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# NARCOTIC OFFICERS

MAGAZINE



PROMOTING THE EXCHANGE OF IDEAS AND INFORMATION AMONG  
LAW ENFORCEMENT AGENCIES AND SUPPORT GROUPS



# Personal Statement from the Editor...

Welcome to our spring issue of 2024, Narcotic Officers Magazine, Volume 13 Issue 1. As always, I would like to thank each of you for advertising, your support, hard work and dedication. None of this is possible without you. I am here to educate the public and law enforcement community in the awareness of narcotics, drugs, and other addictive substances. I also make every effort to support programs that teach kids, parents, and the law enforcement community about drug use.

We continue focusing our supported programs towards drug education, equipment donations, and k9 programs. We continue to produce a high-quality magazine to help promote the exchange of ideas and information among law enforcement agencies and support groups. We have found that our publication, Narcotic Officers Magazine, continues to be both educational and helpful to both public safety officials, and the public with an interest in drug safety and education.

In our last issue I touched on The Power of Healthy Relationships at Work by Emma Seppälä and Nicole K. McNichols. In healthy work relationships, everyone benefits, and everyone experiences moments of authentic happiness and enjoyment. Businesses thrive under such leadership. In this issue I want to talk about Effective Communication.

Effective communication is about more than just exchanging information. It's about understanding the emotion and intentions behind the information. As well as being able to clearly convey a message, you need to also listen in a way that gains the full meaning of what's being said and makes the other person feel heard and understood. Effective communication sounds like it should be instinctive. But all too often, when we try to communicate with others something goes astray. We say one thing, the other person hears something else, and misunderstandings, frustration, and conflicts ensue. This can cause problems in your home, school, and work relationships. For many of us, communicating more clearly and effectively requires learning some important skills. Whether you're trying to improve communication with your spouse, kids, boss, or coworkers, learning these skills can deepen your connections to others, build greater trust and respect, and improve teamwork, problem solving, and your overall social and emotional health. (Continued on the next page.)

Our publication has always received outstanding support from the public and business community leaders across the nation. Our sponsors show their appreciation by taking out an advertisement in the Narcotic Officers Magazine, displaying their decals on their vehicles or place of business. Please support the advertisers whenever possible. The advertisers offer several goods and services that stretch across the nation. If possible, please try to support the businesses that advertise in the Narcotic Officers Magazine. You can follow us on our Facebook to stay up to date with the latest in equipment donations and news. Together, we can make a difference!

“When you change your thoughts, remember to also change your world.” —Norman Vincent Peale

**Matt Neelley**  
- Editor





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What's stopping you from communicating effectively? Stress and out-of-control emotion. Lack of focus. Inconsistent body language. Negative body language. Skill 1 is Become an Engaged Listener. Focus fully on the speaker. You can't listen in an engaged way if you're constantly checking your phone or thinking about something else. You need to stay focused on the moment-to-moment experience in order to pick up the subtle nuances and important nonverbal cues in a conversation. If you find it hard to concentrate on some speakers, try repeating their words over in your head—it'll reinforce their message and help you stay focused. Favor your right ear. Avoid interrupting or trying to redirect the conversation to your concerns. Show your interest in what's being said. Try to set aside judgement. Provide feedback. Hear the emotion behind the words.

Pay attention to nonverbal signals. The way you look, listen, move, and react to another person tells them more about how you're feeling than words alone ever can. Nonverbal communication, or body language, includes facial expressions, body movement and gestures, eye contact, posture, the tone of your voice, and even your muscle tension and breathing. Developing the ability to understand and use nonverbal communication can help you connect with others, express what you really mean, navigate challenging situations, and build better relationships at home and work. Be aware of individual differences. Use nonverbal signals that match up with your words rather than contradict them. Adjust your nonverbal signals according to the context. Avoid negative body language.

Keep stress in check. How many times have you felt stressed during a disagreement with your spouse, kids, boss, friends, or coworkers and then said or done something you later regretted? If you can quickly relieve stress and return to a calm state, you'll not only avoid such regrets, but in many cases you'll also help to calm the other

person as well. It's only when you're in a calm, relaxed state that you'll be able to know whether the situation requires a response, or whether the other person's signals indicate it would be better to remain silent. In situations such as a job interview, business presentation, high-pressure meeting, or introduction to a loved one's family, for example, it's important to manage your emotions, think on your feet, and effectively communicate under pressure. Communicate effectively by staying calm under pressure. Use stalling tactics. Pause to collect your thoughts. Make one point. Deliver your words clearly. Wrap up with a summary and then stop.

Assert Yourself. Direct, assertive expression makes for clear communication and can help boost your self-esteem and decision-making skills. Being assertive means expressing your thoughts, feelings, and needs in an open and honest way, while standing up for yourself and respecting others. It does NOT mean being hostile, aggressive, or demanding. Effective communication is always about understanding the other person, not about winning an argument or forcing your opinions on others. To improve your assertiveness Value yourself and your options. They are as important as anyone else's. Know your needs and wants. Learn to express them without infringing on the rights of others. Express negative thoughts in a positive way. It's okay to be angry, but you must remain respectful as well. Receive feedback positively. Accept compliments graciously, learn from your mistakes, ask for help when needed. Learn to say "no." Know your limits and don't let others take advantage of you. Look for alternatives so everyone feels good about the outcome.

To learn more about effective communication go to: <https://www.helpguide.org/articles/relationships-communication/effective-communication.htm>



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## MESSAGE TO OUR ADVERTISERS

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## Data Collection Methods: Pros and Cons

### Data Collection Methods: Pros and Cons

Method	Description	Pros	Cons
Archival	Data that have already been collected by an agency or organization and are in their records or archives	<ul style="list-style-type: none"> <li>• Low cost</li> <li>• Relatively rapid</li> <li>• Unobtrusive</li> <li>• Can be highly accurate</li> <li>• Often good to moderate validity</li> <li>• Usually allows for historical comparisons or trend analysis</li> <li>• Often allows for comparisons with larger populations</li> </ul>	<ul style="list-style-type: none"> <li>• May be difficult to access local data</li> <li>• Often out of date</li> <li>• When rules for recordkeeping are changed, makes trend analysis difficult or invalid</li> <li>• Need to learn how records were compiled to assess validity</li> <li>• May not be data on knowledge, attitudes, and opinions</li> <li>• May not provide a complete picture of the situation</li> </ul>
Key Informant Interviews	Structured or unstructured one-on-one directed conversations with key individuals or leaders in a community	<ul style="list-style-type: none"> <li>• Low cost (assuming relatively few)</li> <li>• Respondents define what is important</li> <li>• Rapid data collection</li> <li>• Possible to explore issues in depth</li> <li>• Opportunity to clarify responses through probes</li> <li>• Sources of leads to other data sources and other key informants</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming to set up interviews with busy informants</li> <li>• Requires skilled and/or trained interviewers</li> <li>• Accuracy (generalizability) limited and difficult to specify</li> <li>• Produces limited quantitative data</li> <li>• May be difficult to analyze and summarize findings</li> </ul>



Method	Description	Pros	Cons
Focus Groups	Structured interviews with small groups of like individuals using standardized questions, follow-up questions, and exploration of other topics that arise to better understand participants	<ul style="list-style-type: none"> <li>• Low cost</li> <li>• Rapid data collection</li> <li>• Participants define what is important</li> <li>• Some opportunity to explore issues in depth</li> <li>• Opportunity to clarify responses through probes</li> </ul>	<ul style="list-style-type: none"> <li>• Can be time consuming to assemble groups</li> <li>• Produces limited quantitative data</li> <li>• Requires trained facilitators</li> <li>• Less control over process than key informant interviews</li> <li>• Difficult to collect sensitive information</li> <li>• Accuracy (generalizability) limited and difficult to specify</li> <li>• May be difficult to analyze and summarize findings</li> </ul>
Surveys	Standardized paper-and-pencil or phone questionnaires that ask predetermined questions	<ul style="list-style-type: none"> <li>• Can be highly accurate</li> <li>• Can be highly reliable and valid</li> <li>• Allows for comparisons with other/larger populations when items come from existing instruments</li> <li>• Easily generates quantitative data</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively high cost</li> <li>• Relatively slow design, implement, and analyze</li> <li>• Accuracy depends on who and how many people sampled</li> <li>• Accuracy limited to willing and reachable respondents</li> <li>• May have low response rates</li> <li>• Little opportunity to explore issues in depth</li> </ul>



## Potential Challenges to Obtaining Useful Data

Some data sets may have collection or quality issues that will affect your ability to obtain useful data. In some cases, you can overcome these barriers by working with the data providers or your evaluator to reconfigure the data in ways that meet your needs. In other cases, you simply may not be able to use the data or will need to keep their limitations in mind when drawing conclusions based on the data. Caveats about data limitations, and its possible consequences for your analysis, should be included in data reports.

Common barriers to obtaining useful data include the following:

- **Data may be aggregated.** Hospitals, for example, often combine adult and youth data or data across several communities. This can be frustrating if you are seeking information about youth in your town. The agency may be able to sort the data for you.
- **Jurisdictions may overlap.** For example, the jurisdiction boundary of your local police department may not correspond to that of the school district. A trauma center may draw patients from across your state.
- **Time periods may be inconsistent or too short.** Data from one agency may be organized by calendar year, another by fiscal year, and another by school year. The data may not be current enough or collected for a long enough time to track trends accurately.
- **Data may be missing or incomplete.** Information included in agency records and local data sets is often missing or incomplete. If the amount of missing data is large, the data may not provide an accurate picture of your community. This is especially true if some information is consistently missing, such as records from a particular school district or police precinct. Or, a failure to consistently record data (such as age or blood alcohol content) may make it impossible for you to analyze the data in ways that are useful for your efforts.
- **Data categories may not meet your needs.** For example, sub-categories such as race or ethnicity are not always determined or implemented consistently across organizations.

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## Strategies for Conducting Effective Focus Groups

The following guidelines related choosing participants for focus groups can help to generate information that is more reliable.

### **Include People Who Can Provide the Information You Need**

Data collection involves asking the appropriate people for the appropriate information. Suppose you want to learn about parents' attitudes and practices concerning teen alcohol use, and drinking and driving? You obviously want to ask parents. But you also might want to consider the following:

- Should parents have children of a certain age in order to participate? (for example, no younger than 15?)
- Do you want to include both mothers and fathers?
- Does the ethnicity of the parents make a difference?
- Should you include parents who drink and nondrinking parents?

Try to define your participants as precisely as possible. It usually makes sense to consider gender, age, occupation, geographic location, ethnicity, and language.

### **Include Participants Who Are Similar to One Another**

The less diverse your focus group, the better. If you want to gather information on Hispanic teenagers, teens who have recently emigrated from Somalia, and teens in the "heavy metal" subculture, organize individual focus groups for each category.

There are two reasons for this:

- An individual cannot represent a population. A focus group of 10 teenagers might not be able to provide a representative sample of all teens in your community. But it will probably generate more representative information than will one teenager included in a group spanning several generations.
- Research shows that people are more likely to reveal their opinions and beliefs and to talk about sensitive issues when they are with people who they perceive to be like themselves.



## Tips for Conducting Key Informant Interviews

Although key informant interviews are more informal than other forms of data collection, they still require a structure to be effective. Your respondent is more likely to take you seriously (and provide better information) if you are prepared and the conversation has direction.

Tips for conducting key informant interviews include the following:

- **Begin by introducing your project and purpose.** Remind the respondent about your purpose and the ultimate use of the information. Also, explain who will have access to your interview notes and whether the respondents will be identified in any reports or public discussions of your investigation.
- **Start with an easy question.** For example, ask how long your respondents have been in their jobs. This will set them at ease and provide a context for analysis (as someone who has been on the job for six months will not have the same perspective as someone who has been on the job for 10 years).
- **Ask your most important questions first.** You might run out of time. This is especially important when interviewing people whose job might require them to end the interview early (such as emergency medical service or law enforcement personnel).
- **Ask the same (or parallel) questions of several respondents.** For example, you might want to ask all respondents connected with a particular prevention program (or system) to list the three things they would like to see improved. Answers from a number of different people in a system can reveal programming obstacles or places in which the system needs to be improved.
- **Don't move to a new topic prematurely.** Don't leave important issues hanging—you might run out of time before you can return to them. Also, you will get more useful information by discussing one subject at a time.
- **Be prepared to ask the same question in another way.** Prepare several questions that try to elicit the same information. Turn to the alternate questions when your first question just doesn't do the job.
- **Don't get stuck on a question.** Sometimes you just won't get the information you want from a particular respondent. Know when to move on so you don't frustrate yourself or antagonize your respondent by trying to elicit information that he or she does not have, cannot articulate, or isn't willing to share.
- **Don't let the interview go much over an hour.** The people you chose as key informants are likely to be busy. The quality of the conversation can deteriorate if they feel rushed. Many of your respondents may be people with whom you might want to collaborate with in the future, so don't antagonize them by letting an interview go on too long.
- **Record the interview if possible.** And take notes. As with focus groups, transcribe the recording and type up your notes as soon as possible after the interview is completed. Don't forget to get the respondent's permission to make an audio recording.

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## Protective Factors: Adolescence through Young Adulthood

Prevention is not just about eliminating a negative behavior; it is also about striving to optimize well-being and supporting factors that protect against misuse. These protective factors can reduce the negative impact of risk factors. The following tables, compiled by the National Research Council and Institute of Medicine and the United States Surgeon General, show select protective factors that are associated with healthy development at the individual, family, and school/community levels during specific stages of development from adolescence through young adulthood.

### PROTECTIVE FACTORS: ADOLESCENCE

Individual	Family	Community (School)
<ul style="list-style-type: none"> <li>• Positive physical development (good health habits, good health risk management skills)</li> <li>• Positive intellectual development (life, school, vocational skills; critical and rational thinking; cultural knowledge and competence)</li> <li>• Positive psychological and emotional development (self-esteem and self-regulation; coping, responsibility, problem-solving; motivation and achievement; morality and values)</li> <li>• Positive social development (connectedness to peers, family, community; attachment to institutions)</li> </ul>	<ul style="list-style-type: none"> <li>• Physical and psychological safety</li> <li>• Appropriate structure (limits, rules, monitoring, predictability)</li> <li>• Supportive relationships with family members</li> <li>• Opportunities to belong (sociocultural identity formation, inclusion)</li> <li>• Positive social norms (expectations, values)</li> <li>• Support for efficacy and mattering, or the feeling that one is making a difference</li> <li>• Opportunities for skill building</li> <li>• Integration of family, school, and community efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Physical and psychological safety</li> <li>• Appropriate structure (limits, rules, monitoring, predictability)</li> <li>• Supportive relationships</li> <li>• Opportunities to belong (sociocultural identity formation, inclusion)</li> <li>• Positive social norms (expectations, values)</li> <li>• Support for efficacy and mattering</li> <li>• Opportunities for skill building</li> <li>• Integration of family, school, and community efforts</li> </ul>



## PROTECTIVE FACTORS: YOUNG ADULthood

Individual	Family	Community (School/Work)
<ul style="list-style-type: none"> <li>• Identity exploration in love, work, and worldview</li> <li>• Subjective sense of adult status in self-sufficiency, making independent decisions, and becoming financially independent</li> <li>• Future orientation</li> <li>• Achievement motivation</li> <li>• Belief in a higher being, or involvement in spiritual practices or religious activities</li> <li>• An individual's belief that they can modify, control, or abstain from substance use</li> </ul>	<ul style="list-style-type: none"> <li>• Balance of autonomy and relatedness to family</li> <li>• Behavioral and emotional autonomy</li> <li>• Married or living with a partner in a committed relationship who does not misuse alcohol or drugs</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunities for exploration in work and school</li> <li>• Connectedness to adults outside of family</li> </ul>

## References

National Research Council and Institute of Medicine. (2009). *Preventing mental, emotional, and behavioral disorders among young people: Progress and possibilities* (O'Connell, M. E., Boat, T., & Warner, K. E., Eds.) (pp 78–80, Appendix E). Washington, DC: National Academies Press.

U.S. Department of Health and Human Services, Office of the Surgeon General (2016). Facing addiction in America: The Surgeon General's report on alcohol, drugs, and health. Washington, DC. Retrieved from <https://addiction.surgeongeneral.gov>



# Identifying Needs and Opportunities for Collaboration

## Worksheet: Identifying New Partners

Local stakeholders are key to the success of prevention efforts: they bring specialized knowledge, access to data, insight about priority populations, and a variety of other resources. Yet figuring out which organizations, agencies, or individuals to cultivate as partners can be challenging. There are many remarkable individuals and groups in your community, but not all of them will be a good fit for your prevention efforts at this time.

This worksheet will help you record the gaps in your current prevention resources, develop a list of community stakeholders who might fill these gaps, and identify other potential stakeholders with whom you may want to partner in the future as new priorities and/or needs emerge. Once you complete this worksheet, you can use your list to prioritize which partners to engage.

### Step 1: Answer these questions:

1. Which prevention resources<sup>1</sup> do you currently need to *strengthen* or *sustain* your prevention efforts? (If you completed the worksheet [Analyzing Existing Partnerships](#), you may want to review the resources you already have in place. To identify current resource gaps, review the tool [What Do We Mean by Resources?](#))
2. Which new stakeholders from your community might help you fill identified resource gaps? (For a list of potential partners, review the tool [21st Century Partners in Prevention](#).)

### Step 2: Use your responses to the questions above to complete the chart below.

- First, **list** your potential partners.
- Next, **record** the prevention resource gaps each partner might fill.
- **Describe** additional prevention resources each partner might provide.
- **Outline** the benefits each partner may experience by joining the collaboration.
- In the remaining rows, **list** any additional partners you may want to engage, accompanied by the prevention resources they offer. (See the list of stakeholder groups in Part II of the worksheet [Analyzing Existing Partnerships](#) to see if there are any key groups you are missing.)

<sup>1</sup> For this tool, prevention resources are defined as fiscal, human, organizational, or other assets that help you address identified prevention needs in your community.



**Step 3:** Once you've completed the chart, decide which partners to contact first. This will help to ensure your time and effort reaching out to them is spent wisely. For help prioritizing, see the worksheet [Assessing the Readiness of Potential Partners to Collaborate](#).

Potential Prevention Partner	Resource Gap Filled What specific resource need or gap could this partner fill?	Other Value Added for You Which additional prevention resources could this partner bring to the table?	Value Added for Partner What are the benefits to the potential partner of collaborating with you?
1.			
2.			
3.			
4.			
5.			

- 2 -

Potential Prevention Partner	Resource Gap Filled What specific resource need or gap could this partner fill?	Other Value Added for You Which additional prevention resources could this partner bring to the table?	Value Added for Partner What are the benefits to the potential partner of collaborating with you?
6.			
7.			
8.			
9.			
10.			

- 3 -



# Identifying Needs and Opportunities for Collaboration

## Worksheet: Analyzing Existing Partnerships

Before engaging in new collaborative efforts, it's important to assess the status of current partnerships. Who currently sits at your prevention table? What skills and expertise do they bring? How is the relationship working out?

This worksheet is designed to help you develop a brief inventory of with whom you are working and how. Analyzing existing partnerships will help you see and appreciate the value of current partners. It will also help you determine whether the partners you have on board are the right ones, given your current prevention priorities, and to see where you may need to recruit new partners to fill identified gaps and/or ensure representation from key stakeholder groups. (For more on this, see the worksheet [Identifying New Partners](#).)

### Instructions

- **List** your current partners. For this tool, partners are defined as organizations or individuals with whom you share prevention resources.
- For each partner:
  - » **Write down** the community sector this partner represents (i.e., Are there any sectors missing, given your prevention priorities?)
  - » **Describe** the nature of your collaboration (i.e., How do you work together?)
  - » **Identify** the prevention resources the partner contributes (i.e., How does collaborating with this partner strengthen your prevention efforts?)
  - » **Determine** the partner's current level of involvement (i.e., What is the nature of your collaboration?)
  - » **Describe** the current status of your collaborative relationship (i.e., Is your collaborative relationship going well? Is this partner still relevant, given your current priorities? Would you like to move the relationship to the next level?)



Prevention Collaboration in Action was developed under the Substance Abuse and Mental Health Services Administration's Center for the Application of Prevention Technologies task order.  
Reference #HHSS283201200024/HHSS28342002T

Current Partner	Sector Represented (e.g., parents, health care, business)	Nature of the Collaboration (How do you and your partner work together?)	Prevention Resources Shared <sup>1</sup> (e.g., knowledge, skills access to priority populations)	Level of Involvement <sup>2</sup> (e.g., networking, cooperating, coordinating, full collaboration)	Current Status (Is the collaboration going well/still relevant?)
1.					
2.					
3.					
4.					
5.					
6.					
7.					

<sup>1</sup> For this tool, *prevention resources* are defined as the fiscal, human, organizational, or other assets that help you address identified prevention needs in your community. See [What Do We Mean by Prevention Resources?](#) for a list of common prevention resources.

<sup>2</sup> See the tool [Levels of Collaboration](#) for descriptions of the different levels.



Current Partner	Sector Represented (e.g., parents, health care, business)	Nature of the Collaboration (How do you and your partner work together?)	Prevention Resources Shared (e.g., knowledge, skills access to priority populations)	Level of Involvement (e.g., networking, cooperating, coordinating, full collaboration)	Current Status (Is the collaboration going well/still relevant?)
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

- 3 -

## PREVENTION COLLABORATION IN ACTION

# Understanding the Basics

## Levels of Collaboration

There are many different ways for stakeholders to work together. Collaboration between partners can range from informal (e.g., two agencies sharing information) to much more organized (e.g., multiple organizations working closely to achieve a shared vision).

The following chart describes four levels of collaboration: networking, cooperation, coordination, and full collaboration. We suggest using the chart to determine your current level of involvement with a partner, as well as options for deepening this relationship over time. You can also use the chart to explore different options for collaborating with new partners. Please note that no single type of collaboration is “better” than another. The best type is the one that is the best fit, given what you and your partners hope to achieve.

	Networking	Cooperation	Coordination	Full Collaboration
What is it?	Partners share information and talk with one another for their mutual benefit.	Partners support one another's prevention activities but have no formal agreement in place.	Partners are engaged in mutual projects and initiatives, modifying their own activities to benefit the whole.	With a formal agreement in place, partners work toward developing enhanced capacity to achieve a shared vision.
Key Features	<ul style="list-style-type: none"> <li>Loosely defined roles</li> <li>Loose/flexible relationships</li> <li>Informal communication</li> <li>Minimal decision-making</li> <li>No risk</li> </ul>	<ul style="list-style-type: none"> <li>Somewhat defined roles</li> <li>Informal and supportive relationships</li> <li>More frequent communication</li> <li>Limited decision-making</li> <li>Little to no risk</li> </ul>	<ul style="list-style-type: none"> <li>Defined roles</li> <li>Formalized links, but each group retains autonomy</li> <li>Regular communication</li> <li>Shared decision-making around joint work</li> <li>Low to moderate risk</li> <li>Share some resources</li> </ul>	<ul style="list-style-type: none"> <li>Formalized roles</li> <li>Formal links, which are written in an agreement</li> <li>Frequent communication</li> <li>Equally shared ideas and decision-making</li> <li>High risk but also high trust</li> <li>Pooled resources</li> </ul>



	Networking	Cooperation	Coordination	Full Collaboration
What Does It Look Like?	<ul style="list-style-type: none"> <li>Partners share what they are doing to address common community issues at interagency meetings.</li> <li>Partners discuss existing programs, activities, or services with other organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Partners publicize one another's programs and services.</li> <li>Partners write letters of support for one another's grant applications.</li> <li>Partners co-sponsor trainings or professional development activities.</li> <li>Partners exchange resources, such as technology expertise or meeting space.</li> <li>Partners attend one another's meetings and events.</li> </ul>	<ul style="list-style-type: none"> <li>Partners serve together on event planning committees and community boards.</li> <li>Partners implement programs and services together.</li> <li>Partners care about the same issues.</li> </ul>	<ul style="list-style-type: none"> <li>Partners sign a memorandum of understanding with each other.</li> <li>Partners develop common data collection systems.</li> <li>Partners participate in joint fundraising efforts.</li> <li>Partners pool fiscal or human resources.</li> <li>Partners create common workforce training systems.</li> </ul>

## Reference

Frey, B. B., Lohmeier, J. H., Lee, S. W., & Tollefson, N. (2006). Measuring collaboration among grant partners. *American Journal of Evaluation*, 27(3), 383–392.



# You Gotta Hear This! Developing an Effective Elevator Pitch

There comes a time in every budding relationship where you will need to make *the ask*--that is, request a commitment from a potential partner to do something. This tool is designed to help you develop a compelling argument, or “elevator pitch,” for why they should say yes.

And while not every ask will be made within the confines of an elevator, the term “elevator pitch” reminds us that these requests should be intentional and succinct, as if the elevator doors could open up at any moment.

### What Makes a Good Pitch?

A good pitch anticipates and addresses the main questions a listener may have about what you are asking and why. Ultimately, every *ask* involves a dialogue—listening is critical to understand the needs of potential partners and developing a relationship. But before that, you need to make your case. To do that, you need a pitch that describes:



- The **three W's**—the “who,” “what” and “why” of your message or request.



- The **benefits** of collaboration—to both you *and* your partner.



- Any **barriers** you've identified that could make it challenging to work together, and how you plan to get past them.






- A **call to action** that clearly identifies what you are asking potential stakeholder to do if they say “yes.”

Remember, a pitch that is effective in engaging one potential partner will not necessarily be right for another. Quality pitches are audience-specific, tailored to address the audience's unique needs, values, and priorities.



## Preparing Your Pitch

Here are some questions to help you develop a pitch that includes the key elements presented above:

Pitch Element	Questions to Help You Get There
 <b>Three W's</b>	<p><i>Who</i> are you and who do you represent?</p> <p><i>What</i> do you or your organization do?</p> <p><i>Why</i> is your organization doing this work? What need are you serving?</p>
 <b>Benefits &amp; Barriers</b>	<p>How will their participation benefit you and your organization? What is the value-added to the potential partner of collaborating with you?</p> <p>What are potential barriers to working together?</p> <p>How will you address these barriers?</p>
 <b>Call to Action</b>	<p>What <i>specifically</i> are you asking their organization to do?</p> <p>What are the immediate next steps that you would like them to take?</p>




As you develop your pitch, also make sure to:

- **Consider any recent political, social, and/or economic events that might influence your partner's receptivity to your pitch.** Pitches are not made in a vacuum, so it's important to look at community context and climate, as these can affect how your pitch might be interpreted.
- **Avoid jargon.** "Insider" language—that is, terms, phrases, or acronyms specific to your organization or sector—can may be confusing (at best) and off-putting (at worst). Take time to consider alternative ways to get your point across.




Here’s an Example

Here’s an elevator pitch made to a business community leader, by a prevention task force chair. How it might be different if the Chair were approaching the Chief of Police?

Pitch Component	What She Said	Why She Said It This Way
 Three W's	<p>My name is Terry Jones and I’m the task force leader for the Everytown Substance Abuse Coalition. Our mission is to reduce growing rates of alcohol use among the young adults in our community. These rates are particularly alarming for young adults who are in the workforce, where problem alcohol use often leads to poor job performance, as well as onsite alcohol-related injuries.</p>	<p>Terry clearly defines who she is, the purpose of the coalition, and the link between alcohol use and workplace injury.</p>
 Benefits & Barriers	<p>To prevent substance use in this group, we need to go where the young people are—where they play and where they work. And that’s where you can really help us. You are a major employer of young people, so you can really help us reach them. I understand that as a business owner, you have limited time to dedicate to programs like ours. However, I think that engaging in this work could prove good for business, by reducing staff turnover as well as alcohol-related injuries at your stores.</p>	<p>Terry knows that this business leader’s biggest concern is having his workers injured while on the job, so she makes sure to include this in her pitch.</p>
 Call to Action	<p>Would you be willing to partner with us to develop a series of trainings that we could offer to the young workers in your stores? We would do the heavy-lifting—we would just ask you to let us spend some time interviewing</p>	<p>Terry is specific about how she’d like to work with this business leader.</p>




Pitch Component	What She Said	Why She Said It This Way
 <p><b>Call to Action (Cont.)</b></p>	<p>some of your employees, and then provide the space and time to deliver the trainings.</p> <p>If we work together to tackle this problem, I believe our partnership can help your business thrive and assist you in becoming one of the community's top performing businesses. Your involvement would also tie in well with the work that the Mayor's Commission is doing to prevent drug use in the community.</p>	<p>Terry also places the request in the context of other prevention efforts going on in the city, and underscores the importance of working together.</p>



### Practice Makes Perfect

Use the template below to create your own elevator pitch to a potential partner. Before delivering it, make sure to check the following:

- Is your pitch sensitive to your potential partner's needs, values, and priorities?
- Does your pitch contain jargon or words that are difficult to understand?
- Does your pitch take into account recent political, social, or economic events? Revise your pitch accordingly, and then go put it into use!

Key Component	Leading Questions	Your Pitch
 <p><b>Three W's</b></p>	<p><i>Who</i> are you and who do you represent?</p> <p><i>What</i> do you or your organization do?</p> <p><i>Why</i> do you do this work? What need are you serving?</p>	



Key Component	Leading Questions	Your Pitch
 <p><b>Benefits &amp; Barriers</b></p>	<p>What is the value-added to the potential partner of collaborating with you?</p> <p>How will their participation benefit you and your organization?</p> <p>What are potential barriers to working together? How will you address these barriers?</p>	
 <p><b>Call to Action</b></p>	<p>What <i>specifically</i> are you asking this person or organization to do?</p> <p>What are the immediate next steps that you would like them to take?</p>	

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## Exploring Ways to Work Together

# Beginning Your Collaboration: Tips for a Safe and Satisfying Journey

Think of a workgroup as a collection of people taking a journey together. As it plans its trip, members need to figure out where they're going, how they will get there, and what route to take.

- A workgroup's destination is its **vision**, dictating where the group wants to go.
- A workgroup's vehicle is its **structure and procedures**. Its structure is the body; its procedures the engine. Members travelling in a broken-down vehicle (e.g., full of holes in the floor) are likely to "fall out," or leave the group. And if the engine begins to fail, the journey is likely to slow down or come to a screeching halt.
- Lastly, the path or route a group takes is its **goals and activities**—how members will work together to get where they need to go.

Building on this analogy, here are some tips for ensuring a smooth and safe collaborative ride!

- **Create a shared vision.** One of the first orders of business for collaborative workgroups is to discuss and create a shared vision. If members have different ideas about the ultimate purpose of the workgroup, the team will not be motivated to work toward common goals. A shared vision unifies the workgroup and makes it easier to figure out what needs to happen to make the vision a reality.
- **Develop a well-defined structure.** Whether the group's structure is akin to a Mini Cooper or a charter bus, it's important that everyone has somewhere to *sit* (i.e., a role), and that you *make room* for new members. Elements of a well-defined structure, such as clearly defined roles and responsibilities, meetings that begin and end on time, and regular progress updates will reduce potential frustration, keep members involved, and increase member satisfaction.
- **Establish clear goals and related action steps.** If you leave for a journey without a plan (whether GPS app or paper map), you are likely to get lost, waste energy (i.e., gas), and drive many extra, unnecessary miles. Groups that don't have clearly-defined action steps connected to concrete goals can easily get "lost" in action. Busy team members whose activities are not tied to goals may be "spinning their wheels" and not actually moving the team's prevention agenda forward.



- **Promote open communication during meetings.** Create guidelines for participation or “ground rules” that support open, honest, and respectful exchanges. These serve as the “seat belts” that keep members safe, promote trust, and prevent tension and conflict among members.
- **Use clear and transparent decision-making processes.** Just as oil prevents an engine from seizing, clear and transparent decision-making processes will help to ensure your team doesn’t get mired in indecision. How the team approaches decision making is one of the first decisions it should make together!
- **Be responsive to member needs.** Like maintaining your car, so, too, must you attend to the needs of your members. Make sure that members find value in their participation—failing to do so is like driving all day and not stopping for food. One way to “feed” members is by providing trainings and in-services to build needed capacities. Another is to ensure that members can contribute in meaningful ways. Lastly, check in regularly with members to gauge their satisfaction with the group and find out if you need to do any tune-ups.
- **Build the leadership capacity of members.** This not only helps to keep members challenged and engaged, but will also contribute to the group’s sustainability. Having workgroup members who are involved in leadership roles is like having a spare tire—it ensures that your workgroup is not dependent on the involvement of a single individual to move forward.
- **Assess progress regularly.** Revisiting project goals, and associated roles and responsibilities, will help the team stay on track and avoid long detours. Keep in mind, however, that the shortest path to getting somewhere isn’t always the smoothest, or most scenic. Remember that the journey should also be fun and fulfilling. So acknowledge member contributions and celebrate your progress along the way!



# THIN WHITE LINES



John P. Sutton

## DEDICATION

To my mother Arbunyan who is in heaven;  
my daughters Ila, Tinessa and Heather;  
my grandchildren Tre, Caila and Caleb;  
and Cheryl Newton.

## FORWARD

The events in this book occurred as depicted based on my review of notes, daily reports, weekly reports, investigative reports and recollection. Most of the names have been changed to ensure the privacy of those involved, especially those criminals who have been rehabilitated and have established a new life. There is no intent to defame, slander, smear or embarrass any person living or dead.

Many drug investigations involve an undercover agent interacting with drug traffickers and purchasing drugs from them for subsequent prosecution. In this subculture, there is a communication vernacular that is widely utilized in drug trafficking deals. In order to work safely and proficiently in drug investigations, an undercover agent must be articulate in this vernacular and develop a persona that depicts a drug trafficker that is adaptable to different drug trafficking communities; must talk the talk and walk the walk. Drug undercover investigation is analogous to an aerialist performing without a safety net where a slip often results in injury or death.

The Detroit airport parking lot incident in chapter 8 is as surreal today as then. The stench often surfaces and lingers for long periods. Sharing them offers some relief.

Profanity, drug vernacular and idiomatic expressions are utilized to provide a vivid description of the events and the characters involved.

A special tribute is given to the following agents mentioned in this book who have fallen asleep in the arms of Jesus: Special

agents George L. Heard, Enrique "Kiki" Camarena (killed by drug traffickers in Mexico), Sim Willis, Jack Enoch, Sam Ozmment, Harry Sumega, Robert Moffett. A Special tribute is further given to Special Agent Kenneth Adams (from our days in Detroit-was killed by drug traffickers while working undercover).

A special tribute is also given to those agents, officers and cooperating individuals not mentioned who gave the maximum they could in the fight against drug trafficking.



## CHAPTER 5

**WHILE MARIJUANA**, heroin, cocaine and dangerous drugs were still entering the U. S. from Mexico, the undercover role was one of the most effective investigative techniques for penetrating the core of organizations. Almost always, one of the prerequisites for a wiretap, Title III, was via an undercover penetration by an agent preferably or a CI. The wiretap was granted when all other conventional methods of drug investigative efforts had failed to immobilize an organization or penetrate its highest level of operation.

I developed an informant (CI) with information about major marijuana smugglers. According to the CI, the organization would only deal ton quantities of marijuana and that most of the deliveries took place along the Mexican border. After facilitating the delivery, the main players always left the area on motorcycles at a high rate of speed. The organization had a reputation of running away from law enforcement officials. I instructed the

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informant to arrange for the delivery of two tons of marijuana to three white longhaired dudes (federal undercover agents) at Calexico, Imperial, Brawley or El Centro California.

The CI negotiated with the identified members for a week. We shot (introduced) an undercover agent and his girlfriend (another agent) into them at Indio, California. The undercover agents negotiated for two hours with three longhaired bikers. We picked up counter surveillance outside of the restaurant and on one occasion one of the crooks met with the three bad guys inside. Surveillance of the negotiations indicated the need for motorcycles, longhair undercover agents, a van, several cars and a helicopter. During the negotiations, it was intimated that one of the crooks had a brother in the Imperial County Sheriff's office that was believed to be a source of information regarding police activities in the area. The crooks related they had a large cache of marijuana in Mexicali guarded by corrupt Baja State policemen. The crooks wanted to meet in three days at a restaurant in Brawley, California to negotiate the delivery of two tons of marijuana for \$200,000. A plan was formulated to seize two tons of marijuana in Brawley, California.

A day before the scheduled meet a posse of ten agents in six cars, three on motorcycles, a single engine airplane and a mobile home were sent to Brawley and into Mexicali as an advance party. We were at a disadvantage, unable to coordinate the investigation with the Imperial County Sheriff's Office or the Baja State police or the MFJP out of Mexico City in fear of the deal being compromised. Late that afternoon, surveillance observed the three primary suspects arrive in town on motorcycles with "ape bars" (high rise handle bars). They checked into a hotel, had a meal and drinks then rode across the border into Mexicali. The surveillant aircraft was put in the air and three surveillant cars were sent into Mexico, but lost the suspects. Surveillance was terminated and returned back to Brawley. Early the next morning the helicopter, eighteen agents in fifteen cars and two

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*Thin White Lines*

campers arrived in Brawley. It was the middle of July. I drove down following the undercover agents. En route we stopped to gas up at a town outside of Indio and Coachella called Thermal. The temperature in the alcove of the service station read 119 degrees and 124 degrees in the sun.

We drove on to Brawley, California. We all checked into new, neatly decorated white stucco hotel, met and I finalized surveillant plans. The undercover agents met with the primary crooks at 12:30 p.m. at the Brawley Inn restaurant and negotiated. At 1:30 p.m. two undercover agents exited the restaurant to their undercover money car, removed the \$200,000 flash roll, and re-entered the restaurant where they flashed (showed) the money to the crooks. After the flash, the agents returned the flash roll and secured it in the car. One agent stayed with the flash roll. At 2:00 p.m. the three bad guys exited the restaurant, got on motorcycles and drove across the border into Mexicali. Surveillance went airborne and mobile. Several mobile units were left behind with the undercover agents. Agents Gil Mora, Larry Johnson and I remained as point surveillance of the undercover agents and flash roll. The undercover agents advised they had another meeting with the bad guys at 7:30 that evening. It was 120 degrees in Brawley, and heat waves danced across the streets and highway.

We decided to take a nap, relax and meet at 6:00 for a slight repast in preparation for the pending undercover meeting. I stripped down to my shorts, turned up the air conditioning and fell into a deep sleep. I got up at 4:45 p.m., took a quick shower, dressed and walked over to the room across the hall where agents Mora and Johnson were residing. I knocked on the door twice. When Agent Johnson admitted me into the room, he was clad in a white T-shirt and white cotton shorts and drenching wet all over. Agent Mora was clad in only boxer shorts and perspiration was pouring down both of their faces. They were drinking cold water, toweling themselves and fanning their faces.

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Agent Johnson remarked, "Man it is hotter than an oven in this goddamn town, why didn't you tell us it was this hot?"

"It isn't that hot," I responded and could not help but laugh. I then asked, "Larry, Gil do you guys know why it is so hot here?"

"No, why smart ass—why is it so hot here?" Larry asked.

Because you guys have turned your heat up high," I advised. I then walked over, turned the heat off, and then turned the air conditioning on high. I got a death threat from both agents regarding ever discussing that this ever occurred.

Surveillance took the crooks outside of Mexicali to a large barn. At that location, a forty-pound hermetically sealed bale of marijuana was removed, placed on the passenger seat of one of the motorcycles and driven back across the border.

The marijuana was delivered to the undercover agents that night as a sample. Undercover negotiations continued with the intent to stall to allow time to bring up a special group of MFJP agents from Mexico City to make the arrests and seizure in Mexicali, Baja California, Mexico.

Mexico City advised that MFJP personnel could not arrive in Mexicali inside of three days. Negotiations continued with the bad guys with the undercover agents stalling the delivery time to facilitate for Mexico City MFJP arrival. The marriage between the MFJP and the crooks could not be made inside of three days. The bad guys became antsy and the deal was put down. We shut down and went into Mexicali for food, drinks and booze run (purchase of liquor at low prices). On the morning of the next day, at sunrise, we had breakfast and pulled out and drove back up to Los Angeles. Neither the supposed relationship with the Baja State Police at Mexicali nor the relationship with the Imperial County Sheriff's Office was tarnished. Four days later Mexico City MFJP agents arrived in Mexicali and raided the barn. Approximately 200 pounds of marijuana debris was collected. The MFJP estimated from the wrappings and storage

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area that there had been approximately 20 tons of marijuana recently stored in the barn.

Undercover work is fascinating, highly stressful, and dangerous and has significant negative impact on the undercover agent if not managed properly. During the early years, many undercover agents develop major drinking problems, some to the degree that they were fired, or placed on stress leave. Firing was the most economical and consequently many undercover agents were unfairly treated because of the malady. There was no employee assistance program to provide guidance or assistance despite the sickness stemmed mainly from undercover work.

Finding undercover work intriguing, encouraged me to mix it with other cases. There was a brief consensus of many white special agents that black special agents were hired mainly for undercover purposes, for penetrating the black, white, red, yellow and brown organizations. It was very difficult for all agents except Asian agents to penetrate the yellow community because of the language barrier. Several black special agents lost their jobs and/or fell on the bad side of management for refusal to work undercover on a non-black agent's case.

Some of the best white undercover agents like Raymond Chemes, G. Robert Warren, George Clemente, Robert Sternaman, were never promoted beyond the first line supervision level, perhaps due to their early careers in undercover work. On the other hand, a number of agents that never really "crushed a grape" (made a significant case) had meteoric careers.

Not understanding the foregoing, I continued to work as hard and dedicated as possible in all federal drug investigative capacities. I worked undercover throughout the State of California and various parts of Baja California, Mexico. At Lake Elsinore, California defendant Douglas Bjorian delivered two kilograms of 97 percent cocaine to me and was arrested in lieu of payment. He later fugitated. He was subsequently arrested and during his trial he was arrested again involving a larger amount of cocaine.

Bjorian made bail and again fugitated was not apprehended until about 18 years later. At Inglewood, California, I made undercover purchases of multiple ounces of cocaine and heroin from a double leg amputee as his wife aided and abetted the sales. During the take down, I had \$6900 flash for a one-pound coke, four-ounce deal. The amputee's connection, a former underclassman and his henchman were present. Also present at the house were the elderly parents of the amputee. During the flash, the henchman stood in the door well of the bedroom brandishing a .12 gauge shotgun. The size of the henchman covered almost the entire door well. At one point he locked a shell in the chamber. I was glad that he held the shotgun at port arms and trail arms, for had he raised it in my direction I was prepared to let him quickly experience the effects of 3 to 5 rounds of 150 grain, hollow point soft lead jacket rounds in his torso area. When the henchman locked the shell into the chamber, I instinctively positioned myself behind the double leg amputee while flashing the \$6900. Although I did not have authority to spend the \$6900, I spent \$6700 for the purchase in lieu of causing a major shootout in the house.

Like the textbooks, marijuana had spread throughout most college campuses. Its use had replaced the old fraternity house beer bust. Students were engaged in marijuana smoke and smoke-ins. Part of growing up in college life was experiencing panty raids, drunk from beer parties and experimenting with marijuana. Young white adults who had flunked out of college became marijuana entrepreneurs. They frequented colleges and high schools like bees and made tons of money selling marijuana in ounce and on occasion pound quantities. Several police departments requested federal assistance and some requested state and other local assistance. Those cases that did not meet the federal threshold for prosecution were not immediately pursued.

Another enforcement group in the Los Angeles office developed a two-ton marijuana case and requested assistance. We joined up and drove down to San Diego and conducted surveil-

lance of two undercover meetings, one at Anthony's on the pier and the other aboard the restaurant The "Rubin E Lee." It was determined from surveillance that the sources were young white adult males, some still in college and ex-college students. The primary defendant was named Martin B. West, a student at California Western College, located on part of the beach area of San Diego. The undercover meetings and surveillance was put down for a week. We drove back up to Los Angeles with the understanding that we would be available to assist when the deal was ready to take place the next week.

The crooks called the undercover agents six days later and advised they were ready to deliver two tons of high-grade marijuana to the agents that day. Arrangements were made to meet the crooks at a topless bar in La Jolla California. We initiated pre-surveillance at the topless bar an hour prior to the 1:00 p.m. meet schedule. No significant unusual activity was noted. At 1:05 p.m. the undercover agents arrived and entered the bar. About five minutes later two suspects arrived and met with the undercover agents. They remained in the bar until 2:10 p.m. They exited. The crooks got into their car and the undercover agents followed in their car. They were followed to a house in a nice neighborhood on the outskirts of San Diego. The passenger exited, entered the house and backed a huge camper out of a large garage. The camper took the lead, followed by the other crook and further followed by the undercover agents. Surveillance agents in a leapfrog manner followed them to a Denny's restaurant, where another car containing four males (chase car), joined the caravan and proceeded to Cal-Western College campus on the beach. The driver of the camper exited, joined the driver in the car, then they joined the undercover agents and walked over to the Cafeteria. Three crooks got out of the chase car, and walked over to the crooks car and two walked over and stood by the camper as though they were students milling about in the area. They took positions as lookouts and caused our radio traffic to

be reduced to the bare minimum. The lookout at the rear of the camper was approximately 6'1" tall, very muscularly built. He wore a white T-shirt displaying well-defined muscular triceps and biceps, and a well-molded pectoral area. His head was not as wide as his neck, rather the muscles in his neck were wider than his head and muscles could be seen in his upper legs. This specimen had a "Body by Fisher" and put Arnold to shame.

Agent Johnny Granados had volunteered to take down one of the lookouts. Agents Mike McGlone and Miguel Acuna were scheduled to take down the other one. Granados came on the air, "This is 103, and I got eyeball of a huge muscular male rear of the load vehicle. He is standing folding his arms looking around the area. Other units with eyeball of the load vehicle identify."

McGlone and Acuna responded, "105 and 110 have eyeball of the front. We'll take down the bad guy in the front when the word is given."

"10-4." Said Granados.

This was followed by a long pause, then, "Is there another unit that can assist 103 with the bad guy in the rear?"

I chuckled when under my breath, I had eyeball of the big bad guy at the rear of the car.

I remained mute to see his reaction. Other surveillant units reported the undercover and two bad guys were out of the cafeteria walking back toward the load car, one agent shouted, "It is about to go down."

Agent Granados shouted, "Any unit other than 105 or 110 that can assist me at the load car identify?"

I remained quiet until Granados hurriedly and anxiously repeated the request three more times. I responded, "I got you 103."

Hearing my voice, Granados blew a sigh of relief over the radio and remarked, "I think we are going to have a fight with this big mother\_\_\_\_\_r." I agreed.

The undercover agents and two crooks walked back to the



van. One agent entered the rear for a few minutes, exited and gave the bust signal. Agent Granados and I ran over to the Captain Marvel-like lookout and each agent placed a gun in his ear, yelled in unison, "Freeze motherf\_\_\_\_r, federal agents, if you move I'll blow your goddamn brains out."

We were both disappointed; the Captain Marvel-built lookout urinated and defecated on himself. I made Agent Granados transport him to the San Diego office.

At Salt Lake City, Utah, I worked undercover on one Billy Charles Harris, Charles Joshua and Lorenzo Hubbard, sources of supply for heroin and cocaine in the greater Salt Lake City area. I remember the deal as though it was yesterday.

The pilot on the United Airline flight alerted us to see on our right side the Great St. Lake, a lake with a reputation that had no drown victims and advised to fasten the seat belts, that we were making our final approach into the Salt Lake City area. As we came over the mountain starting our descent into the valley, we were shaken by a little turbulence. The plane landed and I was introduced to Harry Sumega, the Resident Agent in Charge (RAC).

Harry was apologetic advising that the crooks were out of town, believed to be in the Los Angeles area, where I had just departed, and would be returning to Salt Lake City in a few days. Harry took me to his residence for dinner. During the visit he stated he was Polish and commenced telling "Polack Jokes" to no end. One joke Harry told involved two Pollocks staring at tracks and debating whether they were deer or bear tracks, while discussing the tracks further, one Pollock told the other one to bend over, and you will see these are deer tracks. They both bent over and were run over by a train (railroad tracks).

After dinner, I was driven down to the BNDD office given an undercover car and introduced to Agents Charles Bullock and Drew Moren. Later I checked into my hotel room and drove back to West Second South and walked the streets to become familiar

with the Salt Lake drug area.

The next day I drove to the office met with Agents Bullock and Moren and assumed a light undercover role on West Second South Street. I frequented Adolph's restaurant and several bars, cafes and businesses in the area. That evening I was introduced to a CI named Rex. Rex was black approximately 6'9" tall, 290 pounds and he related that he was a "bad motherf\_\_\_\_r," that nobody; I mean nobody fucked with him.

I liked Rex from the onset for I noted that despite his huge stature that underneath there was a degree of tenderness, kindness and love. Additionally, he loved cowboy movies. While frequenting the haunts of Salt Lake City, I casually asked Rex why he had gone to jail about two weeks before my arrival.

Rex broke out in an uncontrollable laughter, laughing so hard that he almost deflated his lungs. Tears, apparently tears of joy welled in his eyes. As he almost caught his breath he laughed again. This went on for about five minutes. When he calmed down, Rex advised that he had "killed a motherf\_\_\_\_r." "That the motherf\_\_\_\_r attacked me in a gambling joint with a knife. I took one stab in the left hand, took the knife away from that motherf\_\_\_\_r, downed him to the floor and stabbed that cocks\_\_\_\_r until he couldn't move. Then I laid that son-of-a-bitch wide open like a hog from throat to asshole. As you cops would say, I took his Black ass 10-7, out of service. That's why I went to jail."

I did not know whether he was serious or not. I remarked, "That is very interesting Rex."

Why don't you ask me how I got out of jail? Rex asked.

"Why?" I asked.

"Because I killed a nigger. I took a nigger 10-7. You see if it had been a white boy you would have to pump sunshine into me."

"Well Rex, it seems like it was in self-defense to me," I stated.

"Yeah Beenum, I think I can beat the case on the self defense

thing. Even if I get convicted for murder, I will only do a bullet (one year) cause I killed only a nigger," Rex advised.

Rex related that Utah was a Mormon state, different from any other state, that the Mormons controlled everything—the liquor stores, schools, banks, police department and every legitimate establishment that was making money. According to Rex, the statute on top of the Mormon Church in downtown Salt Lake City was solid gold. I found Rex interesting and got to know him better after we had had several meals together. We frequented the West Second South Street location for three days on the third night; Rex took me to one of the target heroin houses. Rex knocked on the door, identified himself as Rex with his friend Beenum. A white female named Kitty responded and talked to us behind closed doors. Kitty related that someone named Red had robbed the dope house. She had been instructed not to allow anyone into the dope house without the approval of "Sammy, the henchman." Kitty related that she had telephoned Sammy and that he was coming over.

Rex advised Kitty that we would walk out to the sidewalk and await the arrival of Sammy. We walked out to the sidewalk. A few minutes later we saw a black male who appeared to be 7' tall walking down the center of the street carrying a long barrel nickel-plated pistol in his right hand. As he walked from under the trees and under the lamppost the pistol glittered and appeared larger.

Rex stated, "Look at this crazy motherf\_\_\_\_r walking down the middle of the street like John Wayne or Clint Eastwood trying to scare somebody. As soon as he gets close to us I am going to light into his ass to see how bad this motherf\_\_\_\_r really is. This motherf\_\_\_\_r knows me, he knows not to come at me like this."

"No Rex, don't bother him if he comes up with the gun toward us, just fall to the ground. I'll take him, 10-7. I advised. Rex insisted that he was going to "tear into his ass to see how bad he really is."

Rex and I started to debate during this dangerous time, I finally convinced him that he should fall to the ground if Sammy pointed the gun toward us; that I would take him out quickly. I assured Rex that I could shoot Sammy in the chest at least three times before he could get the first round off. I watched Sammy walk down the middle of the street toward us, when he was approximately 30 yards, he walked over to the east sidewalk, then walked under a tree until he reached our position. He kept the barrel of the pistol pointed toward the ground. Rex stated, "Hey Sammy how're you doing? This is my cousin Beenum. What's all this for man?"

"I am sorry man, Kitty didn't tell me it was you. The dope house was robbed today man. There were several customers inside copping when "Red" came in with a shotgun, held everybody up, took all the money, all the dope, then shot in the ceiling and shouted that he would be back. That's why we are on alert. It is very bad man. You know Billy and Lorenzo kept most of their dope there. The other dope houses are almost empty. There's going to be a lot of sick motherf\_\_\_\_rs around here when the other three dope houses run out. We are not scheduled to get a shipment until four days from now. That's why Billy went back to L.A."

I asked, "Do you mean to tell me that you guys let a dude rob the dope house? Man what kind of business are you guys running up here?"

"Salt Lake City is different, we've never had this sort of thing happen before. See most of our customers are white. I don't believe there are over 400 black people in Salt Lake. This sort of thing just doesn't happen. You see we know everybody around here. Even Red knows he can't come back around here without some fireworks."

Rex remarked, "Yeah man, you guys are acting like you are scared shitless. Red must have really put the fear in you."

"No, not me man. It was Kitty," Sammy said. "I wasn't even



there. He picked the time he knew I wouldn't be there to avoid any fireworks. Come on in the house man there is no need to stand out here in the streets."

Rex remarked, "I don't know Sammy. Red might come back through here. I don't have a gun."

Sammy assured us that he was well armed and had armed Kitty and others in all of the dope houses. Sammy related they had been instructed to kill.

We joined Kitty inside of the dope house. I noted the shotgun blast damage on the ceiling. Apparently Red had fired two shots in the ceiling. Kitty had not yet regained composure. She scurried around the house nervously mumbling that she needed to find another line of work—something less dangerous.

I could not help but sympathize for Kitty. She, by now with a deteriorating appearance, had once been a fairly attractive white female with hair that spread over her shoulders. She was in denial that she was heavily addicted to heroin. She remarked that she "chipped every now and then" (was an occasional heroin user) but was unaware of the extent of her drug addiction. Despite being a "chipper" I could tell by her mannerism and walk that she had experienced the pain of the "Yenshee baby." Perhaps more alarming, she had opted to shoot heroin in her juggler veins. White scared tissue was visible through her see-through turtle-neck blouse marking both sides of her neck. To add to her woes, Kitty had a young daughter that lived in the dope house with her and her stomach protruded like that of a four month pregnant teenager. Kitty could not quit her job if she wanted to; she had no place to go and unbeknownst she had been made a slave, a slave to the great and super powerful heroin. King heroin, a drug that turns the mildest of humans into the wildest of animals.

Knowing that the undercover role I was playing would in some way immobilize these traffickers was awe-inspiring; the danger was merely a job related possible injury. Rex and I conversed with Sammy and Kitty for about an hour—Red's name

came up numerous times. Kitty and Sammy were in agreement that he was a bad motherf\_\_r for robbing a dope house and that he was marked for death.

Rex and I left with Sammy and drove over to a "shooting gallery" operated by the organization. It was a frame house in a partially run down section. All of the occupants inside were white. There were three addicts sitting on the sofa of the west wall of the living room. On the north wall a young blond male had strapped his left arm and was injecting heroin in his vein, using a makeshift needle with an eye drop sponge on the end. He was a professional for I watched him aspirate (remove the air from the makeshift syringe) before he plunged it into his arm. A skinny white female sat next to him urging him to hurry up so she could shoot up. Two white females and a white male nodded in a sofa chair in the corner next to the front door. Blood was oozing from the veins of the female and a stench of burnt heroin, fresh blood, cigarette smoke and the smell of unwashed female that had recently had sex filled the room.

As we stood in the center of the front room, apparently unnoticed by the occupants, Sammy remarked, "See there is big money here. We don't even have to have a henchman here for all they do is come in pay their \$20 get their shot and kit all ready, shoot up and go on the nod. Sometimes there are as many as 40 or 50 people in here shooting up and nodding at one time. This goes on 24-7, 365 (all day, all week, all year)." Sammy related that that particular dope pad cleared a minimum of \$1500 daily everyday to include Christmas. Sammy further related that they were selling something (heroin) that the customers could not do without—that the biggest problem was keeping them supplied. Sammy then added that the other dope houses average about \$1000 a day. I quickly computed that \$3000 plus 1500 times 365 equaled over \$1,500,000 per year and that there were two main operators, Harris and Hubbard. Two main henchmen Sammy and Joshua and four dope house managers, Kitty, et al, — that

this operation had all of the ingredients of an 848 investigation, Continuing Criminal Enterprise (CCE). The more Sammy talked, he revealed, rather identified other members of the organization. I had originally believed that there was no dope, especially heroin in Salt Lake City. I was surprised to learn that two black dope dealers had the heroin franchise in Utah.

We went to another shooting gallery and the scene was a replica of the last one. A short time later, I drove Sammy and Rex back to their house and retired to my hotel room. I telephoned two surveillant agents and advised them what had transpired. I then prepared a preliminary report and retired for the night.

The next morning I received a telephone call from RAC Sumega advising that the three major crooks, Hubbard, Harris and Joshua, were back in town. I met with Agent Bullock and we drove by Hubbard's apartment complex and noted three new Cadillac Eldorados parked in the rear. I felt more relieved realizing my trip to Salt Lake City was no longer humming along.

I met with Rex that afternoon and we drove over to Hubbard's apartment and were let into the apartment by Charles Joshua, a.k.a. Big Josh. Josh answered the door with a .357 Magnum that had a barrel that appeared eight inches long. He toyed with it before admitting us into the apartment and related that he thought Rex was possibly Red. A short time later, Hubbard, Harris, and two blond moderately attractive females joined us in the living room. Rex introduced me as his cousin Beenum that I had just raised out of jail and was trying to get down again. Big Josh related that he had just raised up a few months ago and inquired about where I had done time. I started to say San Quentin, but changed to Joliet Illinois. Big Josh related that he had just raised up from San Quentin after doing six years of a "dime stretch."

Big Josh toyed with the pistol and talked out of the side of his mouth as though trying to somehow intimidate Rex and myself. He related that he had just arrived back in Salt Lake City from Pocatello, Idaho. That he had gone up there to find Red and kill

him. According to Big Josh, "You can't let a motherf\_\_r rob your dope house and walk away like nothing happened. Otherwise every motherf\_\_r and his mother and cousin would try to rob the dope house."

For about five minutes Big Josh did all the talking. Hubbard, Harris and the females toyed around for a while went into the kitchen area and made snorting sounds as though snorting cocaine. When I stood up and started walking toward the kitchen area simultaneously asking for a drink of water, Big Josh told me to remain seated, that he would get the water for me. He left the living room, returned with a glass of water and a small portion of white powdery substance on his mustache/nostril. I stated, "I see you guys got the girl good too?"

"Naw, we ain't got nothing good. That motherf\_\_r Red took everything we had. What is bothering me is that I can't find him to kill him. That bothers the shit out of me." Big Josh said. He then toyed with the .357 Magnum by aiming it at me and Rex and dry firing. When I advised him not to do it he asked, "Why not?" and continued to dry fire at Rex and myself and out the window. I walked over to where he was seated, remarked that his pistol was pretty and asked if I could see it and he stated, "Naw motherf\_\_r. I just met you and you think I am going to let you play with my gun. Shit you could be Red's cousin or brother or something."

Rex broke out in uncontrollable laughter advising Big Josh what a crazy motherf\_\_r he was. I removed a 6" nickel-plated model 19 Smith and Wesson revolver from the small of my back unloaded it and handed it to Big Josh. "You see Big Josh my gun is prettier than yours." I remarked. I had caught him by total surprise, caught him with an empty gun trying to be menacing. He was extremely impressed and surprised that I did not wimp him out. I knew thereafter he would never dry fire at me or try to be menacing. I made him believe that he was not the only convicted felon with a firearm.



A short time later Hubbard, Harris and the females came back into the living room. Both Hubbard and Harris reiterated their anger at Red for robbing the dope house. It had become clearer that Red had instilled fear in their minds and hearts.

We talked in generalities about the drug trade and it was related that there are many white heroin addicts and only two or three black addicts in the Salt Lake City area. According to Harris, the white addicts paid timely for their dope and never complained or caused a hassle. Additionally, they did not cause "heat waves" (hordes of police frequenting an area probing) and were not prone to stick ups, complaints, fights, disagreements and chaos.

It was ironic learning that Hubbard and Harris were in fact black dope dealers that had a strong aversion to selling dope to Black addicts. They had found a lucrative market where the police were light years behind knowing anything about drugs—plus Salt Lake City did not have black policemen and when they did get one or two, they would be recognized right away. According to Harris, "I could sell an ounce of heroin right in front of the police here. They don't know their ass from a hole in the ground. It's easy picking up here man. Just don't get any ideas about moving up here." I assured him that I was not about to get involved with their action there; that I was trying to set up shop in Las Vegas, Boise and Pocatello, Idaho. Both Hubbard and Harris chuckled and wished me luck. I advised that I was trying to cop an ounce to take to Las Vegas in a few days. Harris advised he would get back with us later. Harris further bragged about how good business was and how they were insulated from the police. I wanted badly to tell them how wrong they were, how they had three things that throughout the United States attracted the police like flies to a dead animal: Cadillacs, white women, and dope. I wanted badly to advise them that two of those things had caused my first trip to the great city of Salt Lake City. He then elicited Rex and my services to lean on a guy named Jelly who was late

paying him for an ounce of heroin.

When Rex and I talked about what was in it for us to lean on Jelly or other people, Harris advised that he would pay us in heroin.

Rex and I left the apartment and drove down to West Second South where we met "Jelly" inside of Adolph's. We threatened to kick Jelly's ass if he did not come up with \$600 that he owed Harris. Jelly confirmed that he had gotten two 1/2 ounces of heroin from Harris, which he had not yet paid. Rex accused Jelly of shooting up the heroin.

After threatening Jelly, I stood out on West Second South Street chatting with passers-by and ignoring a flirt that a black prostitute was putting on me. I looked diagonally across the street at the intersection and saw Agents Bullock and Moren (surveillance agents) staring in my direction. On the corner to my right stood shapely blond wearing red leather short shorts, red boots, a pink sweater and a red leather tam. She peered briefly in my direction and appeared to moisten her red lips with her tongue. I started walking in her direction to chat with her but was by passed by a black male that dashed out of one of the businesses ahead of me. I watched them engage in conversation. I gazed at the surveillance unit and noted that Agent Moren was waving his hands as though trying to give me a signal. I watched the blond and black male then walk around the corner south bound out of view. I walked up to the corner, looked in their direction. A few seconds later a four-door sedan pulled up, two tall white males grabbed the black male, handcuffed him and placed him in the rear seat. The blond joined the driver in the front seat and they drove from the area. I walked back and joined Rex inside of Adolph's, had a slight repast and exited without Rex. I noticed the same blond was on the corner flaunting again. I stood in front of Adolph's, chatted with another black whore and watched the same scenario but with a white male. I had no idea what was transpiring and about thirty minutes later the blond reappeared

on the corner. Again, I walked toward her to chat and before I got to her location, surveillance agents flashed their headlights off and on several times then drove slowly from the area. I walked back to Adolph's, advised Rex I would be back in a few, entered the undercover car and drove to a prearranged location and met with surveillance agents and RAC Sumega. RAC Sumega laughed so hard until he turned red in the face and water flooded his eyes. When he gained his composure, he related, "Beenum you could just smell that sweet white pussy on the corner and could not help but try to talk to her huh? You are lucky that those two Johns beat you to her. The blond hooker is one of Salt Lake City finest officers. Vice/narcotics is working decoys in the area. They were not supposed to be on West Second South. I was preparing to bail you out for soliciting prostitution. They are supposed to put all of the arrestee's names in the newspaper the following day."

We shut the operation down. The next day, about noon Rex and I drove upon the Boulevard (West Second South). Immediately upon our arrival we met Jesus. Jesus was crying like a baby and snot oozed out of his nose like water. I had been introduced to Jesus, a short black male heroin addict in his early thirties and his whore "little mama," my first day in Salt Lake City. Jesus then denied that he was a heroin addict despite the welts, scars and keloids on his skin. Jesus was a one-whore pimp/heroin addict and his whore "Little Mama" was with him. Little Mama wore extremely short and tight blue shorts that cut into her rectum and vagina. She wore red high heel shoes and a matching red cap. Whoring had broken her body down. She was not as fairly attractive as she once appeared to be. Jesus had stated, "I have pimped from Maine to the San Francisco Bay, when a whore gets on my hook she plays hell trying to get off." I knew the reality was that "Little Mama" was all Jesus had. Heroin had enslaved him so that he was too weak to commit the type of crimes that addicts commit to support an addiction like his.

Jesus cried incoherently like a baby. Snot oozed from his nose

and dripped string-like to the ground. On occasion he wiped long strings of snot with the sleeve of his shirt. Rex yelled, "Hell Jesus, you are sounding like a pussy. I thought you pimped from Maine to the Frisco Bay. What in the hell happened to you?"

Jesus cried more, wiped the mucous flowing freely from his nose and screamed, "Man those pigs have gone berserk. They came down here and busted Little Mama before she could clock in on her job. I ought to go uptown and burn that goddamn church down."

"Jesus if you go up there fucking around with that Mormon Church, those Mormons will have something for your black ass." Rex warned.

Jesus cried incessantly, incoherently and uttered begging pleas. Mucous flowed from his nose in long string-like patterns, like freezing water oozing from a faucet. He whined, begged, moaned, grimaced, urinated on himself and even offered to perform a homosexual act for \$20 to relieve his pain. I had a \$5,000 flash roll in one pocket and \$600 of personal money in a wallet in my left sock. I felt extremely sad, sorry and pity for Jesus but I could not reduce myself to enabling him to continue to use heroin. I offered to buy him food at Adolph's in lieu of giving him money, but he refused. Jesus, pleaded, whined, moaned and shouted, "Man-n-n-n n, I'm-m sicker than-n-er motherf\_\_\_\_r. Please hel-l-l-p me."

Rex began to sympathize with Jesus but had no money to give. Out of pride, he never asked me for money to give and never recommended it. Rex recommended that Jesus go into the department store, shoplift, get arrested and then he could kick the habit "cold turkey" in jail. Jesus disagreed. We left him standing in the street, just off the sidewalk begging to imaginary passers.

For three days we negotiated with Harris and Hubbard to no avail. I was convinced that their prejudices against other black drug dealers were very deep, unending and that possibly they had been burned before, or maybe Red had pissed them off to the



point of being irrational. During the last meeting with Harris, I advised that I would never beg a person to sell me anything, that I am a buyer not a beggar. Harris stated, "That's good, that's a good way to be." It was obvious that he was not going to do a hand-to-hand deal with me. I then wore a nagra recorder and negotiated with him for payment for leaning on Jelly to pay his dope debt. Harris would not part with any and stated he would take care of the matter with Rex. That Rex would settle with me.

Two days later, Harris called Rex; we drove over to his apartment. Harris then asked what he owed us for leaning on Jelly. Rex told him 1/2 ounce of heroin. Harris left the room briefly, returned and handed a 1/2-ounce heroin package toward Rex. I immediately reached up and took the heroin from Harris, advising, "I'll take it. We'll split it even okay Rex?" Rex agreed. We left Harris' apartment, met with surveillant agents and advised them what had transpired. The heroin was processed as evidence and sent to the laboratory for analysis.

The Assistant United States Attorney advised that due to the senility level of the Chief Federal Judge, some of the antics he was known to pull and his aversion to conspiracy cases, he would take the case to state court. Consequently there was no need to do a financial work up, additional investigation and witness development and presenting before a special grand jury in order to pursue a Continuing Criminal Enterprise case against Harris et al.

Only four defendants were indicted in state court. Three months later I flew back up to Salt Lake City. During pretrial, I went with the Assistant U. S. Attorney and other agents and officers, chemist and secretary to several private clubs in Salt Lake City where hard liquor was sold over the counter. During these visits, I noted that the BNDD chemist was kind of an unfriendly person, rather he did not speak much and when he did he never talked to me and seemed to be unconcerned and disinterested in everything I said. He was from the BNDD laboratory in Dallas.

On the day of the trial, I was standing outside of the courtroom during the jury selection. The chemist surprisingly walked up to me and started a general conversation. He asked me what I thought of rattlesnakes. I admitted that they are dangerous, evil and that I did not like them. At that time he showed me the open mouth of a rattlesnake that was an ornament on his cowboy hat. I told him his hat was very nice and that I believed it was expensive. He related that it cost \$200.

The chemist seemed shocked that I was a BNDD agent and related that he thought I was a "snitch." He did not know why BNDD would ever hire "a nigger" — I mean Negro agent or a Negro to do anything," he stated. The chemist was a melanochri approximately 5'9" tall, 160 pounds with a slight ruddy, hairy, infested area below the level of his nose. He stated that all of his life he has had a strong hatred for Negroes, never liked them, never associated with them and had stepped wide of them on every opportunity. The chemist looked me firmly in the eyes as he talked and related that Negroes are inferior to all other races and always will be. He related that he was a reserve Texas Ranger and member of the Ku Klux Klan. When I readjusted my gun in my shoulder holster the chemist seemed alarmed that I was armed. He later related that law enforcement officers are not allowed to carry guns in the federal court in Ft. Worth, Texas. According to the chemist, of all the Negroes he had seen, he could begin to like me and to get along with me. He extended his hand in a handshake and gripped my hand very hard during the shake.

I was very versed in my testimony, having studied it last night before going to bed, but now I was completely stunned. I had never had a racist tell me he was a racist and had never before experienced a black drug trafficker refusing to sell me drugs because I was black. On the next day I testified in a six-man jury trial, was excused and immediately went to the airport and flew back to Los Angeles. I knew Harris et. al. had been found guilty but I never thereafter checked on the case. I did promise myself

to never travel to Dallas, Texas.

About a year later, I was busy at my desk working a kojak conspiracy (a conspiracy based on numerous documented overt acts and witnesses), when someone dropped a hermetically sealed kilogram package of heroin on my desk on the paper where I was writing. I looked up and saw a young blond, southern drawl-talking agent smiling down on me, Bobby Mueller. He stated, "Here's a present for you."

"A present for me? What the hell you mean a damn present for me?" I asked.

Agent Mueller continued smiling and stated, "Everybody's been telling me what a good undercover agent you are and I told them they were full of shit. I told them that you couldn't even buy dope from a black dope peddler, that I could. They didn't believe me so here's the proof this is a kilo I bought last night from Billy Charles Harris. He wouldn't sell a brother an ounce of heroin but he sold this little ol' slo' southern talking white boy a kilo."

I stood up, shook Bobby's hand and congratulated him. He made a very good conspiracy and substantial case against Harris and his cohorts. They went to jail for a long time.



John is a retired U. S. Department of Justice, Drug Enforcement Agent (DEA). He worked 25 years in many DEA locations and had many dangerous assignments, with Detroit providing the most dangerous.

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# A POLICEMAN'S PRAYER

Saint Michael, heaven's glorious commissioner of police, who once so neatly and successfully cleared God's premises of all its undesirables, look with kindly and professional eyes on your earthly force.

Give us cool heads, stout hearts, and uncanny flair for investigation and wise judgment.

Make us the terror of burglars, the friend of children and law-abiding citizens, kind to strangers, polite to bores, strict with law-breakers and impervious to temptations.

You know, Saint Michael, from your own experiences with the devil, that the police officer's lot on earth is not always a happy one; but your sense of duty that so pleased God, your hard knocks that so surprised the devil, and your angelic self-control give us inspiration.

And when we lay down our night sticks, enroll us in your heavenly force, where we will be as proud to guard the throne of God as we have been to guard the city of all the people.

Amen.





# MEMORIAL SECTION



**Chief of Police Frank Hayes, Jr.**  
Goodland Police Department, KS  
EOW: Wednesday, August 30, 2023  
Cause: Heart attack



**Governmental Affairs Liaison Michael Elaine Griffin**  
Mississippi Department of Public Safety, MS  
EOW: Monday, September 4, 2023  
Cause: Automobile crash



**Detective Robert Garten**  
Hartford Police Department, CT  
EOW: Wednesday, September 6, 2023  
Cause: Vehicular assault



**Deputy Sheriff II Auston Smith Reudelhuber**  
Forsyth County Sheriff's Office, NC  
EOW: Saturday, September 9, 2023  
Cause: Automobile crash



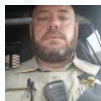
**Police Officer Kevin M. Cram**  
Algona Police Department, IA  
EOW: Wednesday, September 13, 2023  
Cause: Gunfire



**Deputy Sheriff Ryan Clinkunbroomer**  
Los Angeles County Sheriff's Department  
EOW: Saturday, September 16, 2023  
Cause: Gunfire



**Airman Trinity Leeann Reinhart**  
United States Air Force Security Forces, US  
EOW: Saturday, September 16, 2023  
Cause: Automobile crash



**Deputy Sheriff Shannon Eric "Shane" Lang, Sr.**  
Marion County Sheriff's Office, TN  
EOW: Sunday, September 17, 2023  
Cause: Heart attack



**Deputy Sheriff Marylin Anjanette Mayo**  
St. Tammany Parish Sheriff's Office, LA  
EOW: Thursday, September 21, 2023  
Cause: Automobile crash



**Police Officer Darrin McMichael**  
Arlington Police Department, TX  
EOW: Thursday, September 21, 2023  
Cause: Struck by vehicle



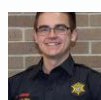
**Police Officer Robert John Kirwan**  
Suffolk County Police Department, NY  
EOW: Saturday, September 23, 2023  
Cause: 9/11 related illness



**Captain John Robert Randolph, III**  
Ringling Police Department, OK  
EOW: Monday, September 25, 2023  
Cause: Fall



**Community Parole Officer Christine Guerin-Sandoval**  
Colorado Department of Corrections, CO  
EOW: Thursday, September 28, 2023  
Cause: Vehicular assault



**Deputy Sheriff Jacob Eric Salrin**  
Richland County Sheriff's Department, SC  
EOW: Friday, September 29, 2023  
Cause: Automobile crash



**Correctional Officer I Robert Danforth Clark**  
Georgia Department of Corrections, GA  
EOW: Sunday, October 1, 2023  
Cause: Assault



**Deputy Sheriff Tucker Blakely**  
Knox County Sheriff's Office, TN  
EOW: Monday, October 2, 2023  
Cause: Gunfire



**Police Officer Chad Swanson**  
Manhattan Beach Police Department, CA  
EOW: Wednesday, October 4, 2023  
Cause: Motorcycle crash



**Sergeant Richard Carrero Mendez**  
Philadelphia Police Department, PA  
EOW: Thursday, October 12, 2023  
Cause: Gunfire



**Lieutenant Milton Resendez**  
San Benito Police Department, TX  
EOW: Tuesday, October 17, 2023  
Cause: Gunfire



**Correctional Officer I Kelly Bernard Rolando**  
Missouri Department of Corrections, MO  
EOW: Sunday, October 22, 2023  
Cause: Automobile crash



**Sergeant Jon Arden Jensen**  
Fort Worth Police Department, TX  
EOW: Saturday, October 28, 2023  
Cause: COVID19



**Senior Police Officer Phoukham Tran**  
Des Moines Police Department, IA  
EOW: Thursday, November 2, 2023  
Cause: Struck by vehicle



**Detective James Michael Lett**  
Benton Police Department, AR  
EOW: Wednesday, November 8, 2023  
Cause: Automobile crash



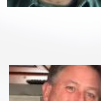
**Senior Police Officer Jorge Pastore**  
Austin Police Department, TX  
EOW: Saturday, November 11, 2023  
Cause: Gunfire



**Correctional Officer III Jovian Motley**  
Texas Department of Criminal Justice -  
Correctional Institutions Division, TX  
EOW: Monday, November 13, 2023  
Cause: Unidentified



**Border Patrol Agent Freddy Ortiz**  
United States Department of Homeland  
Security - Customs and Border Protection -  
United States Border Patrol, US  
EOW: Tuesday, November 14, 2023  
Cause: Automobile crash



**Captain Richard Louis Ruiz, Sr.**  
Port Authority of New York and New Jersey  
Police Department, NY  
EOW: Saturday, November 18, 2023  
Cause: 9/11 related illness



**Sergeant Michael Moran**  
Cortez Police Department, CO  
EOW: Wednesday, November 29, 2023  
Cause: Gunfire



**Sergeant Michael Abbate**  
Nevada Department of Public Safety - Nevada  
Highway Patrol, NV  
EOW: Thursday, November 30, 2023  
Cause: Struck by vehicle



**Trooper Alberto Felix**  
Nevada Department of Public Safety - Nevada  
Highway Patrol, NV  
EOW: Thursday, November 30, 2023  
Cause: Struck by vehicle



**Sergeant James Michael Russ**  
Chattanooga Police Department, TN  
EOW: Saturday, December 2, 2023  
Cause: Heart attack



**Technical Sergeant Christopher Philip Rock**  
New York State Police, NY  
EOW: Sunday, December 3, 2023  
Cause: 9/11 related illness



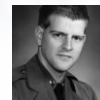
**Police Officer Paul Tracey**  
Waltham Police Department, MA  
EOW: Wednesday, December 6, 2023  
Cause: Vehicular assault



**Sergeant Russell Earl Lavarl Jones**  
Pamlico County Sheriff's Office, NC  
EOW: Wednesday, December 6, 2023  
Cause: Heart attack



**Deputy Sheriff Paul Martin**  
Mercer County Sheriff's Office, ND  
EOW: Wednesday, December 6, 2023  
Cause: Vehicular assault



**Trooper Robert M. Burney**  
New York State Police, NY  
EOW: Saturday, December 9, 2023  
Cause: 9/11 related illness



**Chief of Police Christopher Byard Cummings**  
Samburg Police Department, TN  
EOW: Sunday, December 10, 2023  
Cause: Heart attack



**Sergeant Stephen Gibson**  
Somervell County Sheriff's Office, TX  
EOW: Wednesday, December 13, 2023  
Cause: Automobile crash



**Police Officer Daniel P. DiDato**  
East Fishkill Police Department, NY  
EOW: Monday, December 18, 2023  
Cause: Automobile crash



**Deputy Sheriff Joshua Hamilton**  
Pleble County Sheriff's Office, OH  
EOW: Monday, December 18, 2023  
Cause: Automobile crash



**Police Officer Michael Cain Maxheimer**  
Shannon Hills Police Department, AR  
EOW: Tuesday, December 19, 2023  
Cause: Duty related illness







**Court Officer Robert J. Silver**  
St. Clair County 72nd District Court, MI  
EOW: Thursday, December 28, 2023  
Cause: Gunfire



**Sergeant Michael 'Zini' Kurinzi**  
Elizabeth Police Department, NJ  
EOW: Saturday, January 27, 2024  
Cause: 9/11 related illness



**Sergeant Nevada Krinke**  
Sheridan Police Department, WY  
EOW: Tuesday, February 13, 2024  
Cause: Gunfire



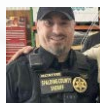
**Police Officer Tuan Le**  
Oakland Police Department, CA  
EOW: Friday, December 29, 2023  
Cause: Gunfire



**Trooper Jimmy Cenescar**  
Georgia State Patrol, GA  
EOW: Sunday, January 28, 2024  
Cause: Automobile crash



**Deputy Sheriff Robert John Leonard**  
Meigs County Sheriff's Office, TN  
EOW: Wednesday, February 14, 2024  
Cause: Drowned



**Sergeant Marc Andrew McIntyre**  
Spalding County Sheriff's Office, GA  
EOW: Friday, December 29, 2023  
Cause: Gunfire



**Trooper Zachary Fink**  
Florida Highway Patrol, FL  
EOW: Friday, February 2, 2024  
Cause: Automobile crash



**Police Officer Paul Elmstrand**  
Burnsville Police Department, MN  
EOW: Sunday, February 18, 2024  
Cause: Gunfire



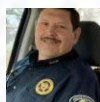
**Sergeant Philip Dale Nix**  
Greensboro Police Department, NC  
EOW: Saturday, December 30, 2023  
Cause: Gunfire



**Chief Deputy Sheriff Ken Prorok**  
Moody County Sheriff's Office, SD  
EOW: Friday, February 2, 2024  
Cause: Struck by vehicle



**Police Officer Matthew Henke Ruge**  
Burnsville Police Department, MN  
EOW: Sunday, February 18, 2024  
Cause: Gunfire



**Deputy Sheriff Justin Smith**  
Stone County Sheriff's Office, AR  
EOW: Tuesday, January 2, 2024  
Cause: Gunfire



**Deputy Sheriff Timothy Tavarus Rivers**  
Crawford County Sheriff's Office, GA  
EOW: Tuesday, February 6, 2024  
Cause: Automobile crash



**Trooper First Class Chase Winston Redner**  
Georgia State Patrol, GA  
EOW: Tuesday, February 20, 2024  
Cause: Struck by vehicle



**Deputy Sheriff Eric Anthony Minix**  
Coweta County Sheriff's Office, GA  
EOW: Thursday, January 4, 2024  
Cause: Struck by vehicle



**Deputy Sheriff Christopher Johnson**  
Harnett County Sheriff's Office, NC  
EOW: Tuesday, February 6, 2024  
Cause: Automobile crash



**Deputy Sheriff Charles Rivette**  
Montgomery County Sheriff's Office, TX  
EOW: Wednesday, February 21, 2024  
Cause: Automobile crash



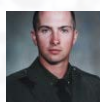
**Deputy Sheriff Jeremy Malone**  
George County Sheriff's Office, MS  
EOW: Thursday, January 4, 2024  
Cause: Gunfire



**Deputy Sheriff Greg McCowan**  
Blount County Sheriff's Office, TN  
EOW: Thursday, February 8, 2024  
Cause: Gunfire



**Police Officer Wisbens Antoine**  
Knoxville Police Department, TN  
EOW: Sunday, February 25, 2024  
Cause: Duty related illness



**Lieutenant David J. McShane**  
New York State Environmental Conservation  
Police, NY  
EOW: Monday, January 22, 2024  
Cause: 9/11 related illness



**Deputy Sheriff Rondald Bates**  
Harris County Sheriff's Office, TX  
EOW: Saturday, February 10, 2024  
Cause: Automobile crash



**Officer Cody Allen**  
Independence Police Department, MO  
EOW: Thursday, February 29, 2024  
Cause: Gunfire



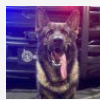
**Trooper Joel Popp**  
Michigan State Police, MI  
EOW: Wednesday, January 24, 2024  
Cause: Struck by vehicle



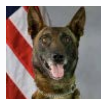
**Patrol Officer Jonah Hernandez**  
Las Cruces Police Department, NM  
EOW: Sunday, February 11, 2024  
Cause: Stabbed



# K9 MEMORIAL



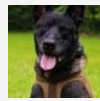
**K9 Waro**  
Clayton County Police Department, GA  
EOW: Saturday, September 2, 2023  
Cause: Gunfire



**K9 Kenzo**  
Pima County Sheriff's Department, AZ  
EOW: Friday, October 27, 2023  
Cause: Assault



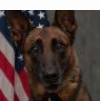
**K9 Broko**  
Connecticut State Police, CT  
EOW: Thursday, December 21, 2023  
Cause: Gunfire



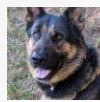
**K9 Rico**  
South Carolina Law Enforcement Division  
EOW: Thursday, September 28, 2023  
Cause: Gunfire



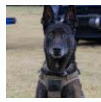
**K9 Fury**  
Franklin Police Department, OH  
EOW: Saturday, November 11, 2023  
Cause: Vehicular assault



**K9 Nyx**  
Rockford Police Department, IL  
EOW: Sunday, January 28, 2024  
Cause: Gunfire



**K9 Deebo**  
Harris County Sheriff's Office, GA  
EOW: Sunday, October 1, 2023  
Cause: Duty related illness



**K9 Bane**  
Sedgwick County Sheriff's Office, KS  
EOW: Thursday, November 16, 2023  
Cause: Assault



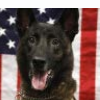
**K9 Leo**  
Marion County Sheriff's Office, FL  
EOW: Tuesday, February 20, 2024  
Cause: Gunfire



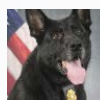
**K9 Fredy**  
Orange County Sheriff's Office, FL  
EOW: Monday, October 16, 2023  
Cause: Automobile crash



**K9 Max**  
South Fulton Police Department, GA  
EOW: Friday, November 17, 2023  
Cause: Gunfire



**K9 Luca**  
DeSoto County Sheriff's Office, MS  
EOW: Wednesday, February 21, 2024  
Cause: Gunfire



**K9 Rio**  
Georgia Department of Natural Resources  
EOW: Thursday, October 19, 2023  
Cause: Heart attack





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# COLUMBIA POLICE DEPARTMENT

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Here we have the Columbia Police Department in attendance at the First Responder Instructor Medical Course with the Trauma Kits that were donated by the Narcotic Officers Magazine.

Columbia Police Department  
Columbia, Mississippi 39429

