

# TECHBeat

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

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**NLECTC**  **JTIC**  
National Law Enforcement and Corrections Technology Center System Justice Technology Information Center  
A Program of the **NIJ**  
National Institute of Justice

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TechBeat is the monthly newsmagazine of the National Law Enforcement and Corrections Technology Center System. Our goal is to keep you up to date on technologies for the public safety community and research efforts in government and private industry.

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JTIC is part of the realignment of the NLECTC System, which includes the Justice Innovation Center for Small, Rural, Tribal, and Border Criminal Justice Agencies, which focuses on the unique law enforcement challenges faced by those types of agencies; the National Criminal Justice Technology Research, Test and Evaluation Center, which provides technology-related research and testing and operational evaluations of technologies; and the Forensic Technology Center of Excellence, which supports technology research, development, testing and evaluation efforts in forensic science. In addition, a Priority Criminal Justice Needs Initiative exists to assess and prioritize technology needs across the criminal justice community.

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# ROADMAP *Leads to*



## INCREASED EFFICIENCY, IMPROVED FUNCTION *in* FORENSICS LABS

*By Becky Lewis*

*“Thank you all for coming. As you know, we’re about to start the planning process for our new crime laboratory, and this will be the planning team. I’m so pleased that everyone made it to this important first meeting.”*

*“Excuse me, but did you say this is everyone? I see members of our administration and representatives from the architectural team, but what about the technicians? They’ll be the ones actually working in the lab; I think they would have some ideas that we need to hear.”*



Avoiding scenarios like the one described above is just one takeaway a crime lab might get from *Development of a Lean Facility Design Roadmap for Design-Bid-Build Forensic Facilities*, released in April 2016 and prepared by the Forensic Technology Center of Excellence (FTCoE) for the National Institute of Justice (NIJ), Office of Investigative and Forensic Sciences.

*Development of a Lean Facility Design Roadmap* reports on the creation of guidelines and checklists based on Lean Facility Design (LFD) principles and integrates them with the guidance in *Forensic Science Laboratories: Handbook for Facility Planning, Design, Construction and Relocation* (also known as the “White Book”). That 2013 publication from NIJ and the National Institute of Standards and Technology (NIST) has been considered the “gold standard” in laboratory design and planning, and the new FTCoE publication complements it by developing a roadmap for planning and constructing 21st century Design-Bid-Build forensic facilities, moving beyond the traditional model that keeps everything separate and compartmentalized.

“What surprised me in this project is the finding that nontechnical issues and concerns need to be considered as well,” says Rudi Luyendijk of the Midwest Forensics Resource Center in Ames, Iowa, who served as project lead. “By not involving — or only minimally involving — staff in the facility design process, nontechnical issues and concerns only infrequently surface and hardly ever are incorporated. We found that this is a mistake. Crime lab staff should be actively involved in the facility design process from the onset to ensure that a highly efficient and effective forensic facility is designed and constructed that meets the expectations of both the crime lab customers and the crime lab staff for decades to come.”

*“This project takes the Lean Design proven successful in the health care field and applies it to forensic facilities.”*

*--Jeri Ropero-Miller, FTCoE Director*



A technical assistance group representing several forensics labs that had just completed, or were in the process of, designing new facilities met three times to help inform the contents of *Development of a Lean Facility Design Roadmap*, and the FTCoE learned about both the technical and nontechnical concerns that played into these labs' planning decisions during those meetings. Their input played a key role in the development of the blueprint outlined in the report.

“This project takes the Lean Design proven successful in the health care field and applies it to forensic facilities. It takes the planning process one step further to increase the improvement of information flow, efficiency and costs,” says Jeri Ropero-Miller, FTCoE director. “And while we looked at it from the labs' perspective, the principles definitely would be useful in planning law enforcement command centers, intelligence centers or any other facility of this type.”

Ropero-Miller says the report's checklists and LFD roadmap help walk planners through “the whole process of logical thinking and what you need to do. What the report really emphasizes is that although you have many considerations, you need to keep it simple to meet your organization's needs and also be inclusive of the staff who will be working in the facility. If you follow this process, you should get the facility you need for not only in the immediate future, but for decades to come.”

The concept of designing a facility that might last 20 or even 30 years differs from the typical design and planning process, she says. Luyendijk also emphasizes the importance of that concept: “When you build one of these facilities, you build for the future. By following this kind of path, you're creating a facility to be used for the next 20 years or so, maybe even longer than that. Typical design is only for the immediate future, and this is more of a long-term view.”

Because the premise behind the project is to design for the long term, both Ropero-Miller and Luyendijk emphasize the importance of involving the staff who will use the facility throughout the process.

*“If you follow this process, you should get the facility you need for not only in the immediate future, but for decades to come.”*

*--Jeri Ropero-Miller, FTCoE Director*

“Within the technical assistance group, a variety of issues came up that were important to one lab, but not to others,” he says. “Nonetheless, they had a commonality in that they were all striving for increased customer satisfaction and a more efficient process.”

Ropero-Miller cautions that the design process itself can take several years, factoring in budget approvals, preplanning, working with architects and contractors, and finally moving into the new or renovated space.

“For some organizations, the whole process can take seven to 10 years. What we’ve designed is a roadmap, a blueprint that incorporates LFD principles and can be used to supplement the NIST White Book,” she says. “And it’s in keeping with the mission of the FTCoE in that we try to provide tools to the forensics community that help not only with technology implementation, but also with implementing other best practices that can improve operations.”

*For more information on the project that led to Development of a Lean Facility Design Roadmap for Design-Bid-Build Forensic Facilities, contact FTCoE Director Jeri Ropero-Miller at [jerimiller@rti.org](mailto:jerimiller@rti.org). Download the report at <https://www.forensiccoe.org/Our-Impact/Advancing-Technology/Reports/Development-of-a-Lean-Facility-Design-Roadmap-for-Design-Bid-Build-Forensic-Facilities>.*

*For more information on forensics programs of the National Institute of Justice, contact Gerald LaPorte, Director, Office of Investigative and Forensic Sciences, at [Gerald.LaPorte@usdoj.gov](mailto:Gerald.LaPorte@usdoj.gov).*



## Development of a Lean Facility Design Roadmap for Design-Bid-Build Forensic Facilities: A Summary

Lean Design is a powerful way of aligning employee satisfaction, process efficiency and product quality with customer satisfaction. It does so by focusing on the systematic identification and elimination of unnecessary and nonvalue-added activities involved in producing a product or delivering a service to clients. Lean Facility Design (LFD) mirrors the standard approach to facility design and links the classical design criteria of materials, personnel, equipment and finished product with operational considerations like information flow and value stream performance measurement.

### It answers questions such as the following:

- ✦ How can we improve our current work process?
- ✦ How should the physical space be configured to support this improved work process?
- ✦ How can we ensure the delivery of a quality product?

### The project had three objectives:

- ✦ Developing guidelines for operational excellence.
- ✦ Creating checklists for planning, design and construction.
- ✦ Integrating these guidelines and checklists with the National Institute of Standards and Technology's *Forensic Science Laboratories: Handbook for Facility Planning, Design, Construction and Relocation* (the "White Book"), (although the roadmap created for *Development of a Lean Facility Design* can also stand alone).

The Forensic Technology Center of Excellence recruited participants from state and local crime laboratories that were either in the process of building a new facility, renovating an existing crime laboratory or had just completed construction. This group met with a facilitator and a representative from a commercial architecture and engineering firm who was familiar with both the forensic facility design process and the NIST White Book.

### The group identified the following gaps:

- ✦ Lack of involvement in planning by forensic laboratory personnel.
- ✦ Lack of ensuring that a facility will meet the needs of the future.
- ✦ Lack of measurable metrics.

The group went on to develop a checklist and a design model that provides for better communication between the designer, builder and user of the forensic facility; facilitates the planning, design and construction of forensic facilities to achieve operational excellence both now and in the future; and allows for assessment of the LFD impact on crime laboratory construction and crime laboratory operation process improvements. The checklists and guidance were then converted into a roadmap to facilitate easy implementation and use of the LFD process. (The above text is derived from *Development of a Lean Facility Design Roadmap for Design-Bid-Build Forensic Facilities*, pp. 1-2, p. 21.)

“What we designed is a roadmap that supplements the NIST White Book. It’s basically a blueprint on how you go about using Lean designs and principles to build or renovate a crime lab facility for the future,” says Project Lead Rudi Luyendijk. “The next step is working with a lab to validate the work. This is likely to be done in phases: facility planning, facility design and crime lab relocation. We have begun working with the sheriff’s office crime lab in Broward County, Fla., to validate the LFD planning process, and are looking for other labs interested in validating the actual LFD design process and crime lab relocation methodology as well.”

To download *Development of a Lean Facility Design Roadmap for Design-Bid-Build Forensic Facilities*, go to <https://www.forensiccoe.org/Our-Impact/Advancing-Technology/Reports/Development-of-a-Lean-Facility-Design-Roadmap-for-Design-Bid-Build-Forensic-Facilities>.





# Institute for COMMUNITY-POLICE RELATIONS

*Offers Guidance, Assistance*

*By Becky Lewis*

*Officers walking assigned local beats. Substations that serve specific neighborhoods. New bike and horse patrol units. Officers dropping in to chat with small business owners.*

The above are examples of the renewed nationwide emphasis on community policing programs in the aftermath of the events in Ferguson, Mo., following the shooting death of Michael Brown in summer 2014; in Baltimore, Md., following the in-custody death of Freddie Gray in April 2015; and other high-profile incidents involving strained relationships between police and the communities they serve.

In May 2015, President Obama's Task Force on 21st Century Policing issued its final report, which divided recommendations and action items into six "pillars" that will support strong policing efforts going forward. Following up on the release of this report, in May 2016 the International Association of Chiefs of Police (IACP) launched its Institute for Community-Police Relations (<http://www.iacp.org/ICPR>), an online resource for reports, model policies, fact sheets, handouts, blog posts, training materials and much more, all organized under those same six pillars.



According to the website, “No single factor has been more crucial to reducing crime levels than the partnership between law enforcement agencies and the communities they serve. In order for law enforcement to be truly effective, police agencies cannot operate alone; they must have the active support and assistance of citizens and communities. High profile incidents and allegations of police misconduct may drive a wedge between law enforcement officers and the citizens they are sworn to protect. Establishing and maintaining a safe community requires ongoing concerted effort. The IACP Institute for Community-Police Relations is designed to provide guidance and assistance to law enforcement agencies looking to enhance community trust, by focusing on culture, policies, and practices.”

In addition to a direct download link to the President’s Task Force on 21st Century Policing final report, the site also offers a link to download the final report from the IACP’s own National Policy Summit on Community Police Relations, held in October 2014. Tracy Phillips, IACP Advocacy Program Manager, says IACP staff have been busy compiling resources on a pillar-by-pillar basis, starting with IACP resources while planning to branch out and add links to other resources.



“We plan to become a broker of services and relations, to be the go-to source for community leaders and police chiefs,” Phillips says. “We’ve been receiving inquiries from police departments looking for guidance, and we try to either help them directly ourselves or connect them with resources that relate to whichever pillar or recommendation set they’re looking to tackle first.”

Those foundational pillars that agencies are “looking to tackle” include:

Building Trust and Legitimacy.

Policy and Oversight.

Technology and Social Media.

Community Policing and Crime Reduction.

Training and Education.

Officer Safety and Wellness.



Using funding from the U.S. Department of Justice’s Community-Oriented Policing Services (COPS) Office as well as the Motorola Solutions Foundation and the John and Laura Arnold Foundation, the IACP Institute will serve as the principal vehicle to push the recommendations and action items related to those six pillars out to the field.

“In our view here at the IACP, this is probably among the most important documents introduced to the criminal justice field in a while. We’re committed to making sure it transcends administrations,” Phillips says. “The information is not new, and many police departments have been doing this for ages, but there’s a renewed interest and commitment to community engagement throughout the country, and we’re here to serve as a resource.”

Since the task force report was released, IACP representatives have made dozens of presentations to a variety of audiences, from state chiefs associations to municipal leagues, providing guidance on interpreting the report and planning next steps. To aid agencies in training their own personnel and educating the public on concepts and principals in the report, the IACP created a series of six-page training publications that provide an overview of the task force report and each associated pillar. Corresponding PowerPoint presentations are also available on the IACP website, allowing chiefs or training officers to download and adapt them to their own needs.

The initial offering of resources on the IACP website is just the beginning, Phillips says; one project on the near-term horizon is a task force implementation blueprint using funding from the Arnold Foundation. This blueprint will highlight the recommendations and action items specific to state and local agencies that have been proven effective by evidence-based research. Any implementation strategies or considerations from that research will also be included.

“This will enable agencies to prioritize and start with proven strategies backed by research. That’s not to say the others aren’t worthwhile, and the next step may be to find additional funding to do research around the remaining recommendations,” Phillips says.

As time permits, IACP staff will continue to add new resources to the Institute site. An interactive feature is planned to debut at the IACP annual conference in October 2016 in San Diego, where users can drill down through the various pillars to find related resources, research and news stories specific to each recommendation and action item, where available.

“While we could debate and discuss some of the recommendations, the IACP stands behind the report, and is committed to sharing it with our members and helping them use it as a platform to improve their communities,” Phillips says.

*For more information, visit the Institute website at <http://www.iacp.org/ICPR> or contact Tracy Phillips at (703) 647-7273, email [phillips@theiacp.org](mailto:phillips@theiacp.org).*



FINAL REPORT OF  
THE PRESIDENT'S TASK FORCE ON  
21ST CENTURY POLICING

MAY 2015

# "PLAN, PREPARE, ACT"

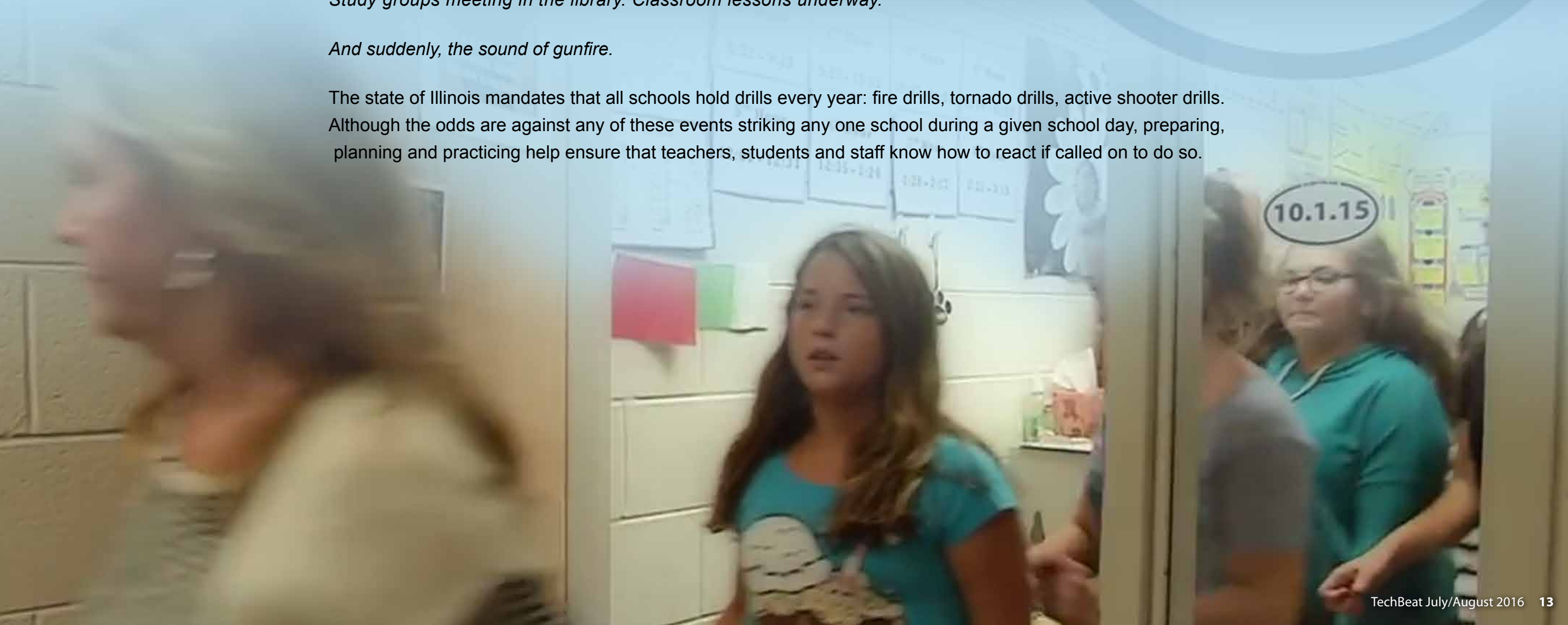
## *Video Wins Award,* **Encourages Planning**

*By Becky Lewis*

*An ordinary school day. Students hurrying through the halls, earning a "no running!" warning from a teacher. Study groups meeting in the library. Classroom lessons underway.*

*And suddenly, the sound of gunfire.*

The state of Illinois mandates that all schools hold drills every year: fire drills, tornado drills, active shooter drills. Although the odds are against any of these events striking any one school during a given school day, preparing, planning and practicing help ensure that teachers, students and staff know how to react if called on to do so.





# ACTION PLAN

“Plan, Prepare, Act,” an 11-minute video produced by the Orland Park Police Department with donated assistance from local business Eyclight Studios, encourages viewers to think about evacuating safely, locating safe hiding places and planning how to fight back if absolutely necessary. Available for viewing at <https://www.youtube.com/watch?v=F0NPcbAuJ84>, the video received the People’s Choice Award in the 36th Annual Telly Awards competition held in 2015.

In the introduction to the video, Orland Park Police Chief Timothy McCarthy says that although it’s hard to even think about the possibility of a school shooting, planning what to do before an incident occurs is critical.

“Active shooters, school shootings and of course school safety in general is a high priority here,” McCarthy says in an interview. “We wanted to create something for schools to use outside of the annual drill, where we go out to the schools and practice with them. We wanted to tell them about all the options available, then give them time to study them and think about them. If an incident ever does happen, it’s not likely the police will be there at the onset. In those first few minutes, administrators have to make life or death decisions. It’s important for them to receive information ahead of time and to have time to review it. We don’t want them considering their options for the first time while a crisis takes place.”

With the message in mind and Commander Joe Mitchell overseeing the production process, Orland Park recruited volunteers from among officers’ family members to play the roles of administrators, teachers and students, and obtained cooperation from Orland Park Fire Protection and other local emergency services agencies. Although the department incurred some production costs, overall expenses remained low, and the video itself is made freely available to local schools in the suburb of 50,000-plus residents, located 25 miles southwest of Chicago.



“We passed it out to every school in our community. We’ll pass it out to anyone who wants it, frankly,” McCarthy says. “Our local schools are using it on a regular basis on institute days, where they play it as a refresher. We don’t want it to sit in a drawer at the school, instead we want it to be used on a routine basis.”

Not keeping the video in a drawer and showing it to staff repeatedly also ensures that substitute teachers come in for their fair share of training and repetition: “When subs come in, we want them to know the policies too. Substitutes are used far more than most of us realize. When it’s flu season, teachers get the flu too, and on any given day, substitutes could make up a significant part of the staff working in a school.”

The need to train substitutes, plan in advance and practice plans is shared by schools throughout the nation, and McCarthy encourages departments and school systems across the country to use the “Plan, Prepare, Act” video: “Different departments respond differently, of course, but the video covers the basics of school safety, lockdown drills, rapid deployment and evacuation. These are almost universal principles being used across the country.”

“Plan, Prepare, Act” is the second video produced by the Orland Park Police Department, following a video on community drug concerns and the heroin epidemic produced several years ago. Public Information Officer Margie Owens submitted it for the Telly Award and McCarthy was “surprised and proud” over the win and the way the video has resonated in the community.

“We’re very proud of ‘Plan, Prepare, Act’ and the award, and we hope it’s something that people find useful for a long time,” he says.

*For more information on the project, contact Chief Timothy McCarthy at [tjmccarthy@orlandpark.org](mailto:tjmccarthy@orlandpark.org).*

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

In addition to TECHshorts, *JUSTNET News*, an online, weekly technology news summary containing articles relating to technology developments in public safety that have appeared in newspapers, newsmagazines and trade and professional journals, is available through the NLECTC System's website, [www.justnet.org](http://www.justnet.org). Subscribers to *JUSTNET News* receive the news summary directly via email. To subscribe to *JUSTNET News*, go to <https://www.justnet.org/app/puborder/subscribe/subscribe.aspx>, email your request to [asknlectc@justnet.org](mailto:asknlectc@justnet.org) or call (800) 248-2742.

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## Guide on Coping With Mass Casualty Incidents

### Office of Community Oriented Policing Services and National Alliance on Mental Illness

A recently released guide from the U.S. Department of Justice's Office of Community Oriented Policing Services and the National Alliance on Mental Illness addresses how police chiefs can prepare for coping with a mass casualty incident, and what to do and expect in the aftermath of such an incident.

The guide, *Preparing for the Unimaginable: How chiefs can safeguard officer mental health before and after mass casualty events*, is a direct result of the mass shooting at Sandy Hook Elementary School in Connecticut in December 2012, and is organized into three sections:

- Why mental health matters, including short- and long-term examinations of trauma and how unresolved mental trauma can impact public safety.
- Steps to take to prepare officers for coping with a mass casualty event.
- Steps to take during and after a mass casualty event.

The guide also offers handouts, resources, case histories and links to organizations that can offer help. To access the guide, go to [https://www.nami.org/getattachment/9e339226-ab50-46f2-b74c-fa48f498dede/Preparing\\_for\\_Unimaginable\\_16may24\\_FINAL.pdf](https://www.nami.org/getattachment/9e339226-ab50-46f2-b74c-fa48f498dede/Preparing_for_Unimaginable_16may24_FINAL.pdf).





## Report on Testing Evidence in Sexual Assaults

### National Institute of Justice

A recent report discusses studies examining unsubmitted sexual assaults kits (SAK) and SAK evidence testing.

The report, *Down the Road: Testing Evidence in Sexual Assaults*, highlights findings from National Institute of Justice (NIJ)-supported action research projects in Houston and Detroit, where two teams of multidisciplinary criminal justice

professionals developed effective strategies to address the large numbers of sexual assault kits not submitted for DNA testing. The teams worked to:

- Determine how many SAKs had not been submitted for testing.
- Identify underlying factors that caused the problem.
- Develop a plan for testing unsubmitted SAKs, including prioritization.
- Create and evaluate a victim notification protocol.

The report offers key lessons for improving responses to sexual assault based on research findings from Houston and Detroit, and discusses NIJ's forensic and social science research portfolios as they relate to using biological evidence to solve sexual assaults.

The report is a follow-up to NIJ's 2011 report, *The Road Ahead: Unanalyzed Evidence in Sexual Assault Cases*, which explored the issue of untested sexual assault kits stored in law enforcement evidence facilities. To read the *Down the Road* report, go to <https://www.ncjrs.gov/pdffiles1/nij/249805.pdf>.



# PUBLIC SAFETY TECHNOLOGY

JUSTNET

## In The News

Following are abstracts on public safety-related articles that have appeared in newspapers, magazines and websites.

### **Falmouth Police Procure State-of-the-Art Vessel**

*The Forecaster, (06/29/2016), Colin Ellis*

The police department in Falmouth, Maine, has a new harbor patrol boat with advanced technology. The \$327,000 vessel was purchased in part with a grant from the U.S. Department of Homeland Security. The 27-foot boat's advanced technology systems include a device that can pick up heat signatures of people in the water; an advanced navigation system and automatic course plotter that maps out hazards; a multi-unit communication system to connect with other agencies, and a radar system that can help in recovery missions.

<http://www.theforecaster.net/falmouth-police-procure-state-of-the-art-vessel/>

### **Hartford Police Department Opens Its Doors for Community Meetings to Combat Crime**

*FOX61, (06/23/2016), Jenna DeAngelis*

The Hartford Police Department is holding monthly meetings with the community to discuss current crime trends and crime prevention efforts. The department hopes the meetings will encourage people to trust the police department, and come forward with any tips, information or ideas to make Hartford a safer place.

<http://fox61.com/2016/06/23/hartford-police-department-opens-its-doors-for-community-meetings-to-combat-crime/>

### **State Allocates \$49K to 15 Agencies to Buy Body Armor; Baltimore Gets Biggest Award**

*WBFF, (07/05/2016), Zoe Zellers*

Fifteen law enforcement agencies across Maryland will split \$49,000 in funding for purchasing body armor. Each year, the Governor's Office of Crime Control & Prevention awards body armor grants to different agencies that did not receive a grant the previous year. The state made the funding available July 1. The highest amount (\$14,000) will go to Baltimore.

<http://foxbaltimore.com/news/local/state-allocates-49k-to-15-agencies-to-buy-body-armor-baltimore-gets-biggest-award>

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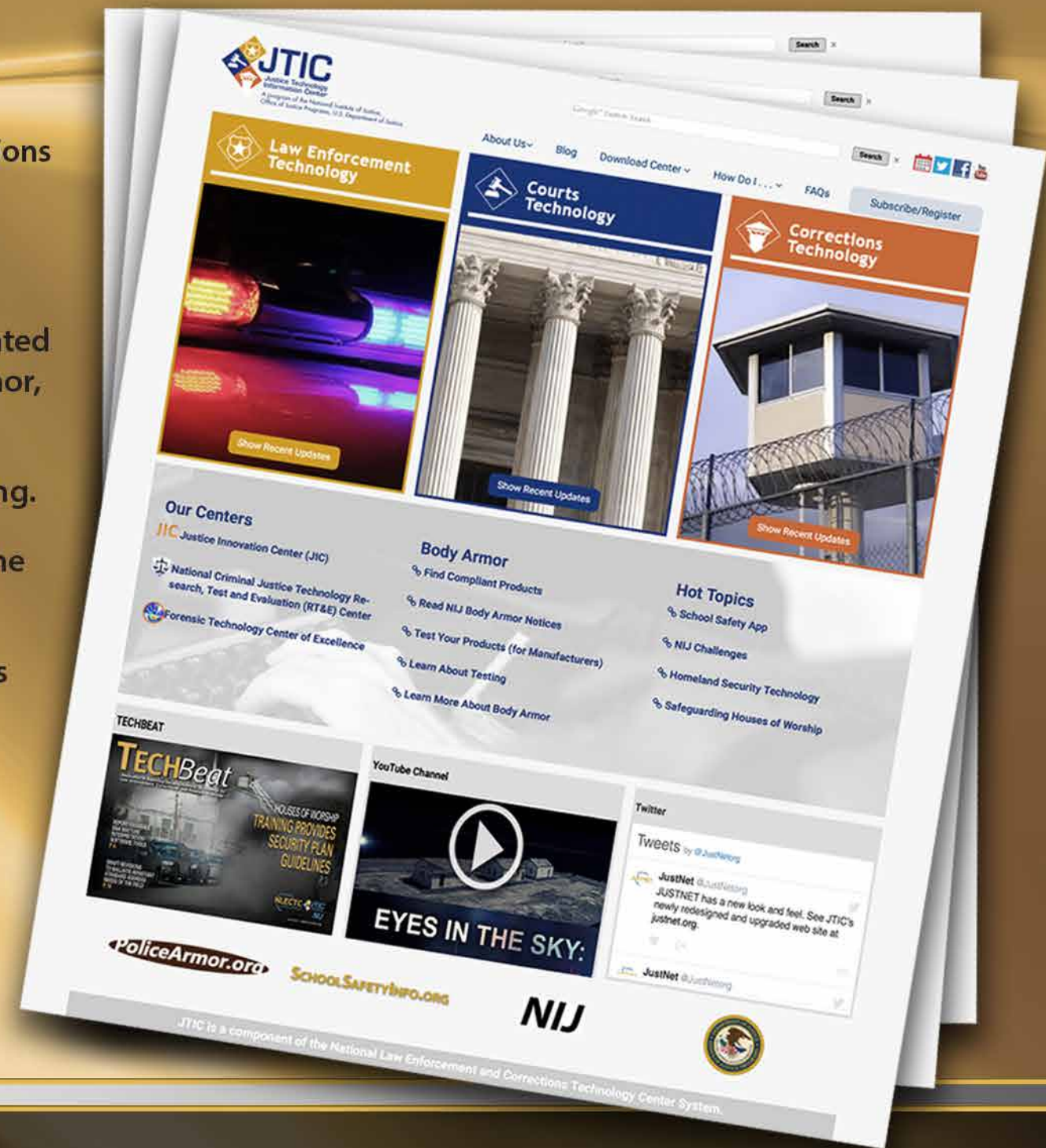
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