforcement-related conflicts that would not otherwise have been identified without integrating these systems.

Visit [www.ncirc.gov/deconfliction](http://www.ncirc.gov/deconfliction) for more information on event deconfliction and the integration of the three systems. This website includes an interactive map providing contact information for the systems available in your area. It also includes a model event deconfliction policy, frequently asked questions, and other educational resources.

**[www.ncirc.gov/deconfliction](http://www.ncirc.gov/deconfliction)**



TO ACCESS THIS INFORMATION ONLINE  
AND FOR ADDITIONAL OFFICER SAFETY  
TRAINING AND RESOURCES,  
PLEASE VISIT

**VALORINITIATIVE.ORG.**



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