

Crimes Committed in the Law Enforcement Family

# Officer Involved Domestic and Sexual Violence

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# Objectives

- Acknowledge the complexity and challenges posed by officer perpetrated domestic violence
- Appreciate the function of policy to establish agency expectations and standards
- The common tactics of abusive officers and the intersections with law enforcement training and culture

# Officer surrenders, charged after standoff

■ 2 officers exchanged fire in domestic dispute

■ Sergeant removed from duty hours earlier

■ Elementary school nearby locked down



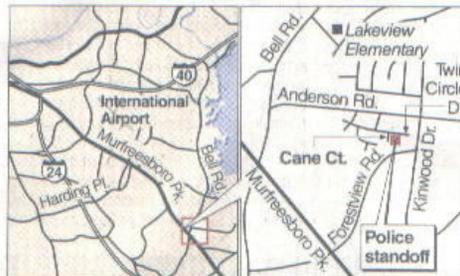
LARRY MCCORMACK / STAFF

Metro police Sgt. Mark Nelson holds a gun as he walks around the scene of his standoff with police on Cane Court.

By **LEON ALLIGOOD**  
Staff Writer

Metro police Sgt. Mark Nelson, distraught over a failed romance with a fellow officer and being taken off active police duty because mental health counselors worried he was suicidal, held the Metro SWAT team at bay yesterday afternoon for four hours, police said.

The officer surrendered peacefully about 6:50 p.m., but only after an afternoon of violent outbursts when he fired a personal pistol and a police shotgun numerous times, including taking aim



HYANGSOOK LEE / STAFF

of Nelson, also were credited with helping ease the tension. A few minutes after

tiators with one of our own," said Capt. Richard Briggance, SWAT commander.

enport, and accused of shooting at officer Coleman R. Womack.

Bond was set at \$15,000, and his lawyer, Worrick Robinson, said arrangements were being made to post his bond. Robinson said arrangements also were being made to admit Nelson to a health facility on an inpatient basis for at least 72 hours of treatment. He did not say what facility.

Robinson also told night court Commissioner Houston Hagar that Nelson was waiving his right to appear before the magistrate. Hagar

## KEY FIGURES



### Mark Nelson

► Nelson has been a Metro police officer for 13 years. The 35-year-old sergeant had never been disciplined by the Police Department before yesterday.



### Melissa Vangyija

► Vangyija has been on the force since 1999. The 24-year-old officer had dated Nelson but not recently, police say.



### Coleman Womack

► Womack has been an officer since 1995. The 29-year-old has been dating Vangyija. The standoff occurred at his Priest Lake home.

## ON THE STANDOFF

"It wasn't a pleasant experience to come out here with a SWAT team and the negotiators with one of our own. We're just glad everything turned out all right."

— **Capt. Richard Briggance**, SWAT commander

"I saw the man. He was like crazy, shooting into a police car like crazy. He looked mad."

— **Fernando Luma**, eyewitness

"We just told them (th

# Tacoma police chief shoots wife, kills self

The wife of the police chief of Tacoma, Wash., was in critical condition Sunday, a day after being shot by her husband before he killed himself, authorities said. The attempted murder-suicide came a day after abuse allegations in the couple's divorce case were made public. Crystal Brame, 35, had said her husband, David, pointed a gun at her, tried to choke her and said he "could snap my neck if he wanted to."

David Brame, 44, had said his wife had a "ferocious temper" and was emotionally unstable. The shootings took place in the parking lot of a suburban mall. The couple's children, ages 8 and 5, were at the scene.

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## DOMESTIC VIOLENCE BY POLICE OFFICERS

A Policy of the IACP *Police Response to Violence Against Women Project*

Effective Date: July 2003

### I) PURPOSE

This policy recognizes that the profession of law enforcement is not immune from members committing domestic violence against their intimate partners. The purpose of this policy is to establish procedures for handling acts of domestic violence committed by police officers and for implementing prevention strategies. This policy will provide police executives, officers, and all department employees guidance in addressing incidents where one (or more) party to a reported domestic violence incident is an employee, whether sworn or civilian, of any rank in the department.

### II) POLICY STATEMENT

This policy offers a comprehensive, pro-active approach to domestic violence by police department employees with an emphasis on victim safety. It delineates a position of zero tolerance by the department. It is imperative to the integrity of the profession of policing and the sense of trust communities have in their local law enforcement agencies that leaders, through the adoption of clear policies, make a definitive statement that domestic violence will not be tolerated. In the process of implementing this policy, the department should review the records of all employees to determine whether convictions for qualifying misdemeanor crimes of domestic violence \*(MCDV) or valid protection orders exist. If an employee is found to have a MCDV or is the subject of a qualifying protection order, department legal counsel and/or city/county attorney shall be consulted immediately regarding continued employment or duty assignment.

Federal law prohibits police officers convicted of qualifying misdemeanor domestic violence crimes from possessing firearms.

Officers found guilty of a qualifying domestic violence crime through criminal proceedings shall be terminated.

*\*For the definitions of qualifying misdemeanor crime of domestic violence and qualifying order of protection that trigger federal firearm provisions, see the Concepts and Issues Paper, page 1, section B, Definitions.*

### III) DEFINITIONS

"Domestic violence" refers to an act or pattern of violence perpetrated by a police officer upon his or her intimate partner not done in defense of self or others, including but not limited to the following:

- Bodily injury or threat of imminent bodily injury
- Sexual battery
- Physical restraint
- Property crime directed at the victim
- Stalking
- Violation of a court order of protection or similar injunction
- Death threats or death

An "intimate partner" of a police officer is any person who meets one or more of the following criteria:

- Is or was legally married to the police officer
- Has a child in common with the police officer
- Has or had a dating relationship with the police officer
- Is specified as an intimate partner by state law
- Is cohabitating or has cohabitated romantically with the police officer

"Protection order" refers to any injunction or other order issued by a court, including criminal or civil orders of protection, regardless of form, content, length, layout, or name (such as stay away, restraining, criminal, and emergency or temporary protection orders or injunctions), issued for the purpose of preventing the following:

- Violent or threatening acts against another person
- Stalking or harassment of another person
- Contact or communication with another person
- Physical proximity to another person

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

# Tennessee Officer Involved Domestic Violence Policy 2008

## DOMESTIC VIOLENCE BY POLICE OFFICERS

A Policy from the Tennessee POST Commission  
Developed from the IACP Policy on Officer Involved Domestic Violence 2003

### I) PURPOSE

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Federal law prohibits Law Enforcement convicted of qualifying misdemeanor domestic violence crimes from possessing firearms.

Officers found guilty of a qualifying domestic violence crime through criminal proceedings shall be terminated.

### III) DEFINITIONS

Tennessee Code Annotated 36-3619  
"**Domestic violence**" refers to an act or pattern of violence perpetrated by a police officer upon his or her victim not done in defense of self or others, including but not limited to the following:

- Bodily injury or threat of imminent bodily injury

## Employee Involved Domestic Violence

### 1052.1 PURPOSE AND SCOPE

The purpose of this policy is to establish procedures for handling matters of domestic violence and abuse involving law enforcement officers and employees. This policy applies to incidents involving any law enforcement employee regardless of his/her employing agency or jurisdiction.

#### 1052.1.1 POLICY

The City of Sherwood Police Department has a zero tolerance policy for domestic violence. Where incidents of domestic violence occur, the Department will act quickly to protect the victim, arrest the perpetrator and conduct appropriate criminal and/or administrative investigations, no matter the involved parties.

#### 1052.1.2 DEFINITIONS

**Domestic Violence, Abuse and Family Members** - are as defined in the Domestic Violence Policy in this manual.

**Employee** - means any person employed on a full-time or part-time basis by a law enforcement agency. It also includes any unpaid volunteer with enforcement authority, such as a reserve officer.

**Law Enforcement Agency** - means any federal, state, county, or local criminal justice agency employing persons having peace officer powers granted under authority of the Oregon Revised Statutes.

# IACP Officer Involved Policy

- Prevention
- Education and Training
- Early Warning and Intervention
- Incident Response Protocol
- Victim Safety
- Post-Incident Administrative and Criminal Decisions

# Traditional Law Response to Domestic Violence

- Arrest avoidance and mediation
  - “Cooling down”
  - Walk around the block
- Ineffective or no training at all
  - Recruit - In-service - Specialized

# Traditional Law Response to Domestic Violence

- Lack of policies addressing domestic violence for the general public
  - Officer discretion led to inaction and civil liability
- Criminal codes did not define domestic violence

# Traditional Law Response to Domestic Violence

- Officers rarely receive counseling/training on avoiding physical conflict within their relationships or marriage
- Psychological services for officers is often not available

# Traditional Law Response to Domestic Violence

- No or ineffective screening for domestic violence history in recruitment
  - are they batterers when they are hired on or does it happen because of the job?
  - what kind of people do we hire as police officers?
  - does psychological testing “weed” them out?

# Traditional Law Response to Domestic Violence

- The law enforcement community is a closed one
- Lack of leadership within a department or local government on the issue of domestic violence
- A combination of these things may have set the stage for a failure to protect the general public and the police family

# The Research?

- Broward County Sheriff's Office (Florida)
- Southwestern Law Enforcement Institute  
(214) 690-2394
- The Tucson (Arizona) Police Department Study
- The Los Angeles Police Department's Inspector General Report

# The Blue Curtain?

Keeping the secret of domestic violence within the family makes it worse by preventing early intervention to save the officer and prolongs the violence increasing the chances of injury, murder and suicide.

# The Profile

- We are taught to:
  - control our emotions
  - discipline our minds to remain focused in dynamic situations
  - to prevail in the face of adversity
  - to interrogate when suspicious
  - to intimidate or match aggression when challenged

# The Profile

- We are taught to:
  - to dominate when threatened
  - command presence, surveillance
  - control through pain without visible injury
    - Carotid restraint, wristlocks, arm holds, use of handcuffs
  - be an authority figure within the community
  - to use firearms, trained in confrontation
- Add to this.....
  - exceptional pressures of police work
  - being prone to alcoholism and divorce

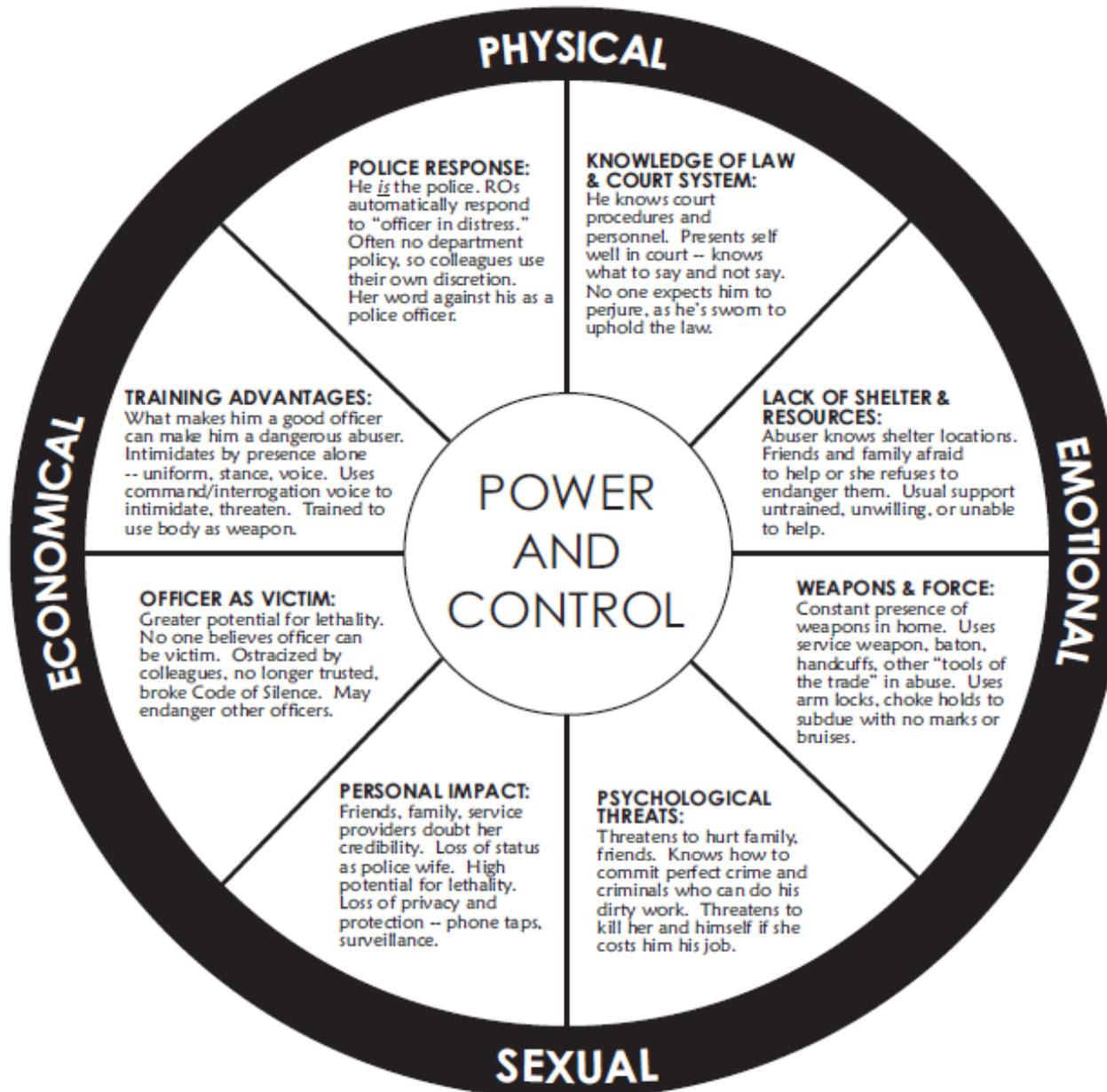
# The Profile

- shift work and court time
  - unfair publicity
  - consistent exposure to pain and suffering
- 
- Add to this.....  
**violent behavior learned as a child**

# The Blue Curtain?

- Is there a Code of Silence?
  - we are good at keeping secrets
  - we are fraternalistic
  - we build bonds stemming from life and death situations on the street
  
- DO WE BREAK THIS CODE?

# POLICE PERPETRATED DOMESTIC VIOLENCE



Will the  
offender/officer use  
power and control  
against the  
responding officer?

# Power and Control Tactics

## *Intimidation.....*

- Victim knows war stories
- Victim knows what he has done in the field
- He knows the criminal justice system – DA, Judges
- Officer has more credibility in court
- Victim won't be believed
- Officer /suspect appears in court in uniform
- Other officers coming to court to show support

# Power and Control Tactics

## *Emotional Abuse*

- Expert at manipulation and control

# Power and Control Tactics

## *Isolation...*

- Only socialize with law enforcement
- Loss of law enforcement – family social circle

# Power and Control Tactics

## *Economic abuse.....*

- Loss of job, money, pension
- He controls the money
- “ I’m the bread winner.....”
- “ I see you are married. How would like it”?

# Power and Control Tactics

## *Using Male Privilege/Officer Privilege...*

- Command presence
- Access to criminal files
- Officers testify against her
- Her word against his

# Power and Control Tactics

## *Coercion and threats of greater harm..*

- Control/pain without visible injury
- Coercion and threat by others in department
- Stalking by other officer(s)
- Pressure from police wives

# Power and Control Tactics

## *Minimizing - Denying - Blaming.....*

- Stress of the job
- “It’s because of all I see and deal with”
- Other officers will do this for the suspect
- They’ve all heard about her
- Supervisor buys into it

# Power and Control Tactics

## *Using the Children...*

- Threats to take children
- Use children for surveillance
- Older male children abusive to mother

# Stalking

## Judge: Accused Irondequoit cop too dangerous to release

- “I am at a cross-roads,” Rosica told her, according to the complaint. “Either I let you walk away and we lead our separate lives or short of killing you, I destroy every aspect of your life. You tell me what I should do.”
- A New York woman allegedly endured a year of cyberstalking and harassment—including a tutorial on the ‘7 easiest and best ways to commit suicide’—from her police officer ex-boyfriend.
- Prosecutors learned of the allegations of another victim. The woman did speak with a county victim's advocate years ago, but was too afraid to pursue charges because Rosica was a police officer, Marangola said.

# Why have a policy for Officer Involved Domestic Violence

- Provides guidance
- Ensures full investigation
- Impact on Agency and community
  - Polarization of departments members
  - Media and public image
- Addresses liability

# Watson v. City of Kansas City, Kansas City Police

857 F. 2d 690 - Court of Appeals, 10th Circuit 1988

The plaintiff has presented evidence that police officers receive training in handling domestic violence situations, and that the training encourages officers to attempt to "defuse" the situation and to use arrest as a last resort.

The plaintiff has presented evidence showing that out of 608 nondomestic assault cases in **Kansas City, Kansas**, from January 1, 1983, to September 8, 1983, where there was a known perpetrator, there were 186 arrests for an arrest rate of 31%. Out of 369 domestic assaults, there were only 69 arrests for a rate of 16%.

# *Six Most Common Areas of Officer Liability*

- Failure to take proper actions to protect
- Failure to appropriately enforce a court order protecting a victim of domestic violence
- Failure to respond at all or in a timely manner
- Failure to provide information to a victim as required by law
- Arresting a citizen without establishing probable cause
- Exhibiting a pattern of differential treatment or application of the law to domestic violence cases



# THE CATO INSTITUTE'S NATIONAL POLICE MISCONDUCT REPORTING PROJECT

## [National Police Misconduct NewsFeed Daily Recap March 23, 2017](#)

Here are the nine reports of police misconduct tracked for Thursday, March 23, 2017:

Lorain, Ohio: An officer was arrested for domestic violence for allegedly putting his wife in a chokehold. [ow.ly/6fFW30abssw](http://ow.ly/6fFW30abssw)

Waterloo, Iowa: An officer was arrested for OWI after off-duty crash. [ow.ly/xTNV30abths](http://ow.ly/xTNV30abths)

Normangee, Texas: The chief was arrested at his home after an armed standoff with police. Shots were fired at some point but there were no injuries. [ow.ly/VCbh30abtp4](http://ow.ly/VCbh30abtp4)

Princeton, Indiana: An officer was arrested for drunk driving while he was off duty. [ow.ly/A0WL30abtMT](http://ow.ly/A0WL30abtMT)

- <http://www.policemisconduct.net/>

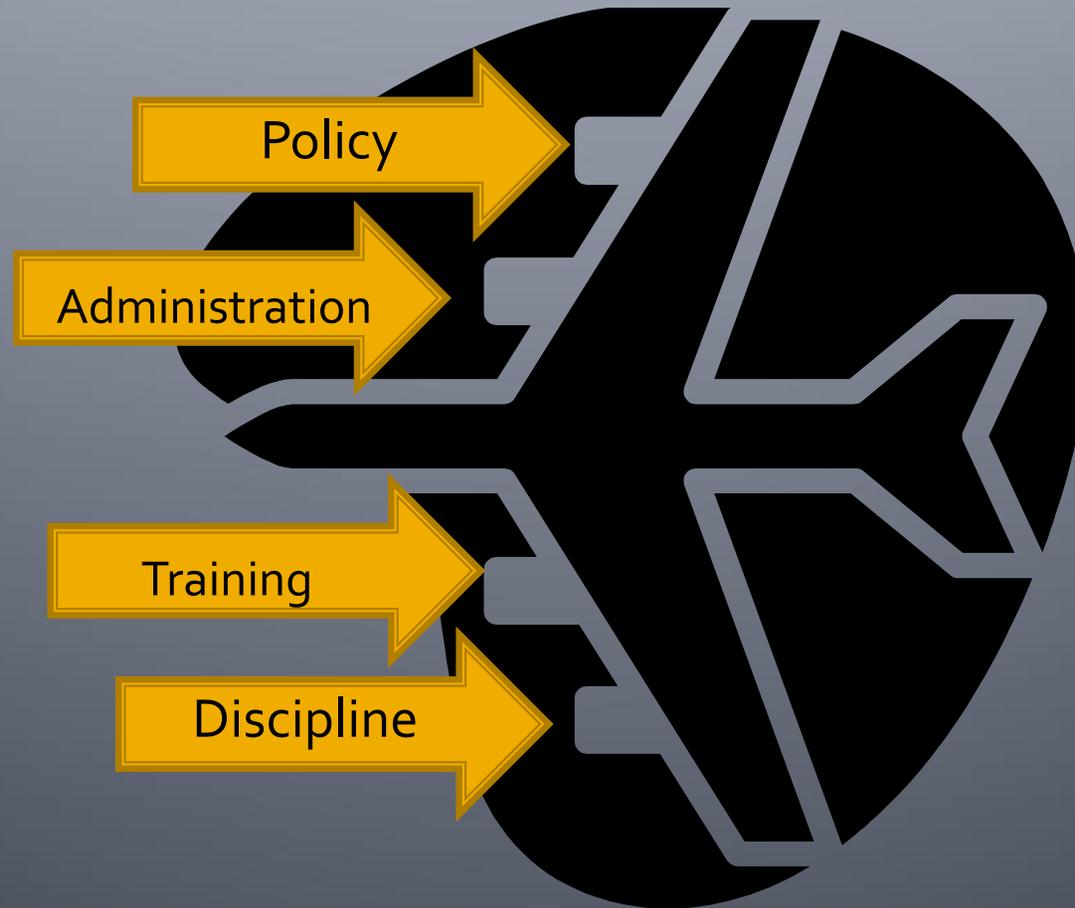
**What raises the level of professional standards lowers the chances for liability. What lowers the chances for liability raises the professional standards of the organization.**

**Liability is a good force if we learn how to use it to further our goals, which should be higher professional standards.**

**There is nothing you should do to manage liability that you should not already be doing as a good leader, manager, or supervisor.**

# Action vs. Inaction

## Too much or not enough



# Policy?

- “No law book, no lawyer, no judge can really tell the police officer on the beat how to exercise this discretion perfectly in every one of the thousands of different situations that can arise in the hour-to-hour work of the police officer. Yet we must recognize that we need not choose between no guidelines at all and perfect guidelines. There must be some guidance by way of basic concepts that will assist the officers in these circumstances.”

- Chief Justice Warren Burger

# Officer Responsibility

- Public Duty Doctrine: shields a public employee from suits for injuries that are caused by a public employee's breach of duty owed to the public at large.
- States that officers do not owe a specific duty of care to a specific individual , but rather a general duty of care to the public at large.

# “Special Relationships”

- States recognize an exception to the Public Duty Doctrine where a special relationship exists between a person and a public employee which gives rise to a “special duty” that is more particular than the duty owed to the public at large.

# Why have a policy for Officer Involved Domestic Violence

- Baker v. City of New York
- Garrett v. Shelby County Sheriff's Department (Memphis, Tennessee)
- Watson v. Kansas City

*Garrett v. Shelby County Sheriff's Department (Memphis, Tennessee 1993) "Failure to Protect"*

**September 1990, Deputy Clyde Garrett shot and killed his three year old daughter, and critically wounded his wife by shooting her in the face and then shot his step-son. Mrs. Garrett sued the department for failure to protect and was awarded \$1.4 million. She had made several complaints including an incident where he fired a gun into her home after they had separated.**

# Department/Officer Liability

## Are we creating liability

- failing to honor express or implied promises to provide warnings or protection;
- making statements which minimize the actual peril faced by the victim or witness who then detrimentally relies on such statements;
- placing an unprotected victim or witness in close proximity to someone who poses a foreseeable threat to that victim or witness;
- requesting that a citizen perform an official function which involves a foreseeable risk; and
- seeking out and presenting a person as a prosecution witness against a defendant who is known to threaten witnesses.

# Police Officer Certification Information System

The Peace Officer Certification Information System (POCIS) was established to reduce the interstate rehiring of law enforcement officers decertified for misconduct by U.S. Peace Officer Standards and Training (POST) Boards and Commissions. This system provides general information regarding state policies and guidelines as well as access to the searchable National Decertification Index (NDI) by approved law enforcement hiring entities.

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

410-875-3606



# PEACE OFFICER CERTIFICATION INFORMATION SYSTEM



- [General Information](#)
- [National Decertification Index](#)
- [Register to use the NDI](#)
- [State Certification Policies](#)
- [Reference Library](#)
- [Frequently Asked Questions](#)
- [National POST Portal](#)
- [IADLEST Homepage](#)

- NDD/NDI Participating States**
- Alaska
  - Arizona
  - Arkansas
  - Colorado
  - Connecticut
  - Florida
  - Idaho
  - Indiana
  - Iowa
  - Kentucky
  - Maryland
  - Michigan
  - Minnesota
  - Missouri
  - Montana
  - Nebraska
  - Nevada
  - New Hampshire
  - New Mexico
  - North Dakota
  - Ohio
  - Oklahoma
  - Oregon
  - South Dakota
  - Tennessee
  - Texas
  - Utah
  - Vermont
  - Washington
  - West Virginia

## General Information

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The NDI currently maintains **11341** records of decertifications by **29** participating agencies.

The Peace Officer Certification Information System and the National Decertification Index are services of the International Association of Directors of Law Enforcement Standards and Training ([IADLEST](#)).

This project is supported by Grant No. 2005-DD-BX-1119 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs of the U. S. Department of Justice. Points of view or opinions expressed herein are those of the authors and do not represent the official position or policies of the U. S. Department of Justice.

Pointer records contained in the National Decertification Index are provided by participating state government agencies and should be verified by the contributing authority. Inclusion in the database does not necessarily preclude any individual from appointment as an officer.

Raymond A. Franklin is Director of the Peace Officer Certification Information System, the National Decertification Index and the pilot National Decertification Database. For additional information, contact the Director at [rfranklin@iadlest.org](mailto:rfranklin@iadlest.org) or 410-875-3606.

## Report:

2009 Survey of POST Agencies Regarding Certification Practices (PDF)

[Read the Report](#)

## Proposal:

POST - XML Data Model (PDF)

[Read the Proposal](#)

## IMPORTANT NOTICE

The NDI was offline for a few hours ending 11:00 AM on November 9th due to an electrical problem.

## Need Help?

The Help Desk is available 9:00am to 4:00pm EST M-F.  
Email: [ndihelp@iadlest.org](mailto:ndihelp@iadlest.org)

# Solutions

- Firm, written policies with sanctions for all levels of the department
- Better screening for recruits
- “One step up” investigations of DV incidents
- Speed the investigations
- EARLY INTERVENTION

# Officer - Victim

- A female officer who lives with domestic violence fears people will question how she can protect others if she can't protect herself. She has to choose between jeopardizing her safety by reporting, or possibly violating department policy by remaining silent.
- Making a complaint against a police officer is a dangerous act, especially when the complainant is herself an officer. Her abuser can call on his personal *and* professional network for support and defense against any allegations.
- Cooperation between advocates and police can be beneficial to both parties and to many civilian victims, but it presents complex problems when the alleged perpetrator or victim is a police officer.



**TEXT OF ORDER TO BE GIVEN TO:**

\_\_\_\_\_

The Milwaukee Police Department is a professional organization and each member is required to act accordingly. It is the responsibility of each member to engage in and promote workplace behavior that creates and maintains an environment of professionalism, respect, and effective teamwork. It is also the responsibility of each member to conform to and abide by all the laws of the State of Wisconsin and the ordinances of the City of Milwaukee, as well as the laws and ordinances of any other jurisdiction while in such jurisdiction.

Therefore, you are hereby ordered:

1. To limit your contact with \_\_\_\_\_, either on or off duty, to that of a professional nature, free from discrimination or harassment, which may affect the work performance of \_\_\_\_\_ or any other member of the Milwaukee Police Department. This order includes no unprofessional contact by a third party on your behalf.
2. To make no remarks, comments, suggestions, gestures of a sexual, discriminatory, harassing, or inappropriate nature, either written or oral, towards \_\_\_\_\_.
3. To have no physical contact with \_\_\_\_\_.
4. To refrain from engaging in activity of a retaliatory nature, either directly or indirectly, \_\_\_\_\_.
5. Any violation of the above orders will subject you - \_\_\_\_\_ - to discipline, up to and including discharge from the Department.

Signed receipt of order:

\_\_\_\_\_  
Department Member

\_\_\_\_\_  
Date/Time

\_\_\_\_\_  
Supervisor Serving Order

\_\_\_\_\_  
Date/Time

\_\_\_\_\_  
Supervisor Witnessing Service

\_\_\_\_\_  
Date/Time

Administrative  
Protective  
Order

Sample - "Order of Protection"

To: Officer \_\_\_\_\_  
From: Sergeant \_\_\_\_\_  
Subject: Personnel Investigation

It is alleged that on \_\_\_\_\_ you were involved in an off-duty incident that involved allegations that you physically abused your \_\_\_\_\_ (intimate partner/wife/girlfriend).

Be advised that you are the subject of an on-going personnel investigation.

**ACCORDINGLY, YOU ARE HEREBY DIRECTED TO REFRAIN FROM HARASSING, ANNOYING OR ALARMING \_\_\_\_\_, MEMBERS OF HER/HIS IMMEDIATE FAMILY, INCLUDING \_\_\_\_\_ AND MR. \_\_\_\_\_ (if a boyfriend is involved).**

**YOU ARE FURTHER DIRECTED NOT TO CONTACT THESE INDIVIDUALS, BY PHONE OR OTHER METHOD OF ELECTRONIC COMMUNICATIONS, FOLLOW ANY OF THEM, CONDUCT SURVEILLANCE UPON ANY OF THEM, OR OTHERWISE ATTEMPT TO HARASS OR INTIMIDATE THEM.**

\_\_\_\_\_. (Could include a protected address here)

**YOU ARE ALSO DIRECTED TO REFRAIN FROM HARASSING OR INTIMIDATING ANY WITNESSES OR POTENTIAL WITNESS IN THE ADMINISTRATIVE OR CRIMINAL INVESTIGATION AND PROCEEDING RELATING TO THIS ACTION.**

Be advised that your failure to comply with this order shall constitute an independent basis for disciplinary action that could result in the termination of your employment, notwithstanding the outcome of this investigation.

Acknowledged and received this \_\_\_\_ day of \_\_\_\_ 20\_\_\_\_.

\_\_\_\_\_  
Officer

\_\_\_\_\_  
Witness

Administrative  
Protective  
Order

# IACP Agency Self Assessment

- Protective Order Enforcement
  - Firearms and Domestic Violence
  - Domestic Violence by Police Officer
  - Sex Assault Case Management
  - Response to Stalking
- 
- [www.markwynn.com](http://www.markwynn.com)

# The Nashville Policy

- Mandatory reporting
- Immediate response investigation by specialized investigators
  - Lethality/danger - suicide assessments
- Notification up the chain
- Speedy and thorough investigation

# The Nashville Policy

Counseling

Dis-empowerment

Discipline

Dismissal

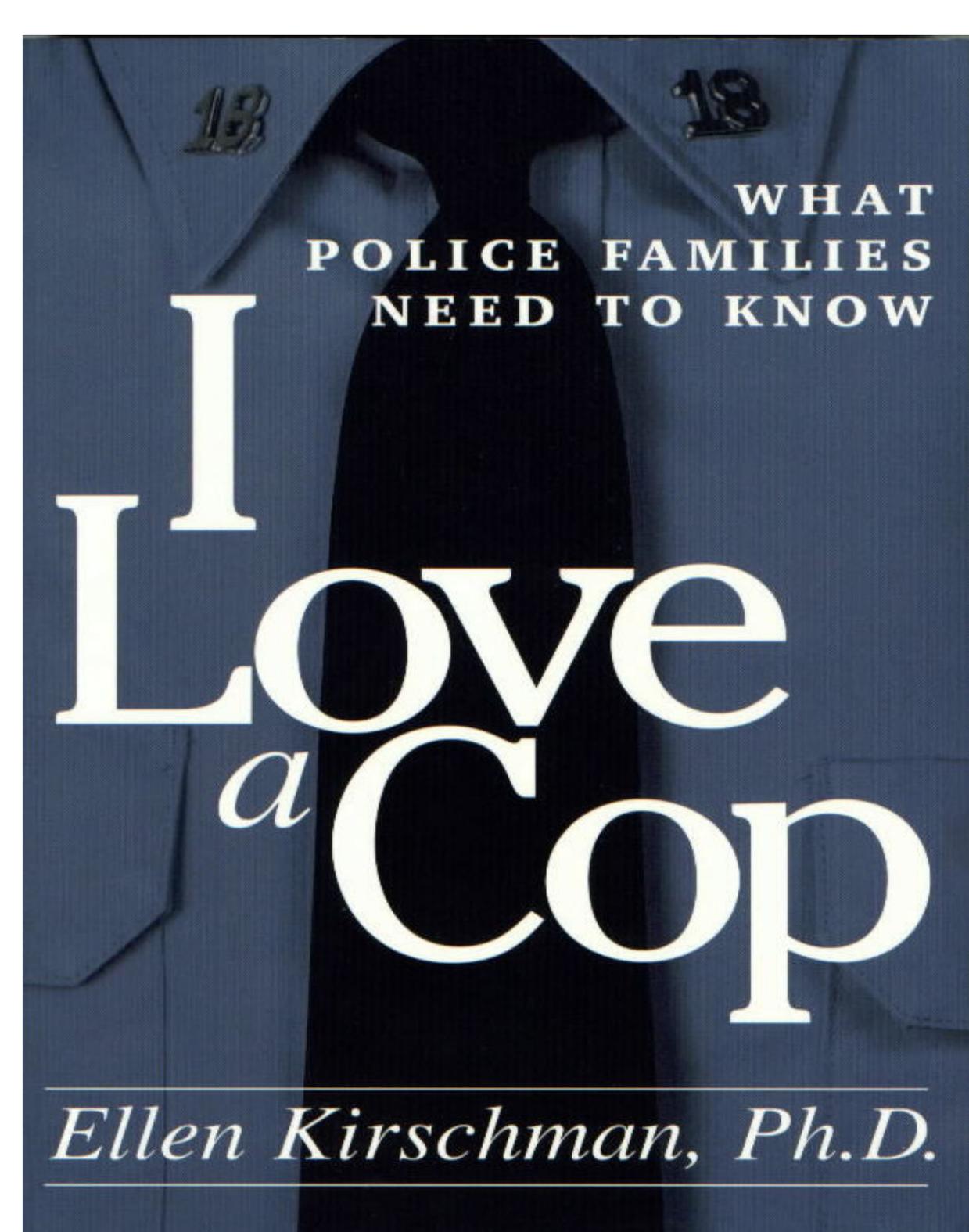
Prosecution

# The Bottom Line

- Domestic violence is a crime not a crisis
- To hold the public trust we must hold ourselves responsible for crime in the police family
- No one is above the law and no one is below it

# Legislative Intent

Legislative intent in state and federal law is to develop laws and procedures affording the maximum protection to the victim of domestic violence. Laws are designed to protect the victims who are vulnerable to the ongoing domestic abuse in their current relationship and to stop the violence at home.



WHAT  
POLICE FAMILIES  
NEED TO KNOW

**I  
Love  
*a*  
Cop**

---

*Ellen Kirschman, Ph.D.*

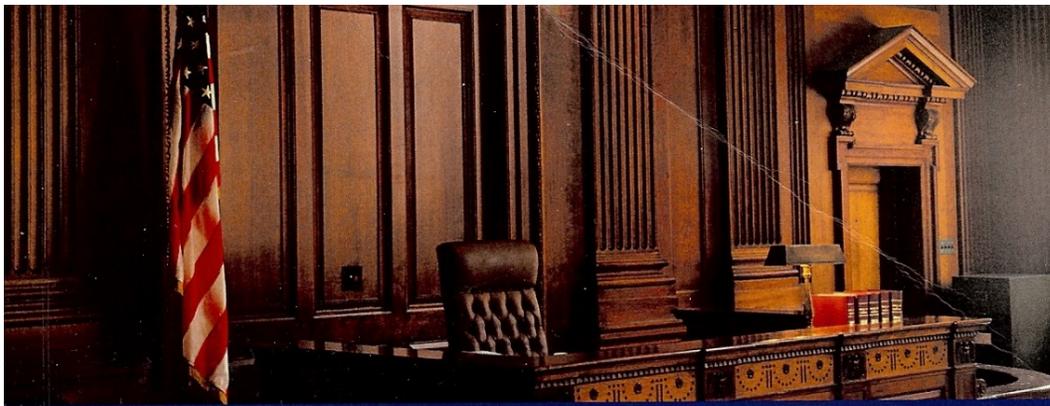
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***Recommended reading:***

**By: Ellen  
Kirschman,  
Ph.d**

**Guilford Press**

**Book # - ISBN  
1-57230-193-17**



# SUCCESSFUL POLICE RISK MANAGEMENT

A Guide for Police Executives, Risk Managers,  
Local Officials, and Defense Attorneys

G. PATRICK GALLAGHER



“Pat Gallagher is the Lewis and  
Clark of police risk management.”

- Lou Reiter, deputy chief (ret) LAPD

Publisher - LuLu.com

ISBN 978-1-4834-1779-0

# Policy Implementation

- Provide training to supervisory personnel on early warning signs
- Select lethality assessment tool
- Draft and commit to MOUs with neighboring departments and advocacy agencies
- Provide outreach to families of department personnel
- Prepare victim assistance resources

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

markwynn@edge.net