

AMERICAN
CRIMINAL
JUSTICE
ASSOCIATION

L.A.E.

J

JOURNAL

2012



1937-2012

75 YEARS OF SERVICE

“Dedicated to professionalism
in the administration of
justice and public safety”

A

AMERICAN CRIMINAL JUSTICE ASSOCIATION

This Association was formed at San Jose, California in 1937. It was incorporated under the laws of the State of California as a non-profit society on August 31, 1954.

American Criminal Justice Association/Lambda Alpha Epsilon is dedicated to the advancement of professionalism in the administration of criminal justice. Membership is open to collegiate and professional personnel, as well as those who have retired from the criminal justice field.

Inquiries regarding membership should be directed to the nearest local chapter or to the Grand Chapter.

Publication

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Membership

Membership in the American Criminal Justice Association/Lambda Alpha Epsilon is available at \$36.00 for the first year and \$30.00 thereafter. Individuals interested in membership should write the Executive Secretary, Karen K. Campbell, P.O. Box 601047, Sacramento, California 95860. Membership in the Association includes a subscription to the L.A.E. Journal.

Editorial Policy

The L.A.E. Journal of the American Criminal Justice Association publishes general interest articles on all facets of the criminal justice system. The Journal provides a forum for academicians, practitioners and students in criminal justice in order to improve communications and to increase understanding and knowledge of the system. Articles are desired which deal with issues, problems and research in law enforcement, criminology, juvenile justice, courts, corrections, prevention, and planning and evaluation. Related articles on education, career development and student attitudes will also be considered.

Submission of Manuscripts

Manuscripts should be submitted to: crimjust@jps.net. Please be sure to include an Abstract of no more than 100 words, together with a brief biographical sketch or the author(s) covering recent publication, professional experience and research interests.

Manuscripts can also be mailed to Fred R. Campbell, Journal Editor, PO Box 601047, Sacramento, CA 95860. Please include a CD or DVD (stating which word processing program was used) along with a printed copy of the Manuscript. Also, be sure the Abstract and biographical sketch are included on the CD or DVD.

It is the policy of the Journal Editor not to publish articles which have appeared or are to appear in other publications.

Therefore, simultaneous submissions to another journal is unacceptable. Every effort will be made to notify authors of editorial decisions within ninety (90) days of receipt of the Manuscript.

Specifications for Manuscripts

Manuscripts should be double-spaced and be no more than twenty (20) pages in length. All footnote references should be added to the end of the manuscript, not on each individual page

where the footnote appears.

Manuscripts should be prepared in accordance with the Publication Manual of the American Psychological Association (2nd Edition), with the exception of the metric requirements.

To permit anonymous review, all identifying materials should be kept out of the article. The cover page should give the author's name and institutional affiliation; the first page should contain only the title and abstract of the article.

The L.A.E. JOURNAL is the official publication of the American Criminal Justice Association; National headquarters in Sacramento, California. The Journal is currently published annually from the Association's headquarters office.

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L.A.E.
JOURNAL

of

AMERICAN CRIMINAL JUSTICE ASSOCIATION

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President’s Message



Four years ago, I had the privilege of being elected your National President. During this time while holding this position, I have experienced the most enjoyable time since I became a member of LAE. I have had an opportunity to travel across the United States to visit many of the various chapters in the different regions, to attend their regional conferences as well as their regular chapter meetings. The members of ACJA/LAE have really shown me much love and I have obtained a new respect for the professionals as well as the collegiate members.

Our organization was founded with the purpose of making the criminal justice field more

professional and a sense of being “proud” to all those who are studying to make this their career. Earl Warren, O.W. Wilson and the other founding fathers gave us a blueprint to follow. We must continue to follow this plan and enhance their goals.

During my term, I have tried to bring much more communication between each of the chapters, chapter advisors, and the Executive Board. With the use of Email, the LAE Message Board, Facebook, and Twitter, we have several methods of keeping in touch and informing each other. The use of these social media have made it possible for our membership to share photos, ask questions, keep their chapter members informed, and make contact with the Executive Board. Networking is the key. Networking is the system that will move our organization forward into the future, keeping it strong and growing.

So as my term ends this coming April, I find it sad that I will not be able to serve you as National President. But, I find it rewarding that I will have much more time to serve LAE in so many other different ways. My loyalty is with you, our members. We are family, you’re my Brothers and Sisters. You have helped me through some of my trying times. I have always known that you had my back, and for that, I am so very grateful. Thank you so much for all your trust and dedication to our organization. Please don’t forget to keep your

membership current even after you leave your present school or position. We have measures in place where you can keep your membership in ACJA/LAE for the rest of your life. Work to become a “Life Member”.

Thank you again your hard work in making ACJA/LAE the best Criminal Justice Association in the country. My Love is with all of you. Stay safe out there.

Joe Davenport
National President
American Criminal Justice Association
Lambda Alpha Epsilon

C

onference Highlights - 2012

350 members and guests attended the 2012 National Conference held in Cincinnati, OH. Many thanks to Robert Edwards, Region 6 President and Conference Director, and Joe Davenport, National President and Conference Coordinator, for putting together a great Conference.



The Three Amigos (Sam Dameron, Steve Atchley, Mike Snow)



Brian Meloy, Lori Schmitz & Chris Williams judge the Lip Sync/Talent Contest



MC Jemel Townsend announces a Lip Sync act



Star Members who attended the Star Member Reception



Members participate in the Physical Agility Competition



Members attend Conference Workshop



Opening Banquet Law Enforcement Honor Guard



Stacie Pack and Lori Schmitz register Conference attendees



Above - President Joe Davenport with Job Fair Exhibitor



Left - 36 Advisors and E-Board Members attended the Advisor's Breakfast

C

onference Competition Winners - 2012

Top Academic: Ian McCann, Gamma Epsilon Delta • **Top Gun:** Richard Gillespie, Gamma Epsilon Delta • **Spirit Award:** Psi Omega, Region 4 • **Sweepstakes Award:** Gamma Epsilon Delta, Region 3

LAE KNOWLEDGE

Lower Division:

- 3rd Place Erin Wiswell, Psi Omega
- 2nd Place Ian McCann, Gamma Epsilon Delta
- 1st Place Bahar Amini, Chi Tau Epsilon

Upper Division:

- 3rd Place Patrick Kelland, Psi Omega
- 2nd Place Thomas Bruning, Gamma Epsilon Delta
- 1st Place Dominique Cuestas, Sigma Chi

Professional Division:

- 3rd Place Charlie Pappert, Gamma Epsilon Delta
- 2nd Place Nicci Koban, Chi Omega Pi Sigma
- 1st Place Roger Pennell, Gamma Epsilon Delta

JUVENILE JUSTICE

Lower Division:

- 3rd Place Kristen O'Keefe, Psi Omega
- 2nd Place Erin Wiswell, Psi Omega
- 1st Place Alexandria Rossy, Psi Omega

Upper Division:

- 3rd Place Jennifer Szyszkiewicz, Alpha Epsilon
- 2nd Place Jonathan Baldauf, Delta Psi Chi
- 1st Place Deanna Quisenberry, Pi Lambda Alpha

Professional Division:

- 3rd Place Cristy Mulanax, Sigma Chi Chi
- 2nd Place Soraya Kawucha, Nu Tau
- 1st Place Teri Haack, Pi Lambda Alpha

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place Alexis Steere, Psi Omega
- 2nd Place Samantha Kiely, Psi Omega
- 1st Place Christina Burke, Pi Lambda Alpha

Upper Division:

- 3rd Place Deanna Quisenberry, Pi Lambda Alpha
- 2nd Place Megan Penney, Psi Omega
- 1st Place Julie Hubbard, Pi Lambda Alpha

Professional Division:

- 3rd Place Curtis Pribnow, Sigma Delta
- 2nd Place Sam Dameron, Alpha Omega
- 1st Place Mark Mitchell, Zeta Sigma Alpha

CORRECTIONS

Lower Division:

- 3rd Place Levi Osborn, Gamma Epsilon Delta
- 2nd Place Ian McCann, Gamma Epsilon Delta
- 1st Place Ryan Kanoy, Gamma Epsilon Delta

Upper Division:

- 3rd Place Michael Phillips, Theta Alpha Delta
- 2nd Place Kirra Soper, Gamma Epsilon Delta
- 1st Place Danielle McNeal, Delta Psi Chi

Professional Division:

- 3rd Place Soraya Kawucha, Nu Tau
- 2nd Place Cristy Mulanax, Sigma Chi Chi
- 1st Place Scott Pray, Alpha Nu Omega

CRIMINAL LAW

Lower Division:

- 3rd Place Samantha Kiely, Psi Omega
- 2nd Place Michele Wharton, Lambda Omega
- 1st Place Christina Burke, Pi Lambda Alpha

Upper Division:

- 3rd Place Cameron Yates, Pi Lambda Alpha
- 2nd Place Danielle McNeal, Delta Psi Chi
- 1st Place Kirra Soper, Gamma Epsilon Delta

Professional Division:

- 3rd Place Charlie Pappert, Gamma Epsilon Delta
- 2nd Place Danny Maxwell, Psi Omega
- 1st Place Teri Haack, Pi Lambda Alpha

FIREARMS (Individual)

Lower Division:

- 3rd Place Joe Lomax, Sigma Delta
- 2nd Place Ian McCann, Gamma Epsilon Delta
- 1st Place Aaron Winkler, Theta Alpha Delta

Upper Division:

- 3rd Place Bryan Van Fleet, Gamma Epsilon Delta
- 2nd Place Greg Towe, Gamma Epsilon Delta
- 1st Place Sean Camey, Gamma Epsilon Delta

Professional Division:

- 3rd Place Joe Walsh, Chi Omega Pi Sigma
- 2nd Place Charlie Pappert, Gamma Epsilon Delta
- 1st Place Richard Gillespie, Gamma Epsilon Delta

FIREARMS (Team)

Lower Division:

- 3rd Place Colby Harrison, Tim Fink, David Rhodenbaugh, Gamma Epsilon Delta
- 2nd Place Jacob Britton, Joseph Tyson, Jonathan McGary, Lambda Chi
- 1st Place Ian McCann, Ryan Kanoy, Bethany Grygar, Gamma Epsilon Delta

Upper Division:

- 3rd Place Sean Comey, Bryan Van Fleet, Greg Towe, Gamma Epsilon Delta
- 2nd Place Christian Willis, Aaron Winkler, Michael Phillips, Theta Alpha Delta
- 1st Place Caroline Burk, James Johnson, Charlie Meyer, Gamma Epsilon Delta

Professional Division:

- 3rd Place Gregg Etter, Charlie Pappert, Richard Gillespie, Gamma Epsilon Delta
- 2nd Place Soraya Kawucha, David Kawucha, Ted Falencki, Chi Tau Epsilon

- 1st Place Joe Walsh, Nicci Koban, Mykola Duffy, Chi Omega Pi Sigma

CRIME SCENE

Lower Division:

- 3rd Place Matthew Myer, Jackie Carbert, Jerad Pfeifer, Chi Omega Pi
- 2nd Place John Suiter, Ryan Langhi, Clayton Olive, Pi Gamma Epsilon
- 1st Place Robert Stellfox, Steven Cowgill, Michele Wharton, Lambda Omega

Upper Division:

- 3rd Place Christian Willis, Andrew Thostenson, Michael Phillips, Theta Alpha Delta
- 2nd Place Stephanie Pajak, Patrick Kelland, Christine Letsche, Psi Omega
- 1st Place Lexi Hussey, Kathleen Cunis, Ashley Daines, Theta Alpha Delta

Professional Division:

- 3rd Place Aaron Schiller, Derek Johnson, Kristopher Brose, Sigma Delta
- 2nd Place Craig Laker, Julia Nell, Colin Arona, Tau Alpha Omicron
- 1st Place Jewel Townsend, Julia Nash Felice Smith, Alpha Omega Nu

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place Samantha Kiely, Psi Omega
- 2nd Place Aislinn Gormally, Psi Omega
- 1st Place Deanna Quisenberry, Pi Lambda Alpha

Male 25 and Under:

- 3rd Place Steven Cowgill, Lambda Omega
- 2nd Place Chase Ford, Pi Lambda Alpha
- 1st Place Thomas Schretzenmayer, Psi Omega

Female 26 to 35:

- 3rd Place Latoyer Brewer, Pi Gamma Epsilon
- 2nd Place Aliah Cadena, Gamma Lambda
- 1st Place Brandy McClain, Alpha Psi Omega

Male 26 to 35:

- 3rd Place Dan Hopkins, At-Large
- 2nd Place Josh Gesling, Beta Alpha Delta
- 1st Place Kristopher Brose, Sigma Delta

Female 36 and Over:

- 3rd Place Lori Schmitz, Lambda Chi
- 2nd Place Amy Whichard, Omega Alpha Omicron
- 1st Place Cristy Mulanax, Sigma Chi Chi

Male 36 and Over:

- 3rd Place Therman Scott, Gamma Epsilon Delta
- 2nd Place Dave Davis, Sigma Delta
- 1st Place Derek Johnson, Sigma Delta

R

Region 1: Conference Competition Winners - 2012

Top Academic: Liz Martinez, Kappa Omega Phi Phi • **Top Gun:** Richard Fletcher, Kappa Omega Phi Phi • **Unofficial Patrol Rifle Match:** Richard Fletcher, Kappa Omega Phi Phi

CRIMINAL LAW

Lower Division:

- 3rd Place: Frank Schaefer, Chi Tau Epsilon
- 2nd Place: James Law, Sigma Chi
- 1st Place: Steven Chaves, Delta Psi Chi

Upper Division:

- 3rd Place: Brian Goeke, Delta Psi Chi
- 2nd Place: Maria Exenburger, Delta Psi Chi
- 1st Place: Danielle McNeal, Delta Psi Chi

Professional Division:

- 3rd Place: Blu Horton, Member-at-Large
- 2nd Place: Howard Brean, Lambda Alpha Sigma
- 1st Place: Jim Osborne, Iota Tau Tau Lambda

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place: Kavon Harvey, Chi Tau Epsilon
- 2nd Place: Marissa Moore, Chi Tau Epsilon
- 1st Place: Steven Chaves, Delta Psi Chi

Upper Division:

- 3rd Place: Mary Signorelli, Sigma Chi
- 2nd Place: Amanda Goodson, Delta Psi Chi
- 1st Place: Danielle McNeal, Delta Psi Chi

Professional Division:

- 3rd Place: Howard Brean, Lambda Alpha Sigma
- 2nd Place: Blue Horton, Member-at-Large
- 1st Place: Liz Martinez, Kappa Omega Phi Phi

JUVENILE JUSTICE

Lower Division:

- 3rd Place: Steven Chaves, Delta Psi Chi
- 2nd Place: Kavon Harvey, Chi Tau Epsilon
- 1st Place: Robert Allred, Delta Psi Chi

Upper Division:

- 3rd Place: Amanda Goodson, Delta Psi Chi
- 2nd Place: Danielle McNeal, Delta Psi Chi
- 1st Place: Brian Goeke, Delta Psi Chi

Professional Division:

- 3rd Place: Blu Horton, Member-at-Large
- 2nd Place: Howard Brean, Lambda Alpha Sigma
- 1st Place: Liz Martinez, Kappa Omega Phi Phi

CORRECTIONS

Lower Division:

- 3rd Place: Marissa Moore, Chi Tau Epsilon
- 2nd Place: Vanessa Ruiz, Sigma Chi
- 1st Place: Robert Allred, Delta Psi Chi

Upper Division:

- 3rd Place: Brian Goeke, Delta Psi Chi
- 2nd Place: Amanda Goodson, Delta Psi Chi
- 1st Place: Danielle McNeal, Delta Psi Chi

Professional Division:

- 3rd Place: Ruben DaSilva, Sigma Chi
- 2nd Place: Howard Brean, Lambda Alpha Sigma
- 1st Place: Liz Martinez, Kappa Omega Phi Phi

LAE KNOWLEDGE

Lower Division:

- 3rd Place: Madison Morris, Chi Tau Epsilon
- 2nd Place: William Todd, Sigma Pi
- 1st Place: Kevin Paiz, Sigma Pi

Upper Division:

- 3rd Place: Brian Goeke, Delta Psi
- 2nd Place: Dominique Cuestos, Sigma Chi
- 1st Place: Claudia Alvarez, Member-at-Large

Professional Division:

- 3rd Place: Ruben DaSilva, Sigma Chi
- 2nd Place: Ryann Kass, Sigma Chi
- 1st Place: Blu Horton, Member-at-Large

CRIME SCENE

Lower Division:

- 3rd Place: Madison Morris, Morgan Pinedo, Kavon Harvey, Chi Tau Epsilon
- 2nd Place: Aranza Bravo, Stephanie Rojas, Zenas Khouder, Chi Tau Epsilon
- 1st Place: William Todd, Anthony Amezcua, Kevin Paiz, Sigma Pi

Upper Division:

- 3rd Place: Katee Zullo, Tiffani Lee, Andrew Signorelli, Sigma Chi Upsilon
- 2nd Place: Ean Montoya, Carlos Vasquez, Sam Blair, Phi Omega Alpha
- 1st Place: Brittany Thorndyke, Ryan Varlas, Danielle McNeal, Delta Psi Chi

Professional Division:

- 3rd Place: Ryann Kass, James Lau, Dominique Cuestas, Sigma Chi
- 2nd Place: Blu Horton, Olga Mendoza, Ruben DeSilva, Sigma Chi
- 1st Place: Neal Oppenheimer, Janay Elson, Daniel Hopkins, Members-at-Large

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place: Nesrin Misif, Sigma Chi
- 2nd Place: Rebecca Wroten, Iota Tau Tau Lambda
- 1st Place: Gabriela Sandoval, Sigma Chi

Male 25 and Under:

- 3rd Place: Samuel Parks, Sigma Chi Upsilon
- 2nd Place: Jonathan Gundell, Delta Psi Chi
- 1st Place: Kevin Walker, Sigma Chi

Female 26 - 35:

- 3rd Place: Aliah Cadena, Sigma Pi
- 2nd Place: Christina Freeman, Beta Alpha Sigma
- 1st Place: Xifflait Hernandez-Sotelo, Sigma Chi

Male 26 - 35:

- 3rd Place: Andrew Signorelli, Sigma Chi Upsilon
- 2nd Place: Dion Curry, Kappa Omega Phi Phi
- 1st Place: Eric Treadway, Member-at-Large

Female 36 and Over:

- 3rd Place: No Entry
- 2nd Place: No Entry
- 1st Place: Zenas Khouder, Chi Tau Epsilon

Male 36 and Over:

- 3rd Place: No Entry
- 2nd Place: No Entry
- 1st Place: Fred Mowrey, Sigma Chi

FIREARMS (Individual)

Lower Division:

- 3rd Place: Kevin Walker, Sigma Chi
- 2nd Place: Pablo Servin, Beta Alpha Sigma
- 1st Place: Robert Allred, Delta Psi Chi

Upper Division:

- 3rd Place: Britton Russell, Delta Psi Chi
- 2nd Place: Jonathan Gundell, Delta Psi Chi
- 1st Place: Samuel Parks, Sigma Chi Upsilon

Professional Division:

- 3rd Place: Ted Falenchi, Chi Tau Epsilon
- 2nd Place: Ruben Da Silva, Sigma Chi
- 1st Place: Rich Fletcher, Kappa Omega Phi Phi

FIREARMS (Team)

Lower Division:

- 3rd Place: No Entry
- 2nd Place: No Entry
- 1st Place: Frank Schaefer, Morgan Pinedo, Madison Morris, Chi Tau Epsilon

Upper Division:

- 3rd Place: Erick Delgado, Kevin Walker, Matthew Jones, Sigma Chi
- 2nd Place: Pablo Servin, Wayne Martin, Derrick Linnartz, Beta Alpha Sigma
- 1st Place: Britton Russell, Robert Allred, Trevin Henske, Delta Psi Chi

Professional Division:

- 3rd Place: Ruben Da Silva (SC), Ted Falencki (CTE), Blu Horton (at-Large),
- 2nd Place: PatPotvin (at-Large), Brian Meloy (at Large), Richard Fletcher (KOPP)
- 1st Place: Fred Mowrey, Greg Willis, Neal Oppenheimer, Member-at-Large

R

Region 2: Conference Competition Winners - 2012

Top Academic: Kris Kawucha, Nu Tau • **Top Gun:** Dwayne Barber, Lambda Chi
Sweepstakes Award: Nu Tau • **Spirit Award:** Lambda Chi

CRIMINAL LAW

Lower Division:

- 3rd Place: Evan Brown, Delta Chi
2nd Place: Kelsie Newman, Delta Chi
1st Place: Emily Snyder, Nu Tau

Upper Division:

- 3rd Place: Alexis Altom, Delta Chi
2nd Place: Arthur Beeler, Nu Tau
1st Place: Cord Nethers, Nu Tau

Professional Division:

- 3rd Place: Davis Huss, Lambda Chi
2nd Place: Kris Kawucha, Nu Tau
1st Place: Dwayne Barber, Lambda Chi

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place: Justin Isom, Lambda Chi
2nd Place: Bryan Nolan, Nu Tau
1st Place: Emily Snyder, Nu Tau

Upper Division:

- 3rd Place: Donald Hinote, Delta Chi
2nd Place: Amanda Schneider, Nu Tau
1st Place: Kyle Davis, Nu Tau

Professional Division:

- 3rd Place: David Kawucha, Nu Tau
2nd Place: Dwayne Barber, Lambda Chi
1st Place: Kris Kawucha, Nu Tau

JUVENILE JUSTICE

Lower Division:

- 3rd Place: Kelsie Newman, Delta Chi
2nd Place: Evan Brown, Delta Chi
1st Place: Yeanett Ledezma, Iota Kappa Chi

Upper Division:

- 3rd Place: Brian Ward, Delta Chi
2nd Place: Alexis Altom, Delta Chi
1st Place: Donald Hinote, Delta Chi

Professional Division:

- 3rd Place: No Entry
2nd Place: David Kawucha, Nu Tau
1st Place: Kris Kawucha, Nu Tau

CORRECTIONS

Lower Division:

- 3rd Place: Lauren Sanchez, Delta Chi
2nd Place: Evan Brown, Delta Chi
1st Place: Brian Nolan, Nu Tau

Upper Division:

- 3rd Place: Mindy Wilson, Lambda Chi
2nd Place: Kyle Davis, Nu Tau
1st Place: Lisa Fischer, Delta Chi

Professional Division:

- 3rd Place: Cornell Stemley, Lambda Lambda Sigma
2nd Place: David Kawucha, Nu Tau
1st Place: Kris Kawucha, Nu Tau

LAE KNOWLEDGE

Lower Division:

- 3rd Place: Jessica Pollard, Delta Chi
2nd Place: Ivan Ayo, Delta Chi
1st Place: Evan Brown, Delta Chi

Upper Division:

- 3rd Place: Jason Brubaker, Delta Chi
2nd Place: Brian Ward, Delta Chi
1st Place: Joshua Gesling, Beta Alpha Delta

Professional Division:

- 3rd Place: Cornell Stemley, Lambda Lambda Sigma
2nd Place: Dwayne Barber, Lambda Chi
1st Place: Kris Kawucha, Nu Tau

CRIME SCENE

Lower Division:

- 3rd Place: Delta Chi (no names given)
2nd Place: Eric Jones, Meghan Mushinski,
Ivan Ayo, Delta Chi
1st Place: Lauren Sanchez, Jessica Pollard,
Zach Abercia, Delta Chi

Upper Division:

- 3rd Place: Jon McGary, Joshua Gesling,
Amy Yslas, Beta Alpha Delta
2nd Place: Delta Chi (no names given)
1st Place: Lisa Fischer, Chris Ashmore,
Jacob Britton, Delta Chi

Professional Division:

- 3rd Place: No Entry
2nd Place: No Entry
1st Place: No Entry

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place: Elsie Cabrera, Iota Kappa Chi
2nd Place: Alexis Altom, Delta Chi
1st Place: Monika Fennell, Lambda Lambda Sigma

Male 25 and Under:

- 3rd Place: Webster Crocker, Lambda Chi
2nd Place: Brian Ward, Delta Chi
1st Place: Chris Nolan, Nu Tau

Female 26 - 35:

- 3rd Place: No Entry
2nd Place: Kim Hieatt, Beta Alpha Delta
1st Place: Mindy Wilson, Lambda Chi

Male 26 - 35:

- 3rd Place: Joshua Gesling, Beta Alpha Delta
2nd Place: Youssef Bermassaoud, Nu Tau
1st Place: Derek Uresti, Delta Chi

Female 36 and Over:

- 3rd Place: No Entry
2nd Place: No Entry
1st Place: Adriann Wolfe, Omega Lambda Alpha

Male 36 and Over:

- 3rd Place: No Entry
2nd Place: No Entry
1st Place: Shonnon Hoaglan, Lambda Chi

FIREARMS (Individual)

Lower Division:

- 3rd Place: Shonnon Hoaglen, Lambda Chi
2nd Place: Carlos Escobar, Iota Kappa Chi
1st Place: Jacob Britton, Lambda Chi

Upper Division:

- 3rd Place: J.D. Hart, Delta Chi
2nd Place: Donald Hinote, Delta Chi
1st Place: Cord Nethers, Nu Tau

Professional Division:

- 3rd Place: Jim Johnson, Lambda Chi
2nd Place: Dwayne Barber, Lambda Chi
1st Place: David Kawucha, Nu Tau

FIREARMS (Team)

Lower Division:

- 3rd Place: Webster Crocker, Judah Mangrum,
Dakota Mitchell, Lambda Chi
2nd Place: Carlos Escobar, Jose Piosas,
Michael Riras, Iota Kappa Chi
1st Place: Joseph Tyson, Jacob Britton,
Shonnon Hoaglen, Lambda Chi

Upper Division:

- 3rd Place: Chuck Blommert, Alex Marquard,
Teri Bassinger, Nu Tau
2nd Place: J.D. Hart, Brian Ward, Derek Uresti,
Delta Chi
1st Place: Jason Brubaker, Donald Hinote,
Dominic Waters, Delta Chi

Professional Division:

- 3rd Place: No Entry
2nd Place: Dave Huss, Dwayne Barber,
Jim Johnson, Lambda Chi
1st Place: Dave Kawucha, Kris Kawucha,
Cord Nethers, Nu Tau

R

Region 3: Conference Competition Winners - 2012

Top Academic: Kirra Soper, Gamma Epsilon Delta • **Top Gun:** Richard Gillespie, Gamma Epsilon Delta • **Sweepstakes:** Gamma Epsilon Delta • **Top Percentage Trophy:** Gamma Epsilon Delta

CRIMINAL LAW

Lower Division:

- 3rd Place: Bethany Grygar, Gamma Epsilon Delta
2nd Place: Tim Fink, Gamma Epsilon Delta
1st Place: Ryan Kanoy, Gamma Epsilon Delta

Upper Division:

- 3rd Place: Cameron Yates, Pi Lambda Alpha
2nd Place: Kirra Soper, Gamma Epsilon Delta
1st Place: James Moore, Gamma Epsilon Delta

Professional Division:

- 3rd Place: Teri Haack, Pi Lambda Alpha
2nd Place: John Whalen, Mu Gamma Gamma
1st Place: Frank Galbrecht, Zeta Rho Omega

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place: Tommy Hambrough, Gamma Epsilon Delta
2nd Place: Ryan Kanoy, Gamma Epsilon Delta
1st Place: Brett Schmidli, Gamma Epsilon Delta

Upper Division:

- 3rd Place: Jordan Webb, Gamma Epsilon Delta
2nd Place: James Moore, Gamma Epsilon Delta
1st Place: Derek Weidenhoft, Pi Lambda Alpha

Professional Division:

- 3rd Place: Teri Haack, Pi Lambda Alpha
2nd Place: John Whalen, Mu Gamma Gamma
1st Place: Frank Galbrecht, Zeta Rho Omega

JUVENILE JUSTICE

Lower Division:

- 3rd Place: Bethany Grygar, Gamma Epsilon Delta
2nd Place: A. J. Haus, Gamma Epsilon Delta
1st Place: Tim Fink, Gamma Epsilon Delta

Upper Division:

- 3rd Place: Jordan Webb, Gamma Epsilon Delta
2nd Place: Kirra Soper, Gamma Epsilon Delta
1st Place: James Moore, Gamma Epsilon Delta

Professional Division:

- 3rd Place: Teri Haack, Pi Lambda Alpha
2nd Place: Frank Galbrecht, Zeta Rho Omega
1st Place: Linda Morgan, Tau Epsilon Lambda

CORRECTIONS

Lower Division:

- 3rd Place: Bethany Grygar, Gamma Epsilon Delta
2nd Place: Ian McCann, Gamma Epsilon Delta
1st Place: Ryan Kanoy, Gamma Epsilon Delta

Upper Division:

- 3rd Place: Joe Theis, Gamma Epsilon Delta
2nd Place: Levi Osborn, Gamma Epsilon Delta
1st Place: Kirra Soper, Gamma Epsilon Delta

Professional Division:

- 3rd Place: Linda Morgan, Tau Epsilon Lambda
2nd Place: John Whalen, Mu Gamma Gamma
1st Place: Teri Haack, Pi Lambda Alpha

LAE KNOWLEDGE

Lower Division:

- 3rd Place: Ian McCann, Gamma Epsilon Delta
2nd Place: Amy Allen, Gamma Epsilon Delta
1st Place: Brandi Baumhoff, Pi Lambda Alpha

Upper Division:

- 3rd Place: Christina Burke, Pi Lambda Alpha
2nd Place: Kirra Soper, Gamma Epsilon Lambda
1st Place: Thomas Bruning, Gamma Epsilon Delta

Professional Division:

- 3rd Place: David Rupp, Tau Epsilon Lambda
2nd Place: Jenn Ianno, Gamma Epsilon Delta
1st Place: Charlie Pappert, Gamma Epsilon Delta

CRIME SCENE

Lower Division:

- 3rd Place: Francisco Rendon, Angel Corral,
Jose Pando, Sigma Chi Chi
2nd Place: David Rhodenbaugh, Tim Fink,
Michael Hawkins, Gamma Epsilon Delta
1st Place: Samantha White, Amber Peterson,
Scott Kough, Tau Epsilon Lambda

Upper Division:

- 3rd Place: Caroline Burk, Brandi Baumhoff,
Lynsey Sciolaro, Gamma Epsilon Delta
2nd Place: A. J. Haus, Kamala Purvis, Levi Osborn,
Gamma Epsilon Delta
1st Place: Briana Kirkland, Liane Kuhn,
Stacy Pierson, Pi Lambda Alpha

Professional Division:

- 3rd Place: Teri Haack, Morgan Windmiller,
Alyssa Webb, Pi Lambda Alpha
2nd Place: Tom Nelson, Blake Rogers, Terra Murray,
Sigma Chi Chi
1st Place: Leslie Gibson, Mack Pryor,
Brent Groves, Zeta Rho Omega

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place: Alyssa Webb, Pi Lambda Alpha
2nd Place: Amber Peterson, Tau Epsilon Lambda
1st Place: Sierra Haymes, Gamma Epsilon
Delta

Male 25 and Under:

- 3rd Place: Jose Pando, Sigma Chi Chi
2nd Place: Ian McCann, Gamma Epsilon Delta
1st Place: David Rhodenbaugh, Gamma
Epsilon Delta

Female 26 - 35:

- 3rd Place: Ronicka Schottel, Kappa Omicron Rho
2nd Place: Jennifer Falchook, Theta Alpha Delta
1st Place: Jenn Ianno, Gamma Epsilon Delta

Male 26 - 35:

- 3rd Place: Andres Horn, Kappa Omicron Rho
2nd Place: Danny Hayes, Kappa Omicron Rho
1st Place: Michael Johnson, Theta Alpha Delta

Female 36 and Over:

- 3rd Place: No Entry
2nd Place: Diane Sjuts, Mu Gamma Gamma
1st Place: Christy Mulanax, Sigma Chi Chi

Male 36 and Over:

- 3rd Place: Frank Galbrecht, Zeta Rho Omega
2nd Place: John Whalen, Mu Gamma Gamma
1st Place: Therman Scott, Gamma Epsilon Delta

FIREARMS (Individual)

Lower Division:

- 3rd Place: Ryan Kanoy, Gamma Epsilon Delta
2nd Place: Ian McCann, Gamma Epsilon Delta
1st Place: Bethany Grygar, Gamma Epsilon Delta

Upper Division:

- 3rd Place: Andrew Chronister, Gamma Epsilon Delta
2nd Place: Andrew Thostenson, Theta Alpha Delta
1st Place: Greg Towe, Gamma Epsilon Delta

Professional Division:

- 3rd Place: Linda Morgan, Tau Epsilon Lambda
2nd Place: Charlie Pappert, Gamma Epsilon Delta
1st Place: Richard Gillespie, Gamma Epsilon Delta

FIREARMS (Team)

Lower Division:

- 3rd Place: Ian McCann, Ryan Kanoy,
A. J. Haus, Gamma Epsilon Delta
2nd Place: Bethany Grygar, David Rhodenbaugh,
Samuel Gahr, Gamma Epsilon Delta
1st Place: Tim Fink, Lane Laffey, Caroline Burk,
Gamma Epsilon Delta

Upper Division:

- 3rd Place: Aaron Winkler, Luke Spain,
Matthew Bashoum, Theta Alpha Delta
2nd Place: Andrew Thostenson (TAD), Charlie Meyer,
Bryan Van Fleet, Gamma Epsilon Delta
1st Place: Greg Towe, Andrew Chronister,
Colby Harrison, Gamma Epsilon Delta

Professional Division:

- 3rd Place: Denny McCormick, Jon Browne,
Ryan Friedly, Sigma Phi Omega
2nd Place: Linda Morgan, Dennis Mulanax,
Samantha White, Tau Epsilon Lambda
1st Place: Richard Gillespie, Charlie Pappert,
DeAnne Bogg, Gamma Epsilon Lambda

R

Region 4: Conference Competition Winners - 2012

Top Academic: Dawn Bonavita, Lambda Omega • **Top Gun:** Todd DeWald, Psi Omega
Spirit Award: Psi Omega • **Sweepstakes:** Psi Omega

CRIMINAL LAW

Lower Division:

- 3rd Place: Jenna Henning, Psi Omega
2nd Place: Anastasja Abraham, Psi Omega
1st Place: Maegan Moran, Psi Omega

Upper Division:

- 3rd Place: Kyle Richards, Psi Omega
2nd Place: Marissa Boyle, Psi Omega
1st Place: Samantha Kiely, Psi Omega

Professional Division:

- 3rd Place: Sam Dameron, Alpha Omega
2nd Place: Joe Walsh, Chi Omega Pi Sigma
1st Place: Dawn Bonavita, Lambda Omega

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place: Tylor Moore, Sigma Tau Omega
2nd Place: Jenna Henning, Psi Omega
1st Place: Joseph Zuccaro, Psi Omega

Upper Division:

- 3rd Place: Derrick Nelson, Psi Omega
2nd Place: Erin Wiswell, Psi Omega
1st Place: Todd DeWald, Psi Omega

Professional Division:

- 3rd Place: Bill Alexander, Lambda Omega
2nd Place: Joe Walsh, Chi Omega Pi Sigma
1st Place: Danny Maxwell, Psi Omega

JUVENILE JUSTICE

Lower Division:

- 3rd Place: Thomas Santa Barbara, Lambda Omega
2nd Place: Anastasja Abraham, Psi Omega
1st Place: Michelle Wharton, Lambda Omega

Upper Division:

- 3rd Place: Kara Rzasa, Psi Omega
2nd Place: Erin Wiswell, Psi Omega
1st Place: Marissa Boyle, Psi Omega

Professional Division:

- 3rd Place: Steve Atchley, Gamma Epsilon Zeta Rho
2nd Place: Dawn Bonavita, Lambda Omega
1st Place: Sam Dameron, Alpha Omega

CORRECTIONS

Lower Division:

- 3rd Place: Tylor Moore, Sigma Tau Omega
2nd Place: Jason Singer, Sigma Tau Omega
1st Place: Amy Justice, Lambda Omega

Upper Division:

- 3rd Place: Paul Iffrig, Sigma Tau Omega
2nd Place: Jen Hawkins, Psi Omega
1st Place: Allison Maynard, Psi Omega

Professional Division:

- 3rd Place: Danny Maxwell, Psi Omega
2nd Place: Sam Dameron, Alpha Omega
1st Place: Dawn Bonavita, Lambda Omega

LAE KNOWLEDGE

Lower Division:

- 3rd Place: Anastasja Abraham, Psi Omega
2nd Place: Katrina Midgette, Lambda Omega
1st Place: Amy Justice, Lambda Omega

Upper Division:

- 3rd Place: Erin Wiswell, Psi Omega
2nd Place: Samantha Kiely, Psi Omega
1st Place: Kyle Richards, Psi Omega

Professional Division:

- 3rd Place: Dawn Bonavita, Lambda Omega
2nd Place: Steve Atchley, Gamma Epsilon Zeta Rho
1st Place: Nicole Young, Chi Omega Pi Sigma

CRIME SCENE

Lower Division:

- 3rd Place: Naziem Hachwi, Samantha Moran,
Maureen Bernard, Chi Nu
2nd Place: Jessica Higgins, Hadiya Alexander,
Maegan Moran, Psi Omega
1st Place: Amy Justice, Ashley Buckley,
Krista Cardozzi-Barnes, Lambda Omega

Upper Division:

- 3rd Place: Erin Wiswell, Samantha Kiely,
Frank Barlan, Psi Omega
2nd Place: David LaVorgna, Derrick Nelson,
Marissa Boyle, Psi Omega
1st Place: Amber Torterotot, Kairina Midgette,
Steven Cowgill, Lambda Omega

Professional Division:

- 3rd Place: No Entry
2nd Place: Mandy Morgan, Todd Istenes,
Ed Kebbekus, Chi Omega Pi Sigma
1st Place: Robert Stellfox, Nicole Young,
Danielle Folloso, Chi Omega Pi Sigma

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place: Mandy Morgan, Chi Omega Pi Sigma
2nd Place: Michele Wharton, Lambda Omega
1st Place: Samantha Kiely, Psi Omega

Male 25 and Under:

- 3rd Place: Steven Cowgill, Lambda Omega
2nd Place: Todd DeWald, Psi Omega
1st Place: Tom Hannagan, Lambda Omega

Female 26 to 35:

- 3rd Place: Nicole Young, Chi Omega Pi Sigma
2nd Place: Danielle Folloso, Chi Omega Pi Sigma
1st Place: Latish Chatten, Omega Alpha Omicron

Male 26 to 35:

- 3rd Place: No Entry
2nd Place: DeMars Wilson, Omega Alpha Omicron
1st Place: Todd Istenes, Chi Omega Pi Sigma

Female 36 and Over:

- 3rd Place: Shirley Redd, Omega Alpha Omicron
2nd Place: Karen Joyner, Omega Alpha Omicron
1st Place: Dawn Bonavita, Lambda Omega

Male 36 and Over:

- 3rd Place: No Entry
2nd Place: Alex Jackson, Omega Alpha Omicron
1st Place: John Wilt, Omega Alpha Omicron

FIREARMS (Individual)

Lower Division:

- 3rd Place: Jason Singer, Sigma Tau Omicron
2nd Place: Tylor Moore, Sigma Tau Omicron
1st Place: David LaVorgna, Psi Omega

Upper Division:

- 3rd Place: Frank Barlan, Psi Omega
2nd Place: Paul Iffrig, Sigma Tau Omicron
1st Place: Todd DeWald, Psi Omega

Professional Division:

- 3rd Place: Ed Kebbekus, Chi Omega Pi Sigma
2nd Place: Joe Walsh, Chi Omega Pi Sigma
1st Place: Nicci Young, Chi Omega Pi Sigma

FIREARMS (Team)

Lower Division:

- 3rd Place: No Entry
2nd Place: No Entry
1st Place: David LaVorgna, Joey Zuccaro,
Paige Sands, Psi Omega

Upper Division:

- 3rd Place: Roman Gray, Ryan Elblein,
Derrick Nelson, Psi Omega
2nd Place: Paul Iffrig, Jason Singer, Tylor Moore,
Sigma Tau Omicron
1st Place: Frank Barlan, Todd DeWald, Klye Richards,
Psi Omega

Professional Division:

- 3rd Place: Rob Stellfox, Danielle Folloso,
Ed Kebbekus, Chi Omega Pi Sigma
2nd Place: Todd Istenes (Chi Omega Pi Sigma),
Amy Justice (Lambda Omega),
Sean Tancredi (Sigma Tau Omicron)
1st Place: Jen Frey, Joe Walsh, Nicci Young,
Chi Omega Pi Sigma

R

Region 5: Conference Competition Winners - 2012

Top Academic: Joseph Chiapputo, Lambda
Top Gun: James Lee Mann, Alpha Sigma Omega

CRIMINAL LAW

Lower Division:

- 3rd Place: Frederick Brown, Lambda
- 2nd Place: Nichole Raber, Lambda Eta Chi
- 1st Place: Brian Forrest, Lambda Eta Chi

Upper Division:

- 3rd Place: Patrick Smith, Alpha Sigma Omega
- 2nd Place: Joseph Chiapputo, Lambda
- 1st Place: Wesley Sewell, Alpha Kappa Delta

Professional Division:

- 3rd Place: Barbara Wolfe, Lambda Eta Chi
- 2nd Place: Nathan Blair, Alpha Omega Xi
- 1st Place: Randal Wood, Alpha Sigma Omega

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place: Frederick Brown, Lambda
- 2nd Place: Jesse Mullikin, Alpha Chi Epsilon
- 1st Place: Ethan Clement, Lambda Eta Chi

Upper Division:

- 3rd Place: Patrick Smith, Alpha Sigma Omega
- 2nd Place: Joseph Chiapputo, Lambda
- 1st Place: Matthew Owens, Alpha Sigma Omega

Professional Division:

- 3rd Place: No Entry
- 2nd Place: Barbara Wolfe, Lambda Eta Chi
- 1st Place: Brent Satterfield, Nu Alpha Chi

JUVENILE JUSTICE

Lower Division:

- 3rd Place: Frederick Brown, Lambda
- 2nd Place: Lauryn Bacon, Lambda
- 1st Place: Brian Forrest, Lambda Eta Chi

Upper Division:

- 3rd Place: Sheyla Lopez, Lambda
- 2nd Place: Matthew Owens, Alpha Sigma Omega
- 1st Place: Joseph Chiapputo, Lambda

Professional Division:

- 3rd Place: Barbara Wolfe, Lambda Eta Chi
- 2nd Place: Brent Satterfield, Nu Alpha Chi
- 1st Place: Chris Wyatt, Lambda Eta Chi

CORRECTIONS

Lower Division:

- 3rd Place: Samantha Mott, Lambda
- 2nd Place: Brian Forrest, Lambda Eta Chi
- 1st Place: Nichole Raber, Lambda Eta Chi

Upper Division:

- 3rd Place: Matthew Owens, Alpha Sigma Omega
- 2nd Place: Sam Parker, Lambda Omicron Pi
- 1st Place: Joseph Chiapputo, Lambda

Professional Division:

- 3rd Place: Julia Nash, Lambda Omicron Pi
- 2nd Place: Brent Satterfield, Nu Alpha Chi
- 1st Place: Barbara Wolfe, Lambda Eta Chi

LAE KNOWLEDGE

Lower Division:

- 3rd Place: Frederick Brown, Lambda
- 2nd Place: Samantha Mott, Lambda
- 1st Place: Lauryn Bacon, Lambda

Upper Division:

- 3rd Place: Wesley Sewell, Alpha Kappa Delta
- 2nd Place: Sam Parker, Lambda Omicron Pi
- 1st Place: Annette Durham, Alpha Sigma Omega

Professional Division:

- 3rd Place: Brent Satterfield, Nu Alpha Chi
- 2nd Place: Julia Nash, Lambda Omicron Pi
- 1st Place: Felice Smith, Lambda Omicron Pi

CRIME SCENE

Lower Division:

- 3rd Place: Cameo Nelson, Amber Lyons,
Jesse Mullikin, Alpha Chi Epsilon
- 2nd Place: Team Albritton, Lambda Epsilon Chi
- 1st Place: Team Westmoreland, Nu Alpha Chi

Upper Division:

- 3rd Place: Joseph Bramblett, Deanna Ruiz,
Annette Durham, Alpha Sigma Omega
- 2nd Place: Frederick Brown, Joseph Chiapputo,
Samantha Mott, Lambda
- 1st Place: Jacques Whitt, Kendrell Blackmon,
Elizabeth Payne, Omega Delta Chi

Professional Division:

- 3rd Place: No Entry
- 2nd Place: Julia Nash, Felice Smith, Lambda Omicron Pi
- 1st Place: Jemel Townsend, Mary Buckner,
Adamie Miller, Alpha Omega Nu

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place: Lauryn Bacon, Lambda
- 2nd Place: Deana Beta, Nu Alpha Chi
- 1st Place: Rachel Lund, Lambda Eta Chi

Male 25 and Under:

- 3rd Place: Cody English, Lambda Eta Chi
- 2nd Place: Troy Fugatt, Nu Alpha Chi
- 1st Place: Logan Kenimer, Nu Alpha Chi

Female 26 - 35:

- 3rd Place: No Entry
- 2nd Place: Jacques Whitt, Omega Delta Chi
- 1st Place: Nichole Raber, Lambda Eta Chi

Male 26 - 35:

- 3rd Place: Jesse Mullikin, Alpha Chi Epsilon
- 2nd Place: Kendrell Blackmon, Omega Delta Chi
- 1st Place: Jemel Townsend, Alpha Omega Nu

Female 36 and Over:

- 3rd Place: Elizabeth Payne, Omega Delta Chi
- 2nd Place: Melanie Camp, Nu Alpha Chi
- 1st Place: Barbara Wolfe, Lambda Eta Chi

Male 36 and Over:

- 3rd Place: Nathan Blair, Alpha Omega Xi
- 2nd Place: Randall Wood, Alpha Sigma Omega
- 1st Place: Joshua Lindsay, Alpha Chi Epsilon

FIREARMS (Individual)

Lower Division:

- 3rd Place: Rafael Cruz, Nu Alpha Chi
- 2nd Place: Dusty Johnson, Nu Alpha Chi
- 1st Place: Joseph Isler, Nu Alpha Chi

Upper Division:

- 3rd Place: Joseph Chiapputo, Lambda
- 2nd Place: Joseph Bramblett, Alpha Sigma Omega
- 1st Place: James Mann, Alpha Sigma Omega

Professional Division:

- 3rd Place: Barbara Wolfe, Lambda Eta Chi
- 2nd Place: Nathan Blair, Alpha Omega Xi
- 1st Place: Jemel Townsend, Alpha Omega Nu

FIREARMS (Team)

Lower Division:

- 3rd Place: Rachel Lund, Cody English,
Ethan Clement, Lambda Eta Chi
- 2nd Place: Dusty Johnson, Josiah Ballard,
Zak Bearden, Nu Alpha Chi
- 1st Place: Joseph Isler, Rafael Cruz, Charles Gilley,
Nu Alpha Chi

Upper Division:

- 3rd Place: No Entry
- 2nd Place: Joseph Chiapputo, Sheyla Lopez,
Frederick Brown, Lambda
- 1st Place: Matthew Owens, James Mann,
Joseph Bramblett, Alpha Sigma Omega

Professional Division:

- 3rd Place: No Entry
- 2nd Place: Josh Lindsay, Jesse Mullikin,
Morgan Hurley, Alpha Chi Epsilon
- 1st Place: Jemel Townsend (AON), Nathan Blair (AOX),
Gordon Campbell (No Chapter Reference)

R

egion 6: Conference Competition Winners - 2012

Top Academic: Katherine Wegert, Tau Alpha Omicron • **Top Gun:** Andrew Wilhelm, Tau Alpha Omicron
Spirit Award: Tau Alpha Omicron • **Sweepstakes:** Tau Alpha Omicron

CRIMINAL LAW

Lower Division:

- 3rd Place: Jessica McLeod, Alpha Delta Pi
2nd Place: Zach Terrell, Tau Alpha Omicron
1st Place: Andrew O'Connor, Tau Alpha Omicron

Upper Division:

- 3rd Place: (tie) David Nichols & Katherine Wegert, Tau Alpha Omicron
2nd Place: Andrew Wilhelm, Tau Alpha Omicron
1st Place: Colin Arona – Tau Alpha Omicron

Professional Division:

- 3rd Place: Julia Nell, Tau Alpha Omicron
2nd Place: Mark Mitchell, Zeta Sigma Alpha
1st Place: John Milliken, Tau Alpha Omicron

POLICE MANAGEMENT & OPERATIONS

Lower Division:

- 3rd Place: Andrew O'Connor, Tau Alpha Omicron
2nd Place: Jessica McLeod, Alpha Delta Pi
1st Place: Kelsey Firkus, Alpha Delta Pi

Upper Division:

- 3rd Place: Jeremiah Hardwick & Andrew Wilhelm, Tau Alpha Omicron
2nd Place: Michael Erickson, Alpha Delta Pi
1st Place: Katherine Wegert, Tau Alpha Omicron

Professional Division:

- 3rd Place: Julia Nell, Tau Alpha Omicron
2nd Place: Craig Laker, Tau Alpha Omicron
1st Place: Mark Mitchell, Zeta Sigma Alpha

JUVENILE JUSTICE

Lower Division:

- 1st Place: (three-way tie) Ellie Barrera, Zeta Sigma Alpha; John Daniel, Tau Alpha Omicron; Zach Terrell, Tau Alpha Omicron

Upper Division:

- 3rd Place: (tie) Desia Ree Shenauryte, Zeta Sigma Alpha; Andrew Wilhelm, Tau Alpha Omicron
2nd Place: Katherine Wegert, Tau Alpha Omicron
1st Place: David Nichols, Tau Alpha Omicron

Professional Division:

- 3rd Place: Rosemary Hudson, Sigma Iota
2nd Place: Mark Mitchell – Zeta Sigma Alpha
1st Place: Craig Laker – Tau Alpha Omicron

CORRECTIONS

Lower Division:

- 3rd Place: Andrew O'Connor – Tau Alpha Omicron
2nd Place: Jorge Ruvalcaba – Zeta Sigma Alpha
1st Place: Zach Terrell, Tau Alpha Omicron

Upper Division:

- 3rd Place: Zach Dzikowski – Alpha Delta Pi
2nd Place: Andrew Wilhelm, Tau Alpha Omicron
1st Place: Katherine Klegert, Tau Alpha Omicron

Professional Division:

- 3rd Place: Julia Nell – Tau Alpha Omicron
2nd Place: Craig Laker, Tau Alpha Omicron
1st Place: Mark Mitchell, Zeta Sigma Alpha

LAE KNOWLEDGE

Lower Division:

- 2nd Place: Adnan Omerinuvie – Zeta Sigma Alpha
1st Place: (tie) Ellie Barrera, Zeta Sigma Alpha & Jessica McLeod, Alpha Delta Pi

Upper Division:

- 3rd Place: David Nichols, Tau Alpha Omicron
2nd Place: Colin Arona, Tau Alpha Omicron
1st Place: Preston Howard, Tau Alpha Omicron

Professional Division:

- 3rd Place: Nicole Roncalli, Member at Large
2nd Place: Julia Nell, Tau Alpha Omicron
1st Place: Mark Mitchell, Zeta Sigma Alpha

CRIME SCENE

Lower Division:

- 3rd Place: Jorge Ruvalcaba, Pablo Monrique, Diana Maya, Zeta Sigma Alpha
2nd Place: Zach Terrell, Andrew O'Connor, Marc Edwards, Tau Alpha Omicron
1st Place: Jessica McLeod, Zach Dzikowski, Jordan Elvish, Alpha Delta Pi

Upper Division:

- 3rd Place: Andrew Wilhelm, David Nichols, Preston Howard, Tau Alpha Omicron
2nd Place: Ruth Feliciano, Jeremiah Hardwick, Katherine Wegert, Tau Alpha Omicron
1st Place: Julia Nell, Colin Arona, John Daniel, Tau Alpha Omicron

Professional Division:

- 3rd Place: No entry
2nd Place: No entry
1st Place: No entry

PHYSICAL AGILITY

Female 25 and Under:

- 3rd Place: Kelsey Firkus, Alpha Delta Pi
2nd Place: Ruth Feliciano, Tau Alpha Omicron
1st Place: Katherine Wegert, Tau Alpha Omicron

Male 25 and Under:

- 3rd Place: Andrew O'Connor, Tau Alpha Omicron
2nd Place: John Daniel, Tau Alpha Omicron
1st Place: Preston Howard, Tau Alpha Omicron

Female 26 to 35:

- 3rd Place: no entry
2nd Place: no entry
1st Place: Nicole Roncalli, Member at Large

Male 26 to 35:

- 3rd Place: Pablo Manriquez, Zeta Sigma Alpha
2nd Place: Michael Erickson, Alpha Delta Pi
1st Place: Jorge Ruvalcaba, Zeta Sigma Alpha

Female 36 and Over:

- 3rd Place: No entry
2nd Place: No entry
1st Place: No entry

Male 36 and Over:

- 3rd Place: No entry
2nd Place: No entry
1st Place: No entry

FIREARMS (Individual)

Lower Division:

- 3rd Place: Aimee Huston, Tau Alpha Omicron
2nd Place: Andrew O'Connor, Tau Alpha Omicron
1st Place: Kelsey Firkus, Alpha Delta Pi

Upper Division:

- 3rd Place: John Daniel, Tau Alpha Omicron
2nd Place: Jeremiah Hardwick, Tau Alpha Omicron
1st Place: Andrew Wilhelm, Tau Alpha Omicron

Professional Division:

- 3rd Place: John Milliken, Tau Alpha Omicron & Nicole Roncalli, Member at Large
2nd Place: Craig Laker, Tau Alpha Omicron
1st Place: Mark Mitchell, Zeta Sigma Alpha

FIREARMS (Team)

Team winners were not available.

A

wards and Recognitions

Jim Hooker Outstanding Advisor Award

At the 2007 National Conference held in Wilmington, Delaware, the membership voted to establish the Jim Hooker Outstanding Advisor Award. The Jim Hooker Outstanding Advisor Award is an earned Award granted to Advisors of ACJA-LAE in recognition of outstanding service to a chapter and/or region of ACJA-LAE. Nominations for this Award may be submitted by any member in good standing and the Award is granted upon the favorable vote of a majority of the voting membership present at the National Conference. The minimum criteria for the nomination of this Award shall be membership in the Association; at least five (5) years continuous service to at least one ACJA-LAE chapter; and attendance with said chapter(s) at the National Conference during that period. A distinctive plaque of recognition is presented to the awardee.

Jim Hooker Outstanding Advisor Award - 2012

Major Richard Gillespie

At the 2012 National Conference held in Cincinnati, OH, Major Richard Gillespie was elected to receive the Jim Hooker Outstanding Advisor Award. Richard was nominated to receive this Award by Roger Pennel, Region 3 President.

Major Richard Gillespie is the Police Operations Commander for the University of Central Missouri Department of Public Safety. He has nearly 45 years of law enforcement experience. Richard has been a Co-Advisor to the Gamma Epsilon Delta Chapter at the University of Central Missouri for nearly ten years. He volunteers his time as the firearms team coach and has built the GED firearms team into an impressive group of competitors. He has shown a willingness to work with shooters and provides the necessary individual attention needed to compete. For over eight years, he has taught a Firearms Safety and Proficiency course each semester while serving as an adjunct professor. He presently serves on the ACJA-LAE National Firearms Committee and has won numerous Top Gun Awards at National Conferences. He is also the recipient of the prestigious Clarence M. Kelley Meritorious Service Award.

STAR MEMBERSHIP

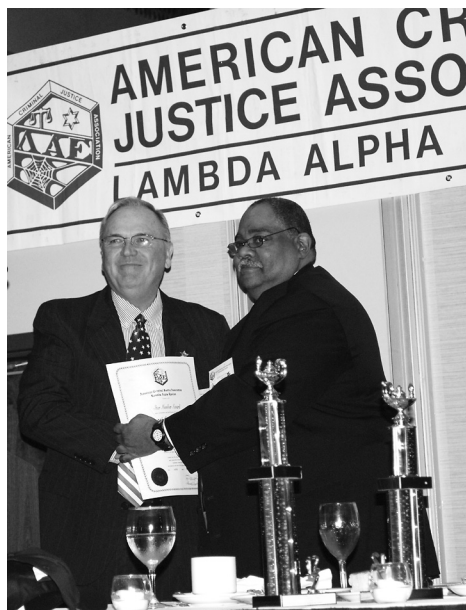
The Star Member Award is an earned recognition of members who have substantially contributed to the furtherance of ACJA-LAE. A nominee for this award must have displayed exemplary loyalty and dedication to the Association and shall have provided service which is substantially superior to that performed by other members. The right to issue Star Membership rests with the voting members of Grand Chapter. Three quarters (3/4) vote of the voting membership present at the Annual Conference is required and the voting is by secret ballot. Star Members are elected to Life Membership in recognition of their outstanding contribution to the Association and are presented with a Star Membership Certificate and Star pin.



Star Member 2012 - Dr. William "Dub" Osborne

Also, at the 2012 National Conference held in Cincinnati, OH, Dr. William "Dub" Osborne was elected to Star Membership. Dub was nominated by Star Members John Wilt, Steve Atchley, Sam Dameron, and Michael Snow.

Dub joined the Association in 1993 and was the Advisor to the Alpha Kappa Chapter at Mountain Empire Community College. He was the Chapter Advisor to Alpha Kappa until 2004. Dub then started a chapter at Virginia Intermont College in 2004 and remained the Chapter Advisor until 2007. In 2007, he reactivated the Delta Xi Omega Chapter at Ferrum College where he remains the Chapter Advisor to the this day. He has served as Vice-President of Region 4 as well as Region 4's Faculty Advisor Representative. He has served as both Conference Coordinator and Conference Director for numerous Region 4 Conferences. In the past, he has also served on the Firearms Committee and presently serves on the Scholarship Committee.



Star Member 2012 - David Redford

At the 2012 National Conference held in Cincinnati, OH, David Redford was elected to Star Membership. David was nominated by Star Member Dell Caldwell.

David joined the ACJA-LAE in 2000. He has been the Chapter Advisor to the Beta Alpha Delta Chapter at New Mexico State University since November 2001. He is an Associate Professor of Criminal Justice at New Mexico State University and also a Municipal Court Judge in Carlsbad, NM. He is presently the President of Region 2 and has held that position since 2009. He also served on the National Membership Committee from 2006 – 2009. Dave was also awarded the Jim Hooker Outstanding Advisor Award in 2011. He has also been awarded and named in the Who's Who of Education and Law in 2010 and was awarded the Rousch Academic Award for Outstanding Instruction/Mentoring of Students in 2001.

A

Announcement of the 2014 ACJA/LAE National Scholarship & Student Paper Competition

Applications will be available after April 30, 2013 for the 2014 National Scholarship and Student Paper Competitions. Entries for the National Student Paper Competition must be original papers dealing with issues and problems in areas of criminology, law enforcement, juvenile justice, courts, corrections, prevention, planning and evaluation, career development, or education in the field of criminal justice.

Applications for both Competitions may be obtained by calling or emailing the National Office or can be downloaded from our web site after April 30, 2013. The deadline for submission of applications for the 2014 National Scholarship is December 31, 2013. The deadline for submission of applications and papers for the 2014 National Student Paper Competition is January 31, 2014. Papers are reviewed by separate committees and winners will be announced at the 2014 National Conference.

Incomplete applications will not be considered for the awards. **Also, you must be a member-in-good-standing at the time of submission for the respective awards and at the time the awards are made.** Members can compete for both awards. If you have any questions, please do not hesitate to contact the National Office at P.O. Box 601047, Sacramento, CA 95860; telephone (916) 484-6553; Fax (916) 488-2227; Email: acjalae@aol.com.

2012 NATIONAL SCHOLARSHIP AWARDS (28 Participants)

Lower Division:

3rd Place Michele Wharton, Lambda Omega
2nd Place Shelby Kitch, Iota Sigma
1st Place Erin Wiswell, Psi Omega

Upper Division:

3rd Place Robbie Todd, Omega Delta Chi
2nd Place Heather Johnson, Delta Iota
1st Place Allison Mazzara, Delta Iota

Graduate Division:

3rd Place Francis Boateng, At-Large
2nd Place Marcus McGhee, Gamma Alpha Sigma
1st Place Erica Lehmuth, Gamma Epsilon Delta

2012 STUDENT PAPER AWARDS (42 Participants)

Lower Division:

3rd Place Amy Justice, Lambda Omega
2nd Place Samuel Gahr, Gamma Epsilon Delta
1st Place Kristopher Brose, Sigma Delta

Upper Division:

3rd Place Alaina Arnold, Tau Sigma Upsilon
2nd Place Victoria Bowman, Delta Xi Omega
1st Place Christina Guinard, At-Large

Graduate Division:

3rd Place Natalie Saladino, Lambda Omega
2nd Place Natasha Sheldon, Gamma Epsilon Delta
1st Place Melissa Matuszak, Gamma Upsilon
Gamma

Executive Secretary's Report

Between February 25, 2011 and February 17, 2012 the Association chartered 52 new or re-chartered chapters. The number of active chapters has grown from 93 in 1992 to 174 in 2012. The largest chapters nation-wide as of February 17th were:

Psi Omega, University of New Haven, CT (Region 4): 211 members
Gamma Epsilon Delta, Central Missouri State College, MO (Region 3): 93 members
Gamma Mu, George Mason University, VA (Region 4): 79 members

A total of 350 members and guests attended the 2012 National Conference in Cincinnati, OH. The theme of the Conference was "Officer Survival: Staying Safe on the Street." Members enjoyed five days of competitive competitions, banquets, workshops, and entertainment. As of the 2012 National Conference, the number of active members and chapters nation-wide included:

	Members	Chapters
Region 1	584	29
Region 2	484	26
Region 3	340	15
Region 4	959	35
Region 5	862	46
Region 6	473	33
Total	3,702	174

A

Critical Look at Crisis Intervention Teams

1st Place Winner, Graduate Division, 2012 National Student Paper Competition

By Melissa Matuszak, Gamma Upsilon Gamma, Globe University, Region 6

Abstract

Crisis Intervention Teams present a unique form of community-oriented policing, training law enforcement officers in topics relating to mental illness and crisis intervention and treatment response. The goal of Crisis Intervention Teams (CIT) are to decriminalize mental illness and connect untreated mentally ill individuals with access to treatment and community resources. While community-oriented policing has become a buzzword and best practices model within the criminal justice community, Crisis Intervention Teams remain a relatively obscure piece of the law enforcement puzzle, with an aura of confusion relating to definition surrounding the topic. There are also questions presented about the effectiveness of the crisis intervention teams, as well as questioning the different community members or organizations that are, ideally, meant to play a role in the treatment circle CIT focuses upon.

Keywords: Crisis Intervention Teams, CIT, community-oriented policing, crisis, criminal justice

A Critical Look at Crisis Intervention Teams

The professional of criminal justice is plagued with models, doctrines and perspectives that can lack a clear and well-established definition. Zhao & Thurman (1997) confronted this issue when discussing community-oriented policing and how thousands of police departments across the country were implementing community-oriented policing initiatives and operational divisions when there still was no clear and agreed-upon definition of what community-oriented policing actually was.

Gianakis & Davis (1998) argue that community-oriented policing should follow a standard professional business model, with a market-oriented and customer-driven perspective focused on prevention rather than reaction; they further argued this could be accomplished through decentralization of the organization, in this case, law enforcement agencies, allotting more power to the line-level staff (patrol officers) to problem solve.

Since that time, nearly every relatively well-sized jurisdiction or police agency has some form of operations or staffing dedicated to community-oriented policing. While each jurisdiction may seem to have a different definition or idea of community-oriented policing, the goal of the model is inherent in its title: a focus on conducting law enforcement duties with an orientation on the community.

The orientation on the community can perhaps be best recognized in a less known aspect of community-oriented policing: Crisis Intervention Teams or CIT. According to Compton, Bahora, Watson & Oliva (2008), CIT is considered to be the most rapidly expanding and promising partnership between law enforcement and community-based mental health organizations. With over 400 CIT programs operating within law enforcement agencies in the United States, it is surprising that research relating to CIT and its outcomes are only beginning to be presented. (Compton et al., 2008).

What is CIT?

The question still remains relating to the definition of CIT: What is it? What are the outcomes and goals of the model? Who implements it and who is responsible for maintaining standards?

While there may be few specific answers to the questions, it is generally agreed that the commonalities amongst the CIT programs in implementation focus on the partnership of mental health organizations based within the community and that community's law enforcement agency.

CIT programs were created in recognition of

the immense discretion a police officer has while conducting their duties and responding to calls out in the field; the discretion of whether or not to involve an individual in the criminal justice system. CIT programs became a reactive measure for a proactive approach, improving police officers' abilities to respond safely and with more education to individuals in the community suffering from mental illnesses and the subsequent symptoms; the ultimate goal being to divert mentally ill individuals into treatment and away from incarceration. (Watson, Morabito, Draine & Ottati, 2008).

There is an unquestionable agreement amongst researchers in the literature that law enforcement officers routinely come into contact with individuals with mental illnesses while on duty. (Hanafi, Bahora, Demir, & Compton, 2008; Morabito, Kerr, Watson, Draine, Ottati, & Angell, 2010; Borum, 2000; Draine et al., 2007; Skeem & Bibeau, 2008). In response, the CIT program has grown exponentially, however quietly. In the CIT Model, which can also be referred to as the Memphis Model after the police department that created it, police officers receive 40 hours of extensive training that focuses on recognizing symptoms of mental illnesses and practicing de-escalation techniques. (Hanafi et al., 2008). The ultimate goal of the program is to increase the likelihood that people with mental illnesses who are in crisis will receive treatment rather than incarceration. (Hanafi et al., 2008).

The questions that may result focus on the necessity of training law enforcement on mental illness. Sellers, Sullivan, Veysey, & Shane (2005) state that in more recent years, police officers have been viewed as community problem solvers, much in the same vein as community-oriented policing initiatives and that this general mandate tends to place police officers in the primary role as a mental health resource to the community.

Law Enforcement: Mental Health Treatment Providers?

While Sellers et al., (2005) state that police officers have fallen into the unofficial role of mental health treatment liaisons between the community and its actual treatment providers, this suggestion seems to be based on the premise that police officers, before CIT, were utilizing their discretion and arresting individuals to place them in jail facilities in lieu of psychiatric centers. (Draine, Wilson, & Pogorzelski, 2007). This idea is rooted in the belief that because of the large number of mentally ill individuals currently incarcerated, law enforcement must be diverting mentally ill individuals into correctional facilities rather than treatment or psychiatric facilities.

This belief seems to be based also on the history of mental illness and law enforcement in modern American criminal justice. Draine, Wilson & Pogorzelski (2007) posit that service interventions stress the need for mental health services to collaborate with other social services to better serve their client population and that because of the behaviors that result from untreated symptoms of mental illness, these individuals tend to come into contact with law enforcement before any other social service organization or agency. This informally mandated unspoken agreement that law enforcement would be the primary responders to mental health crises is further explored by Borum (2000), who states that police officers and administrators seem to reluctantly accept or even resent, this understanding that they will be responding, with many believing that these incidents do not fall within the purview of their responsibilities as criminal justice professionals.

This frustration may also result from the reports from officers stating that their interactions with mentally ill individuals are problematic because these individuals may not respond well to traditional police tactics and that their lack of knowledge and skills relating to mental illnesses, symptomologies and crisis intervention can result in a failure to assist a victim or refer them to appropriate community resources. (Watson et al., 2008). There seems to be an understanding amongst law enforcement and a recognition, that they are seemingly ill-equipped to handle certain situations that traditionally have been diverted to other social or community-based organizations and that even with training, there is a concern that the role of mental health treatment liaison adds one more role for an officer to play, adding one more side to an already full plate. Borum et al., (1998) sum up the concerns, stating that while encounters with mentally ill individuals are common within law enforcement, there is a general concern over the level of training and preparation law enforcement officers receive in responding to these calls.

It should also be noted, however, that police officers are more likely to be called to a mental health emergency when the individual with mental illness is actively experiencing symptoms and may likely be agitated, frightened or suicidal. As stated by Borum (2000), there are numerous clues that may alert an officer to potential danger in the situation and officers have to make critical decisions about the use of force.

The Numbers of the Issue

These attitudes and opinions can be reflected, in both positive and negative aspects, through the numbers of the problem. 26% of all consumers at psychiatric centers in North America were referred by law enforcement. (Lee, Brunero, Fairbrother, & Cowan, 2008). However, other research suggests that the number jumps from 26% to almost 34% or over a third of all referrals in the country. (Borum, Deane, Steadman, & Morrissey, 1998). In many jurisdictions, law enforcement officers are the only community-based organization that will respond to mental illness crises or concerns. (Laing, Halsey, Donohue, Newman & Cashin, 2009).

Estimations on the calls for service involving mental

health or mental illness concerns for law enforcement are varied, with some research suggesting the number is at 10% (Laing et al., 2009). Subsequent literature analysis suggests the numbers seem to float between the ranges of 6%-20%. An interesting study, as mentioned by Sellers et al., (2005) states that in an urban police department, field observations found that police encounters with mentally ill individuals were handled informally a remarkable 71.8% of the time, with only 16.5% resulting in arrests. It should be noted, however, that these numbers were after the city had implemented a form of CIT training, with no numbers existing to compare from before the training was conducted.

Even more interesting is the change in numbers from a mental health and treatment perspective. In Kentucky, after the implementation of a local CIT program, there has been an increase of approximately 100 more individuals per month being referred for psychiatric services. (Strauss et al., 2006). Teller, Munetz, Gil, & Ritter (2006) found that before the implementation of CIT in Akron, Ohio, 750 individuals in a year were transported to emergency psychiatric services by law enforcement and after the implementation of CIT, the number jumped to 1,126 individuals. Furthermore, the transportation by law enforcement to other mental health services jumped from 965 individuals before the training to 1,447 after training. (Teller et al., 2006). Levin (2009) states that, nationwide, the increase of referrals to psychiatric treatments by law enforcement has increased 18% after the implementation of CIT-trained officers.

However, the main focus on research has been the results of CIT training on law enforcement, both its agencies and officers. There is a strong focus, especially in criminal justice, in analyzing statistics and numbers in order to gauge the effectiveness of programming or training. Crime rates are touted as the absolute in regards to judging a community or environment and simple decreases or increases are quickly analyzed to determine the variables responsible for the change. CIT programming is no different and the numbers seem to be encouraging.

Beyond the increase of referrals to community-based treatments in psychiatry and mental health, many police departments are reporting significant decreases in the use of force and SWAT call outs since implementing some sort of CIT-based training. Bower & Pettit (2001) report that since CIT training was implemented in Albuquerque's police department in New Mexico, SWAT (Special Weapons and Tactics) call outs involving a crisis intervention component have decreased 58%.

Research continues to point at CIT as a major variable in the decrease of SWAT call outs nationwide involving some form of crisis intervention, not only in the numbers that show decreases or increases for the benefit of the program, but also in the financial aspect of the outcome. Steverman & Lubin (2007) reported that approximate nationwide numbers reflect a daily cost of \$65 for each incarcerated individual, with only \$26 daily for someone in a community mental health program; they argue that the financial benefits of diverting individuals from jail to treatment facilities is a fiscally responsible one.

The Argument Against CIT: Unsubstantiated & Lack of Empirical Evidence

Not everyone is in favor of implementing CIT training at all police departments or even of the program in general. Geller (2008) argues that there is little empirical research to suggest that CIT is effective, nor is there research or information focusing on whether or not the training actually affects attitudes and performance of the officers relating to mental illness or just provides them with information.

Geller (2008) also argues that the research seems to place the weight of the success on police departments, assuming that the police department is the major variable as an agent of social control; the argument circles that the implementation of CIT likely has a more minor effect than literature suggests, with the nature and organization of community-based services holding significantly greater importance.

This argument does make sense, as law enforcement can only have so much pull over the treatment of mentally ill individuals and can only assist them from one professional perspective: a law enforcement based one. As stated by Gentz & Goree (2003), law enforcement tends to base its power on authority or the ability to make things happen by force, rather than by influence, in which power is obtained through the strength of a relationship. While CIT's goal may be to move law enforcement away from the authoritative power over mental illness response towards an influential one, it becomes clear through the literature and research that this has yet to occur.

Another interesting topic can be found in comparing the numbers of the supporters of CIT and those more doubtful of its usefulness. Skeem & Bibeau (2008) state that the enthusiasm surrounding the use of CIT seems to be based on partial nonexperimental studies that suggest the CIT approach increases safety during officer encounters; however, the authors argue that while this may be an opinion, there has been no real empirical study showing information contrary to what they found: CIT links people with treatment, but does not reduce their likelihood of arrest.

This study becomes even more influential when mentioned alongside the work done by Compton, Demir, Oliva & Boyce (2009), which found that there was no evidence of declining SWAT utilization as the number of CIT-trained officers increased. This is in direct confrontation with the suggestion made by Bower & Pettit (2001) that SWAT callouts significantly decreased with the advent of CIT training. Where is the discrepancy?

Perhaps the time between research from each group of authors or the geographic location, had a role to play in the differences resulting from the work; or perhaps the authors presented bias in their work and therefore negatively impacted the results. Either way, those groups who want to promote CIT training jump on the bandwagon that CIT increases officer safety and results in less on-the-job injuries and SWAT callouts, while those who do not see the validity of the CIT training point to research suggesting that CIT, while a useful training for individuals who want to learn more, has no real effect in a real world setting and more attention needs to be focused on the mental health providers rather than law enforcement in effectively creating an

intervention.

However, the positive results and continuing focus on education and training for law enforcement officers can be viewed as positive, especially in the current economic environment, when law enforcement agencies all over the country are asking for less officers to shoulder more responsibility; a phenomenon closely resembling the private sector, with less hiring and more responsibility being placed on existing employees. More research with empirical results and perhaps even some funding for more longitudinal research is important and necessary for future discussion on the absolute effectiveness or change occurring as a result of CIT training. Until that time, progressive and future-focused police agencies can perhaps focus on these issues at an organizational level to determine the effectiveness and benefits of CIT in their own agencies and communities.

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Restorative Justice, A Better Way

1st Place Winner, Upper Division, 2012 National Student Paper Competition

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Abstract

This paper argues that Restorative Justice Programs (RJ) are a more effective response to crime than traditional punitive methods. RJ programs focus on repairing harm caused by the offender as well as victim restoration. RJ also requires that the offender bears from their victim exactly how the crime affected them. Programs seek to give the victim a voice and help them to reclaim the dignity and safety that was lost. They also ask: who was harmed? How can we make it better and prevent it from happening again? This paper discusses four programs that are used most often. In addition, this paper talks about the importance developing shame and empathy in the offender. These feelings will help to reduce recidivism. Biblical facts and examples are also included to further illustrate the value of the programs.

Keywords: Victim Offender Conferencing, Healing Circles, Supportive Circles and Family Group Conferencing, offender recidivism

Restorative Justice: A Better Way

I. What Do Restorative Justice Programs Offer?

Restorative Justice Programs (hereafter RJ) offer the justice community a more effective response to crime than the traditional punitive methods. Programs focus on repairing harm caused by the offender as well as preventing recurrence of crime. According to Braithwaite (2000), reducing recidivism in criminals is all about creating a sense of shame about the crime. An important part of every RJ program involves having the offender hear from their victim about exactly how the crime affected them. RJ seeks to give the victim a voice, helping him/her to reclaim the dignity and safety that was lost when the crime was committed against them. RJ asks: who was harmed? How can we make it better and prevent it from happening again? RJ is concerned with restoring victims, as well as decreasing crime. In order to facilitate healing in the victim, there must be a shift from the impersonal court system to a personal dialogue between the victim and the offender.

II. Today's Justice System Is Not Working

According to the Bureau of Justice Statistics (BJS), the population of adults in corrections is ever increasing. An estimated 4 million people are involved in the corrections system today, up nearly one million from the early 1990's (BJS, 2011). Despite more money being poured into the justice system via policing programs, neighborhood watches, cybercrime technology, alternative programs for at-risk youth, building new prisons and jails and 12 step programs, there is a growing number of criminal offenders coming into the justice system and cycling back through the system time and again. Studies report that two-thirds of offenders will reoffend again within two years (Dugan, 2008). Dr. Carol Hedderman says that building prisons and putting more and more offenders behind bars only increases the number of offenders reoffending (Dugan, 2008). Mr. Solomon, deputy director of the Centre for Crime and Justice Studies at King's College London, said: "It's clear that incarceration causes immense social and economic damage to individuals and their families and as a result it's a crime generator" (Dugan, 2008). If traditional punitive methods of corrections are not working to reduce crime and recidivism, then what will work?

There is always a ripple effect whenever a crime is committed. A criminal act affects the immediate victim and then reaches farther to the family, workplace and community of the victim. Many times the offender never knows the extent of his/her crime. Usually the state takes over when a crime is committed and completely

removes the victim from the equation. In the United States, a crime is always committed against the state, rather than against an individual. In most cases, the victim is ignored except for giving a statement to the police and occasionally testifying if the case goes to trial. The justice system is primarily concerned with punishing the offender, rather than tending to the complex needs of the victim and community which were wronged during the crime (Dzur & Olson, 2004). Many times when a case goes to trial and a victim has to testify, the victim is wounded even more by having to 'prove' their statements before the entire court as the defense attorney attacks their every sentence. Everything they say is questioned and rebutted. This leaves the victim even more victimized.

The current criminal justice system in the United States works on an abstract process of assigning a name to a crime and then assigning a punishment to the crime. This method assumes that every crime should have almost the exact same punishment. Calhoun and Pelech argue that this method assumes a standard, average victim (2010). This method assumes that the harm done can be measured in money and community service and completely ignores the individual needs of the victim. And the offender feels only the wrath of the courts and is never given the opportunity to feel the victim's discomfort. An impersonal justice system cannot pretend to properly understand and evaluate how a particular victim is harmed or what needs to happen to repair that harm. This requires human interaction and relationship.

III. Meeting the Needs of the Victim

Restorative Justice Advocates say that RJ is a victim-centered approach to crime (Johnstone, 2002; Bazeman & Schiff, 2001). When someone becomes the victim of a crime, they are stripped of power and control. The victim suffers not only from the physical or property damage/loss but also experiences a complete paradigm shift in their world. The community they live in changes from safe and reliable to dangerous and unpredictable. They begin to second guess their environment and their place in that environment. When someone is victimized, the consequences go beyond the act of the crime and reach directly into the life of the victim. Meeting the needs of victims means listening to them, helping them process what happened and focusing on how it can be made right again.

A. Impact, Recoil and Recovery

Johnstone, in his book *Restorative Justice: Ideas, Values, Debates*, says there is a three step process that most individuals go through after being victimized: initial impact, recoil and recovery (2002). The initial

impact phase involves feelings such as confusion, vulnerability and terror (Johnstone, 2002). In the recoil phase, those feelings change into anger, guilt, shame, anxiety and self-doubt (Johnstone, 2002). It is during this phase that victims tend to feel the shift in their environment, from one of safety to one of danger. They may also surprise themselves with desires for revenge (Johnstone, 2002). In order for a victim to ever work through the final step, recovery, they must be involved in some process that will allow them to vent their feelings and to feel as though their offender not only understands what happened but will also take responsibility for that harm and seek to right the wrong. They must be given the opportunity to work through all associated feelings and have those feelings acknowledged by others as valid emotions. This is why RJ works so much better than the traditional criminal process. Promoters of RJ understand that if the victim is given a voice and can see feel/see/hear/experience remorse from the offender, they are likely to move through the recovery stage and regain their sense of community and personal safety.

As mentioned earlier in this paper, the current criminal justice system is not concerned with healing and restoration for the victim. The entire focus is on the offender and how he/she must pay their debt to society. The crime becomes a crime against the state and therefore, consigns the victim to a passive role in the case. This further removes a victim's sense of control, power and safety (van Wormer, 2009).

B. Giving Victims a Voice

RJ changes the perspective from the offender to the victim. RJ realizes that "crime is in essence a violation: a violation of the self, a desecration of who we are, of what we believe, of our private space. Crime is devastating because it upsets two fundamental assumptions on which we base our lives: our belief that the world is an orderly, meaningful place and our belief in personal autonomy. Both assumptions are essential for wholeness" (Johnstone, 2002, p. 65). So, RJ seeks to place the victim at the center of attention so their voice may be heard. The victim's voice should be the loudest one heard. Empowerment comes when a victim is given the chance to talk about the crime from his/her perspective. When their voice is heard, it helps restore the control that was lost when the crime was committed. Beyond receiving restitution or an apology, every victim needs to have their voice heard and their feelings validated. "The voices of victims shed considerable light on their safety and security needs, they are, indeed, the 'experts' who should be continually consulted about personal protection concerns" (Lehman, et al. 2002).

C. Finding Answers and Moving Forward

Studies show that restorative conferences help victims to feel safer (or less likely to be revictimized), less angry and to move forward in their lives (Bazemore & Schiff, 2001; Johnstone, 2002; Dzur & Olson, 2004). Johnstone talks about the importance of the victim being provided answers to their questions concerning the criminal event (2002). The best person to tell them those answers is the offender. Having the offender acknowledge the crime and ask forgiveness is a very big part of recovery for the victim. Of course, there will always be cases where the offender will not

take responsibility for his actions and the victim will never hear, "I'm sorry". For victims in this situation, Supportive Circles are very helpful. For the purposes of this paper, the focus will be almost entirely on those offenders who are willing to take responsibility for their actions and wish to make amends. The best ways to accomplish this are through RJ Programs such as Victim Offender Mediation, Healing Circles and Family Group Conferencing.

IV. Restorative Justice Processes

There are a number of different processes through which RJ can take place. For this paper, only the four most commonly used programs will be discussed. Restorative Conferences bring together both the victim and offender's families under the close direction of an appointed mediator. Healing Circles involve all concerned parties, such as friends, family, coworkers, employers, neighbors and others affected by the criminal event. Supportive Circles provide support and healing to the victim when the offender is not involved. Family Group Conferencing is similar to Restorative Conferencing but differs in that it strives to strengthen the bonds between family members, both for the victim and for the offender.

A. Victim Offender Conferences

Victim Offender Conferencing (hereafter VOC) (also known as 'dialogue' or 'mediation') brings together the victim and the offender in a safe environment with a trained mediator, allowing both parties to be heard. This is the most common and influential RJ process used today (Beck, Kropf & Leonard, 2011). When the victim and offender's families and friends are involved, this is usually called Family Group Conferencing (Judah & Bryant, 2004), which will be discussed later in this paper. VOC meetings always involve a mediator. Usually, the mediator will meet with both parties, separately, before the conference (Judah & Bryant, 2004). In some cases the mediator is a member of the police department or court and in others, the mediator is a trained individual from a community organization such as the YWCA. "Above all else, the aim of restorative conferencing is to change the hearts and minds of both those responsible for the offenses as well as those who have suffered because of them and as far as possible to make amends for the harm done to offenders and victims" (Bazemore & Schiff, 2001, p.175).

Restorative Conferences such as VOC's are important because they involve the offender in the process of assuming responsibility and restoring the harm that was caused by the crime. In a traditional court setting, the offender sits quietly aside, while his attorney speaks for him; whereas, in a restorative conference, the offender is expected to participate by speaking and interacting with the victim, thereby taking responsibility for his actions and showing remorse for them (Bazemore & Schiff, 2001). This face-to-face interaction helps to dispel the victim's notion of the offender's strength or power and reduces them to a mere human being (Johnstone, 2002). The VOC may be frightening for the offender because it expects him to take responsibility for his crime to show remorse and to offer a genuine apology (Johnstone, 2002).

The expected outcome of a restorative conference is that both the offender and the victim will come

to an agreement on a restitution plan. This may include apologies, community work (sometimes for an organization selected by the victim), financial or material restitution, enrollment into treatment classes and jail time. It is important for these criteria to be written in a contract, with the details of what needs to be done and who will oversee those deeds in order to make sure that restitution is in fact completed (Beck, Kropf & Leonard, 2011; Bazemore & Schiff, 2001). Discussing and implementing a plan for restitution also helps the victim to reclaim lost power, as it gives him control over the outcome (Johnstone, 2002).

In some cases of violent crime (such as murder or rape), where a victim either cannot or will not face the offender, a 'victim panel' may be used. The RJ program may provide a program with manuals and videos for the offender that show interviews with similar victims. The Office For Victims of Crime Training and Technical Assistance Center (OVCTTAC) offers a comprehensive Victim Impact Program that includes facilitator and participant manuals, as well as a video series that takes the offender through a long list of the most commonly committed crimes. These materials are available free of charge at this website: https://www.ovcttac.gov/victimimpact/presenters_toolbox.cfm, as long as the proper credit is given when the product is used. This is also the standard RJ procedure for so-called 'victimless' crimes like retail theft.

Occasionally the victim chooses not to participate in face-to-face mediation and in those cases, the victim's family or friends may relate the victim's feelings to the offender instead (Bazemore & Schiff, 2001). This is when the offender hears from victims (direct victims, family members of victims or even victims of similar crimes not associated with the offenders actual crime) who discuss the emotional and physical consequences relating to the offenders specific criminal event (van Wormer, 2009).

B. Healing Circles

Healing circles include the victim and the offender, their families and also concerned members of the community such as friends, coworkers, employers and neighbors (Judah & Bryant, 2004). Healing circles are especially helpful in repairing relationships and resolving differences (Bazemore & Schiff, 2001). In fact, van Wormer says that 'communication and healing are the central focus [of a healing circle], not the finding of a solution to a specific problem' (van Wormer, 2009, p.110).

Building a successful healing circle takes time and effort. They usually last for several months but in some cases, they can continue meeting for several years. A typical healing circle will begin with several small preparation circles that meet separately, one for the offender and one for the victim. These smaller circles provide support, encouragement, respect and opportunity for change. Then, after the groundwork has been laid for what needs to be accomplished in the main circle, the two smaller circles will meet as one large circle (Bazemore & Schiff, 2001). Many times these meetings occur at a community center; somewhere that is neutral and does not cause discomfort for any members of the circle. When the large circle meets, there are usually refreshments and a time of informal conversation before the meeting starts. The recurring

theme of a healing circle is inclusion; no one is made to feel like an outsider or excluded from the community. This is very important, especially for the offender. The circle must convey an attitude of “what you did was bad but you are not”. Healing circles require the dedication of several participants, all of whom have the restoration of all wounded parties as their main concern. They will have to commit to being involved in the healing process for several months, maybe longer. Healing circles help bring communities together by forming connections and sharing support for each other (Bazemore & Schiff, 2001). This also helps to increase a community’s social control, which was discussed earlier in this paper. The expected outcome of a healing circle is more about restoring relationships and less about punishment. Therefore, it may be necessary for an offender to also be sentenced to a legal punishment such as restitution or jail time.

C. Supportive Circles

Another form of healing circles is ‘supportive’ circles (Johnstone, 2002). These imitate many parts of the healing circles discussed above, with the exception of the offender’s involvement. Supportive Circles are used when the offender has not been apprehended or chooses not to be involved (either proclaiming innocence or refusing to take responsibility for his crime). In a supportive circle, there is long-lasting support from the victim’s family, friends and community for the victim. There may also be an inclusion of other similarly affected victims, who work together to support each other’s healing.

D. Family Group Conferencing

As the name implies, Family Group Conferences (hereafter FGC) involve the strengthening and repairing of relationships within a family. This may include the relationship between spouses, intimate partners, child and parent or siblings (Sullivan & Tift, 2006). Many times, FGC’s are used when a child must be removed from a home or when dealing with a youth offender (Sullivan & Tift, 2006; Beck, 2011). A FGC differs from restorative conferencing in that it is a shorter process and involves a coordinator who is usually part of the police department (Beck, Kropf & Leonard, 2011). The coordinator must be skilled in mediation and know how to utilize available agencies and partnerships within the community (Beck, Kropf & Leonard, 2011).

According to the book *Social Work & Restorative Justice*, the conference has four parts: ‘an opening, information sharing, deliberations and agreement and a closing’ (Beck, Kropf & Leonard, 2011, p. 70). The coordinator opens by welcoming everyone, sometimes including prayer or ‘ceremony’ if the family wishes. The facts of the case are read; the offender acknowledges responsibility for his/her actions; the victim statements are read; the offender’s family deliberates and then returns a plan for restitution; and then the plan is negotiated and agreed upon (Beck, Kropf & Leonard, 2011).

V. Meeting the Needs of the Offender

The most important part of RJ, concerning the offender, involves helping the offender to realize the consequences of his actions, take responsibility for those actions and change his future behavior. “The ultimate goal [of RJ] is to have an ‘intense and

emotional impact’ on the offender” (Jackson, 2009, p.184). When a crime is committed and someone is arrested and charged for that crime, there is usually an immediate community shunning of that individual. A sense of community belonging is important to everyone so we must help the offender to realize that, if he complies with a RJ program, he can be restored to his community. It is also important to reduce recidivism rates that the offender hears from his victim how the crime has affected them.

A. Development of Empathy

Much research points to the importance of the offender developing feelings of empathy (through shame) toward the victim, which is likely to change the offender’s behavior in the future by reducing recidivism (Braithwaite, 2000; Bazemore & Schiff, 2001; Sullivan & Tift, 2006). If those feelings cannot be developed, for whatever reason (such as mental status), then it is much less likely that the offender will remain law abiding. Meeting the victim face-to-face will help to dispel such criminal rationalizations as “they deserved it” or “it doesn’t hurt anyone” or “they have insurance, so it won’t cost them anything”. If we can put a face, name and story to the crime, we can hopefully diffuse those rationalizations. Burglars have been known to flip photographs of individuals they are robbing face-down to avoid the reality that they are causing harm through their crime (Johnstone, 2002). Stories like this prove that there is a natural shame involved with crime and somehow the offender has managed to stifle that feeling in order to commit the crime. RJ seeks to resurrect that shame, by introducing the victim to the offender and showing the offender the consequences of his actions. RJ seeks to inform the offender of the far-reaching effects of his crime and give him the chance to repair the harm he caused by taking personal responsibility for his actions. RJ emphasizes healing, forgiveness and reconciliation (Judah & Bryant, 2004).

Daniel Johnson, a felon in the Texas Prison System, says of the RJ program he was involved in with his victim, “. . . victim-offender dialogues can do for the participants what punitive justice can rarely accomplish, that is, help to heal victims and communities from effects of crime and return offenders to society as truly law-abiding citizens who can make positive contributions to their communities” (Judah & Bryant, 2008, p. 90). Developing those feelings of shame is not possible if the offender is sentenced to jail time and never hears from the victim about the damaging results of the crime in the first place.

The criminal justice system today encourages offenders to plead ‘not guilty’ and to deny responsibility for their criminal act. Admitting guilt usually means a harsher sentence. Asking an offender to deny responsibility for the courts, keeps them from taking responsibility for their actions, learning how they hurt someone else and ever giving/receiving forgiveness, which is vital to really changing behavior and learning to live a better life. Acknowledging the harm that was inflicted through the criminal act is the most vital part of changing future behaviors in an offender. Giving and receiving forgiveness is important not only for the healing of the victim but also for the offender.

B. Guilt vs. Shame

It is important to carefully consider how ‘shaming’ occurs in helping the offender to change his ways. Author John Braithwaite explains in his paper, “Shame and Criminal Justice” (2000), that there is a difference between guilt and shame. Guilt creates a barrier between the offender and his community, a dividing wall, whereas, shame is the emotion that deters someone from committing a crime or from committing more crime. When a community (or family) values justice and the rights of its people, it encourages a particular way of treating others and valuing their property. It also places an attitude of shamefulness on the idea of damaging or devaluing that people or property. So, it is vitally important to carefully plan the restorative process around building the positive emotion of shame and then move the offender from that shame to forgiveness and restoration. According to Braithwaite (2000), a community will have lower crime rates if it effectively communicates the shame associated with committing crime.

C. Community Involvement and Social Control

Being an accepted member of one’s own community is very important and that acceptance is lost when a person commits a criminal act. In some geographical areas, encouraging a sense of community is more difficult than in other areas. Small, rural towns tend to be more concerned with the rehabilitation of local offenders, because the offender is usually someone known to them; as opposed to large metropolitan cities, who may have many more offenders, who are unknown to entire portions of the population. In large cities, there is more of a ‘mind your own business’ attitude. People would rather not get involved. This makes it much more difficult to involve members of large communities in a restorative program.

However, there is an unseen force in every community called ‘Informal Social Control’ (Dzur & Olson, 2004). Dzur and Olson argue that an individual’s community, made up of friends, family, employers, school officials and other authority figures, exercises a large measure of control over how that individual acts. The underlying attitude of fairness, kindness, adherence to social norms and laws is expected. Dzur and Olson quote John Braithwaite as saying, ‘it is shame in the eyes of those we respect and trust’ that is most likely to shape our behavior (Dzur & Olson, 2004, p. 95). This is another reason that Restorative Conferences are so helpful. When an offender witnesses the tears and shame of those closest to him because of his actions, he is motivated to change. This is why it is so important for an offender’s community to be involved in his restoration.

When a crime is committed, the offender is always labeled or stigmatized by his community, as a criminal. He becomes someone that cannot be trusted or relied upon. It is so important for the community to show forgiveness. If the offender is rejected by his original community, he will search for community elsewhere and will usually find it among other offenders, who have also been rejected by their communities. This, in essence, seals his fate as a criminal. So to have his community (family, friends and even peers) involved in his restoration, through such programs as restorative conferencing, is vital. Many offenders strive to make

amends and change their behavior when they realize the embarrassment their family and friends have suffered because of them.

It is possible, according to Dzur and Olson to increase the sphere of social control in a community by involving the members in various criminal justice programs (2004). When a community becomes involved in the issues of its offenders, it changes strangers into friends and increases their interest and care in one another (Dzur & Olson, 2004). As the members interact, they begin to establish and share goals and to realize the strengths and weaknesses they have. Then they can work together to improve their strengths and overcome their weaknesses (Dzur & Olson, 2004). The voices of the community will always be a more accurate definition of what the community needs than the criminal justice system (judges, police officers and attorneys) will. So, when a crime is committed, it is important for the community not to simply cut off the offender from them but to show that while they are against the crime, they are interested in helping the offender to be forgiven and reinstated as a positive member (Johnstone, 2002).

VII. Conclusion

Restorative Justice is a better way of dealing with the wide reaching negative effects of crime. The current punitive criminal justice system in the United States is only creating more criminals and leaving damaged victims in its wake. It's time for police departments and communities to try something different. Restorative Justice seeks to heal damaged people, both offenders and victims and to promote healing and safety in communities. Restorative programs take more time and energy than traditional methods but they also promise to lower crime recidivism and bring about true healing and restoration.

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chool Shootings

1st Place Winner, Lower Division, 2012 Student Paper Competition

By Kristopher Brose, Sigma Delta, Central Lake College, Region 6

Abstract

School shootings have provided some of the most memorable horrid scenes of American schools in our recent years. After every incident a cry of pain follows a wave of outrage but a reappearance of questions about our gun laws, mental illnesses and their disposition in our culture arise. So it is hard to come up with a reason for why kids kill, rather than looking at specific causes of school shootings, let us look at multiple factors such as bullying, availability of guns, media impacts, isolation, alienation and depression. The truth about shootings is kids don't "snap" after a long childhood of bullying or depression, they plan. These shooters often tell others of their plan and they have a previous path of violence. Such shootings as Columbine, Red Lake, Rocori and Virginia Tech have made national news. To understand these shooting examples, there are many factors and reasons behind these "well-known" shootings and massacres.

Statistical Facts about School Shootings:

School Shootings in America:

There have been 371 school shootings since 1992, this includes age groups of shooters and the victims. These shootings have resulted in the death of more than 175 teachers, students and shooters (Friedman, 2010). Nearly 66% of school shooters interviewed after their attack felt they have been bullied or threatened by classmates and said that was their main reason for shooting others (Friedman, 2010).

The most recent shooting took place October 24 in Fayetteville, North Carolina, when two teenagers were taken into custody in the shooting of a 15-year-old fellow student. Both students participated in the shooting that critically injured their classmate.

Other Statistic in America:

- Most school shooters have an above average IQ.
- 75% of shooters have tried to take their own lives at some point prior to the attack.
- 75% of all school shootings, at least one adult had been concerned about the shooters recent conversations or behavior prior to the shooting.
- 81% of all school shootings carried out the attack alone.
- Half of the school shooters had an interest in video games or movies with a violent theme.

American Opinions on School Shootings:

- 19% of Americans believe tougher gun laws can help stop school shootings where nearly 71% of Americans believe tougher gun laws will not help prevent shootings.
- After the Columbine shootings 40% of Americans say parental supervision was a factor in the shooting. Eight percent said it was the result of TV violence, seven percent blamed it on the availability of guns and only six percent blamed it on the shooters psychological problems.

According to a 2007 ABC News poll:

- 40% of Americans blame pop culture for youth gun violence.
- 35% blame poor parenting for youth gun violence.
- 18% blame the availability of guns for youth gun violence.

School Shootings around the World:

The fact is America has far more school shootings than the rest of the world combined. There have

however, been some shootings that have claimed multiple numbers of victims. In 2002, a 19-year-old shot and killed 13 teachers, two classmates and a policeman and himself after being expelled from a school in Erfurt, Germany. In 2007 an 18-year-old shoots and kills eight students and himself in a school in Tuusula, Finland. In 2009, a 17-year-old kills nine students, three teachers and three others before killing himself at a school in Winnendon, Germany. This is Europe's deadliest school shooting to date (Friedman, 2010).

Statistics around the World:

- Europe – 16 school shootings and 91 deaths. The first shooting was in 1913.
- Canada – Nine school shootings and 26 deaths. First recorded shooting in 1902.
- South America, Asia and Australia – Eight school shootings and 29 deaths, all shootings resulted in at least one death. First recorded shooting was in 1907.
- Reference from Website: ("School Shooting Stats")

Demographics of Shooters:

School shooters can hardly be categorized by gender. There have been only two recorded shootings up-to-date with the shooter being female. One occurred in February 2008, at Louisiana Technical College, when a 23-year-old nursing student shot and killed two female students before committing suicide. The other female-related school shooting also took place at a college, this one at University of Alabama, Huntsville, where a female student killed three faculty members and injures three others. So why only two of the 371 school shootings up-to-date been female shooter and neither of the shooters were juveniles? There is a theory based on the prefrontal cortex part of the brain of the male brain is not fully developed (Egendorf, 2002). The brain of adolescent boys hasn't fully developed until nearly 25-year-olds and this is linked to the inability to control their impulses. Another reason males have been involved in nearly all shootings is that males externalize or show their emotions on the outside whereas females tend to hold the emotions internally.

When trying to profile a typical school shooter it can be very difficult. Most shooters are between the ages of 14 and 20. However, there have been many exceptions to this. A number of shootings have taken place at college settings but usually don't receive the media coverage, unlike the shooting at Virginia Tech. One of the deadliest shootings took place in Dunblane, Scotland when a 43-year-old entered an elementary school. There he shot and killed 16 kindergarten students, a teacher and injuring 29 more people before killing himself.

Shootings at schools are hard to profile. Students who shoot usually are bullied or threatened and usually take their own lives in the process. We have also seen occurrences of shootings that involve faculty rage. A different circumstance occurred at Platte Canyon High School in Bailey, Colorado, where a 53-year-old took six girls hostage, molesting them and holding them hostage for hours before shooting one girl and killing himself.

When trying to determine race and the standard profile of a shooter, it can be very difficult. However, there are many exceptions to the norm of a school shooter. The truth is there is plenty of school violence that occurs by an African American in an inner city neighborhood. However, most mass murder school shootings are conducted by white kids in the suburbs or rural communities.

Religious beliefs of school shooters have been documented, however little research has been done on trying to determine what a typical shooter's religious beliefs are. Arguments have been made stating that taking out religion in our public schools, school shootings have been on the incline. In a CBS News Poll taken one year after the Columbine shooting, five percent blamed a lack of religion or moral values as the cause of the massacre (Friedman, 2010). In the Columbine shooting, a hatred of religion was more a factor than a belief in a specific religion. The shooter often has no belief in God but rather believe they are their own God and in charge of their own accountability. They believe they don't have to answer to anyone person, thus making their own rules. This is often because they don't fear the law and its relevance.

Why Kids Kill?

Bullying:

Bullying is probably the most commonly accepted explanation for school shootings. However, one may hear from teachers, parents and other adults that bullying in school is normal part of school life or "boys will be boys." According to the National Association of School Psychologists, about 160,000 children miss school every day for fear of bullying (Newman, 2004). Bullying instigated more than 40 shootings that took place during the past decade (Friedman, 2010). The characteristics of many of the school shooters include; a desire for attention, rejection from peers, angry outbursts, social isolation, violent threats, a lack of empathy and a tendency to dehumanize others. Most shooters are victims of bullying who seek revenge for their mistreatment. Teasing and harassing can leave kids feeling depressed and anxious and are apt to seek revenge. A study by the Secret Service released in 2000 revealed that in two thirds of school shooting incidents, the shooters felt bullied, threatened or attacked by other students before the shooting (Cruz, 2002). Bullying should include physical assault, threats, intimidation, verbal hostility and spreading rumors. Online bullying is continuing to grow with the expansion of the web and is now the most common form of bullying. This is referred to cyber-bullying and this type of bullying often leaves the child to feel harassed, embarrassed, humiliated, threatened and tormented. Many of online bullies are often being bullied themselves and they need to feel powerful. Bullying often occurs when larger groups of people show their power over the victim. These bullies

often grow into some type of delinquency and substance abuse as well as doing poorly academically in school.

Juveniles who bully or are bullied seem to be the greatest risk. They are both the aggressors and the victims. Bullying usually involves physical abuse or intimidation through threats. These victims fear for their safety. Bullying involves a pattern of behavior or physical harassment, not instances that occurred one-time. One problem with blaming school shootings on bullying is that some shooters were not bullied at all (Langman, 2009). In some cases the shooters were the bullies. In my opinion, school shooters are disturbed kids. These are not ordinary kids who get bullied into retaliated shootings or ordinary kids who play too many video games. The shooters are not ordinary. They have serious psychological problems.

Access to Guns:

Some people believe that the access and availability of guns is to blame for the school violence and school shootings. There is an estimated 200 million handguns in the United States and gun violence costs Americans over \$2 billion annually in physical injuries alone (Cruz, 2002). There are nearly two guns for every household in America. Although it is illegal for a juvenile to purchase a gun, it can be very easy for these children to get their hands on one. In most school shootings, many of the guns were stolen from parents or relatives. Between 1993 and 2002, nearly 1.7 million firearms were reported stolen to police (Friedman, 2010). Stolen guns are most often used in college shootings. Some examples of this were in the shootings at Jonesboro, Springfield and Oregon.

In such shootings as Columbine High School Massacre, Eric Harris and Dylan Klebold had purchased their guns at a gun show in Denver. At the time, these two were under 18, so they had a friend of the boys who was of age, go with them and had the guns registered to her. The truth about guns is that these shooters didn't have to go far or put much effort into obtaining these weapons used in their shootings.

One problem we face in society is trying to control the easy availability of guns. There are, in fact, already hundreds of gun laws in place. If these laws haven't stopped shootings thus far, how can we expect by having more laws on guns will control such shootings. At least 80 million Americans own about 250 million guns (Egendorf, 2002). In my personal opinion, the availability of guns does not explain where and when school shootings occur. The availability of guns does contribute to the explanations to why so many school shootings are taken place.

Violence in Media:

A 1999 study found that, on average, children spend more than five hours daily watching television, playing video games and involved in other media. More than 50% of kids have television sets in their bedrooms (Cruz, 2002).

A shooting in 1996 at Moses Lake, Washington, a 14-year-old boy claims his shooting spree was motivated by Pearl Jam's music video "Jeremy," and the movies *Natural Born Killers* and *The Basketball Diaries* (Bonilla, 2000). The song "Jeremy" was based on the real life story about a Texas teen that killed himself in front of his class. When doing a search of the boys'

room, police collected multiple Stephen King books and a well-worn copy of a book called *Rage*. *Rage* is a book about a troubled boy who takes his algebra class hostage. The Moses Lake shooter did just that, he went into his algebra class and opened fire. This shooting left three children dead and another critically wounded. His selected targets were kids that called him gay, the day before the shooting took place. After his shooting, he smiled and said: "This sure beats algebra doesn't it?" Less than a year later, another school shooting was inspired by the movie *The Basketball Diaries*. One in Paducah, Kentucky, was a planned attack with the inspiration from the movie. This shooting left three dead and eight more wounded.

Americans have blamed video games and violence on television and in the media for school shootings. Some people believe that the fantasy world of video games is in reality of what motivates juveniles to shoot at school. In all reality, video games is a relatively recent phenomenon; murder, on the other hand, is not (Friedman, 2010). Most of today's shooters have downloaded violence-related materials on the Internet. "Juvenile killers don't just wake up one day and become juvenile killers," "Homicide, like most behavior, is learned" (Bonilla). There is a great deal of violence in our media. When children watch violent programs on television, they come away with the sense that violence is an acceptable way of dealing with difficult people in their everyday lives.

Isolation, Alienation and Parenting Factors:

Many students store their pain in silence, quietly building up their rage inside. In many cases after a shooting incident, students are asked if they were aware of the isolation of the shooter. Many of the students explain they were aware and many of the shooters had indeed given signs prior to the shooting. Some shooters are hostile toward their peers and probably have antisocial behavior. Students who feel alienated and depressed are much more likely to be involved in school violence. For example in the Columbine shooting, many students were aware of the Trench Coat Mafia. These students were aware of their dark side and they knew that one day Dylan Klebold and Eric Harris may snap.

Many youths also feel alienated from his or her parents and peers. These violent youths are often sent to reform schools where they form a subculture. They understand each other and develop a sense of acceptance from one another. Often these teens embrace their deviant life style and believe their values and customs are a norm. This may lead to joining a gang or cult as well as drug or alcohol addiction. Gang members are much more likely to bring guns to school. One shooter said "I just don't have anyone to talk to about all the things I was going through. I kept a lot of the hurt inside me" (Cruz, 2002).

Studies have found that weak family bonds will contribute to violence in children. According to one researcher "Parents are the first line of defense in building a kid's character." (Cruz, 2002) Many violent kids had witnessed or been involved as the victim of abuse or neglect in their homes. Poverty also can be a link to juvenile violence. According to Michael Moore (filmmaker of "*Columbine*") "When you put poverty together with easy access to guns, you have a recipe for violence."

Drugs and Alcohol:

Numerous studies have shown that multiple high school shootings have a link to drugs and alcohol. Using such drugs as marijuana and meth amphetamines has been associated with being both the victim and aggressor in school violence. Depression, bullying and alienation can seclude teens from others and drugs or alcohol can lead them to violence. Psychotropic drugs such as Ritalin and Prozac also have contributing factors, in many cases of shootings. Researchers found that the more drugs in a school, the more likely it would be that students carried a weapon, had physical fights, had property stolen and were absent from school because they felt unsafe (Cruz, 2002).

The Columbine shooting was on April 20, 1999 4/20 is known as “the national marijuana smoke-off day.” April 20 is also Hitler’s birthday, which neo-Nazis such as Klebold and Harris were such radicals. The shooting was also one day after the anniversary of the bombing at Oklahoma City and the immolation of the Branch Davidians in Waco, Texas. Both Klebold and Harris had reported that they hoped to outdo those events.

The statistics of college students, alcohol and drug abuse are staggering. Alcohol is involved with two-thirds of campus suicides, 90% of college rapes and 95% of violent crimes on campus (Friedman, 2010). Nearly half of America’s 5.4 million full time college students abuse drugs or alcohol on binges at least one a month (Friedman, 2010). When alcohol and drugs mix with guns, the likelihood of a very dangerous situation increases.

Gangs and Cults:

The Trench Coat Mafia was the cult that Dylan Harris and Eric Klebold had associated themselves with before the massacre at Columbine High School. Cults or gangs give the juvenile a sense of belonging. A common characteristic associated with gangs or cults is that “troublemakers” are alienated from others in school. These problematic students are often involved in a gang, cult or a clique. Some cliques are known as “preppies,” “nerds,” “gangbangers,” “gothic’s,” and “white supremacists.” In some schools, music has influences on these cliques as well; often they listen to rap, rock or country. Cliques not only give juveniles a sense of belonging but also keep others out.

Cult members are dangerous because they adopt extreme beliefs and fantasies. Some teens experiment in activities to rebel against their parents. Others such as “The Kroth” read and quote works of Adolph Hitler and Friedrich Nietzsche, who challenged traditional forms of religion and morality (Cruz, 2002). Cult members often have to prove their allegiance or initiations much like gangs do. Gang members often state that the gang provides a sense of family. Many gang members participate in illegal activities for income. Gangs deal drugs and many of the profits are used to buy guns for the gang. Research has shown that gang members are more likely to bring guns to school and thus school shootings are much more likely to occur.

Mental and Depression Issues:

The immaturity of the adolescent brain can lead to school shootings. The area of the brain in a 15-year-old hasn’t fully developed and lacks good judgment and ability to control impulses. This part of the brain is called prefrontal cortex. The inability to control their

impulses and accompanied by alcohol or drugs will often have judgment when that moment to pull the trigger faces them.

Students are moody, unstable and mental health issues and the risks of suicide are often the causes of shootings. According to the American College Health Association’s National College Health Assessment, between nine and 11% of college students seriously considered suicide last year (Friedman, 2010). Every year approximately 1,100 college students commit suicide and another 24,000 attempt to do so. The Virginia Tech shooter Seung-Hui Cho suffered from severe anxiety disorder. This shooting was the deadliest shooting by single gunmen in United States history. The shooting left 32 dead and 25 injured including the suicide of him after the mass murder.

Juveniles that suffer depression issues and have possible disorders such as bipolar disease find it hard to see positives in their day-to-day lives. When these students become hurt by events in school such as bullying or being ridiculed by others, they tend to look at their own faults. When these students obsess about their own faults, they often dream of ending their lives as well as those that hurt their feelings. Suicide is the third leading cause of death among young people, resulting in about 4,400 deaths per year. Many school shootings such as Columbine, Virginia Tech and Red Lake end in suicide by the shooters.

School Shooting Examples:

Columbine High School:

The Columbine High School massacre occurred in Littleton, Colorado, on April 20, 1999. The two shooters Eric Harris and Dylan Klebold killed 12 students, one teacher, injured an additional 23 others before taking their own lives. This shooting was the fourth deadliest school massacre in United States history. Many people believe that bullying, depression and video games were the factors that contributed to the shooting. Harris and Klebold had been preparing for the massacre for quite some time. They had been collecting their guns as well as building explosives. They had gone to the foothills to target practice before the event and they were able to make videos discussing their upcoming plans. The question that arises is with all the signs of a violence and anger with the boys, why no one could stop this tragedy. The victims in the shooting were believed to be random. No one person or groups of people such as “jocks” were the targets. Harris and Klebold wanted to kill as many people as possible and end their lives in the process. In other shootings in more recent years, the shooters have gone on to mention Harris and Klebold and many believe try to copy and outdo the Columbine Massacre.

Rocori High School:

The shooting at Rocori happened on September 24, 2003. The shooter was 15-year-old John McLaughlin. McLaughlin intended on shooting a bully of his, Seth Bartell. On the day he confronted Bartell and shot him in the chest and the second shot missed and killed Aaron Rollins. McLaughlin pursued Bartell as he fled; Bartell was shot in the head while in the gym. After the gym coach yelled at McLaughlin to stop, McLaughlin removed the bullets and dropped the gun. With both Rollins and Bartell dead, it was the second worst

shooting in Minnesota history. During McLaughlin’s trial, he tried to use the McNaughten Rule. The McNaughten Rule is a plea of not guilty by reason for insanity. McLaughlin was inevitably found guilty of first and second degree murder and was sentenced to life in prison, he will not be up for parole until 2038. He is currently incarcerated in the state prison in St. Cloud.

In this case it is obvious that this was revenge shooting against his bully. It was reported that McLaughlin was made fun of over his severe acne. The shooting had been planned for multiple weeks and McLaughlin had planned on hurting Bartell and thus ruling out insanity as a possible defense.

Red Lake High School:

The Red Lake Shooting was the deadliest school shooting in Minnesota history and fifth most in American school shootings. The shooting occurred on March 21, 2005 when 16-year-old Jeffrey Weise killed nine people and himself. The Red Lake shooting had occurred in two places. The first murders were in the morning where Weise brutally killed his grandfather, who was a police officer for the Red Lake Reservation and his grandfathers girlfriend. Weise obtained his grandfathers handgun, shotgun and squad car. He later drove to Red Lake High School. Weise first shot a 28-year-old security guard who was working in the entrance with a metal detector. Weise entered an English classroom where he shot and killed the teacher and three other students. After going back into the main entrance, Weise then killed two other students. Weise then got into a reported shoot out with an FBI agent. Weise had been shot twice by the officer. Weise’s last victim was himself when he retreated into a classroom and committed suicide.

After the massacre, detectives searched for motives behind Weise’s violent actions. He had been reportedly bullied by several students about his appearance. He had worn a black trench coat and was according to some as being “Goth kid.” Weise had been into many fist fights with other students, as well as being expelled. His expulsion was the aftermath of what a counselor reported that Weise would “shoot up the school on April 20.” April 20th was the anniversary of the Columbine Massacre. Another resemblance of the Columbine school shooting was that Weise had been an active Internet poster of Neo Nazi sites. Weise posts on the internet, where in admiration of Communist Adolph Hitler. Weise had also had a very disturbed childhood. His parents were divorced, his mother was an alcoholic and abusive and his father committed suicide after a two-day standoff with Red Lake Police Department. Weise had been on a high dosage of Prozac as well at the time of the shooting, which is an antidepressant used to control mood swings.

Virginia Tech College:

The Virginia Tech shooting occurred on April 16, 2007, in two separate attacks, two hours apart in two separate locations. The Virginia Tech shooting was the deadliest school shooting in American history. The Shooter was Seung-Hui Cho, a 23-year-old English major student who had been previously diagnosed with severe anxiety disorder. Cho had been accused of stalking two females earlier in his college career. He was declared mentally ill as well as ordered to attend

treatment as well as counseling. In Cho's early teens, he had also suffered from major depressive disorder.

The massacre started when Cho had been apparently involved in a domestic dispute around seven a.m. Cho had shot and killed a female and a male in the altercation. The police had initially thought the shooter had left the campus and the school did not go through with a lockdown. The classes went on as scheduled at eight a.m. Cho, however, did not leave the campus but instead armed himself and entered a separate building. Cho went into the engineering and science department and chained the doors so people could not leave. He started shooting students and faculty members, murdering 25 students and five faculty members as well as injuring 29 more people before committing suicide.

The shooting had many people wondering if Virginia Tech counselors and the administration handled this shooting with all the right steps. Virginia Tech officials were criticized for not taking actions with the previous interactions with Cho as well as the previous disturbances and deteriorating conditions Cho was in. The administration was also criticized for taking steps after the discovery of the first shooting. The aftermath had sparked many debates about treating mental health patients, gun laws and the responsibility of college administration among other issues.

Steps in Stopping School Shootings:

Lockdowns:

When a possible threat and the safety of our schools are in a situation of instability, a lockdown is put into place. This prevents anyone from entering or exiting the school facility. This emergency situation needs to be practiced by having mock lockdowns. If an external threat is trying to enter the school, a lockdown will secure the school and prevent the situation entering the school. When a threat is already inside the school, a lockdown also takes place but usually involves the students and faculty taking refuge of safe place inside the school. Immediate response, quick thinking and actions are the key in the time frame for protecting people. Lockdowns have been practiced and implemented by all levels of our school system after the Columbine shooting had occurred. The Columbine shooting sparked nation wide attention in our security and safety measures that we have in place. Lockdowns have been around since the 1960s' in our prisons but after the incline in school shootings, we have been practicing as using lockdown procedures to protect our schools. According to John Jacobsen at Brainerd High School the faculty practices school lockdowns around five times a year. Jacobsen said that Crow Wing County Sheriffs Office had gone through an active shooter simulation at the school around two years ago. Jacobsen also stated that one thing they teach faculty during an emergency is for everyone to stay off his or her phones not to block the phone systems.

Stronger Security:

Security measures in our schools can start with managing bullies, managing school threats and preparation for emergencies. One study shows schools in America are spending nearly 795 million a year on security measures (Cruz, 2002). One security measure that schools are taking is to have every guest check in at the office prior to entering the rest of the school. Some

schools go as far as acquiring metal detectors in the entries of schools. Other schools have all their doors locked and visitors are buzzed into the school. Brainerd High School has several cameras around the school and this helps with deterring bullying and other forms of violence. However, according to John Jacobsen, who is a Dean of the safety team at Brainerd High School, "if the shooter wants to get in, he will get in" (personal communication, November 1, 2011). Brainerd High School also has a Resource Officer named Troy Schriffels and he is at the school throughout the day as well. I believe the most important thing in school security and safety of the students and faculty is simply being proactive in the approach by all members of the school.

In summary, there are many factors that contribute to school shootings such as: family environment, personality traits, relationships, bullying, media, drugs, alcohol and depression. Many events that cause stress, depression, frustration and rage add more and more on top of what a student already deals with at school. By creating a positive environment both at school and at home we can significantly reduce the number of shootings that are occurring on a frequent basis. Schools are making steps to be more proactive in preventing school shootings and preparing themselves in case of such an occurrence. I think there is no way to truly prevent school shootings. However, students need to feel safe at school and if students know what to look for and report any concerns they have with students, I feel the number of school shootings will greatly diminish.

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Learning By Doing: Lambda Alpha Epsilon, An Experiential Learning Experience

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Abstract:

In teaching criminal justice, the traditional didactic methods of instruction rely heavily on the assimilation of criminological theoretical concepts that are presented to the students in a traditional lecture format. The students are then required to regurgitate the offered information to the instructor and thus demonstrate their acquired knowledge of the subject. While a thorough grasp of criminological theoretical concepts is essential to any well rounded criminal justice student, two points beg asking: The first is how do we as criminal justice educators stimulate critical thinking in our students? The second, is how do we teach our students to turn theory into practice? By incorporation of the concept of experiential learning, as advocated by educator's such as David Kolb and the actualization of this concept through the working of a student organization, such as American Criminal Justice Association/Lambda Alpha Epsilon, the authors explore the concept that the criminal justice students gain a more thorough grasp of the overall concepts being offered in their criminal justice education.

Introduction:

The study of criminal justice encompasses a wide variety of sciences and disciplines. Unlike many other academic study areas, we are not all interested in basically the same subject. Those that study criminal justice will at least receive an overview of criminological theory, policing, corrections, criminal law and forensic sciences. This attracts a diverse group of students, including traditional students (18-22), non-traditional students (including large groups of returning military or naval veterans and current national guard/reserve) and in-service students (those who are currently employed by the criminal justice system in some capacity). This changing nature of the university student body was noted by Malcom Knowles as far back as 1961 and he advocated a change in teaching strategies to serve the changing clientele which he called andragogy. (Knowles, 1994)

This diverse group of students has an equally diverse desired group of outcomes for their criminal justice education. A large portion of criminal justice students have ambitions of becoming employed at a law enforcement agency (federal, state, county or local). Another large group of criminal justice students would like to seek employment in some aspect of corrections (jails, prisons, parole, probation, juvenile, etc.). Still another large group would like to use their criminal justice education as a basis for graduate education either pursuing a graduate or post graduate degree in criminal justice/criminology or pursuing a law degree. Other students are seeking promotion within the criminal justice agencies that they are currently employed with. Still others are seeking non-criminal justice jobs such as officer's commissions in the armed forces. Some will seek out work in the private security fields. It is a diverse group, with diverse needs. While no criminal justice program is generally going to make a student a street ready, law enforcement officer, correctional officer, probation/parole officer, lawyer, etc.; there is a need for all criminal justice students to develop basic competencies that at least make them familiar with the various basic areas of criminal justice and how they interact. Instructional methods used by criminal justice faculty should seek to develop competencies within the students of the various criminal justice areas to assist in the student learning process. (Kessler & Swatt, 2001; Bloom, 1981)

In teaching criminal justice, the traditional didactic methods of instruction rely heavily on the assimilation of criminological theoretical concepts that are presented to the students in a traditional lecture format. The students are then required to regurgitate the offered information to the instructor and thus demonstrate

their acquired knowledge of the subject. Many, if not most, instructors of criminal justice supplement traditional lectures with films, tours and group discussion to add to the materials presented to the students by traditional means. Critical thinking is taught through traditional methods such as essays or research projects that require demonstration of acquired criminal justice knowledge through a traditional term paper or class presentation. (Sims, 2006; Birzer, 2004)

While a thorough grasp of criminological theoretical concepts is essential to any well rounded criminal justice student, two points beg asking: The first, is how do we as criminal justice educators stimulate critical thinking in our students? The second, is how do we teach our students to turn theory into practice? By incorporation of the concept of experiential learning, as advocated by educator's such as David Kolb and the actualization of this concept through the working of a student organization, such as the American Criminal Justice Association/Lambda Alpha Epsilon, the authors explore the concept that the criminal justice students gain a more thorough grasp of the overall concepts being offered in their criminal justice education.

There are several criminal justice academic and professional organizations. Many cater to the professionals in the field, but do allow student members to participate (i.e. American Corrections Association, American Jails Association, National Sheriff's Association, etc.). There are also organizations that primarily cater to criminal justice academics (i.e. Academy of Criminal Justice Sciences, American Society of Criminology, etc.). These organizations have a heavy participation from student members, but usually at the graduate level (masters & doctorate). Other student organizations such as Alpha Phi Sigma cater to the honors students in the criminal justice field (G.P.A. > 3.2/4.0). But the American Criminal Justice Association/Lambda Alpha Epsilon organization is unique in its' service to the main body of undergraduate criminal justice students by promoting academic excellence through a process of student competitions that provide experiential learning opportunities for students.

What is Experiential Learning?

Experiential learning combines the direct experiences of the learner and the academic knowledge being offered by the instructor through a process of reflection and learning by doing. (Jankson & Caffarella, 1994) Experiential learning helps the student place the theoretical knowledge presented to them by the instructor and to show how this knowledge interrelates into the practical sides of the subject by application of the principles learned. (Wurdinger, 2005) It is not a

total replacement for traditional methods of instruction. Rather, it is a supplemental method of instruction that has proved valuable to many instructors in assisting their students to comprehend the materials being offered.

Many universities that offer a criminal justice program utilize this concept by offering their students an internship program with a criminal justice agency that matches the student's interest. The student internship is a long established staple of MBA and other graduate programs and is used in many other disciplines as well including criminal justice on both the undergraduate and graduate levels. (Boyatzis, Cowen & Kolb, 1995) However, agreement on the value of internships is not universal among academics. It is argued that the student should be required to be monitored by regular faculty during the internship and that some academic requirement be met in order to receive academic credit for an internship. (Ciofalo, 1992, Garrison, 1992) Noting criticisms by some educators on the academic value of internships, Moore (1992) observed that:

"Internships are often viewed as secondary learning experiences in which academic theory is tested in the field. However, there are definite parallels between the learning that occurs in the classroom and in the internship, both in the mental processing required to assimilate new information and in the hierarchical structures of the delivery system. However, whereas most academic knowledge is presented by the teacher as fixed and immutable, experiential knowledge is often derived through the analytical and synthesizing efforts of the learner."

Experiential learning as defined by Kolb (1984) is a process:

"whereby knowledge is created through the transformation of experience. This definition emphasizes several critical aspects of the learning process as viewed from the experiential perspective. First is the emphasis on the process of adaptation and learning as opposed to content or outcomes. Second is that knowledge is a transformation process, being continuously created and recreated, not an independent entity to be acquired or transmitted. Third, learning transforms experience in both its objective and subjective forms. Finally to understand learning, we must understand the nature of knowledge and vice versa." (p. 38)

In his description of the Kolb model of experiential learning, Atherton (2010) observed that Kolb used a four stage model in defining the concept:

"This (Kolb) suggests that there are four stages in learning which follow from each other: Concrete Experience is followed by Reflection on that experience on a personal basis. This may then be followed by the derivation of general rules describing the experience or the application of known theories to it (Abstract Conceptualization) and hence to the construction of ways of modifying the next occurrence of the experience (Active Experimentation), leading in turn, to the next Concrete Experience. All this may happen in a flash or over days, weeks or months, depending on the topic and there may be a "wheels within wheels" process at the same time."

Many colleges and universities require their

students to participate in an experiential learning experience through an internship, practicum or student organization (i.e. University of New Haven) as a graduation requirement. For other schools it is an optional course for academic credit. In still other colleges and universities, student participation is voluntary and no academic credit is granted.

What is the American Criminal Justice Association and Lambda Alpha Epsilon?

The American Criminal Justice Association/ Lambda Alpha Epsilon is a professional criminal justice fraternity. Its intentions are to promote and improve the field of criminal justice through educational activities; to encourage the establishment and expansion of higher education in criminal justice and to promote high standards of higher education within the criminal justice field. (ACJA/LAE, 2011a)

The ACJA/LAE organization was established in 1937 for members of California police departments. The organization sponsored training sessions and annual meetings for California law enforcement and criminal justice agencies for many years. Early founding members included August Vollmer and Earl Warren.

In 1950, LAE began to set up student chapters beginning with the School of Criminology at the University of California, Berkeley. Other colleges and universities followed. The first chapter petitioning for membership outside of California occurred in 1952 from the University of Indiana, Police Science Department.

To attract more professionals to the LAE conferences, professional seminars were first presented during 1963 Annual Conference of the Grand Chapter in Sacramento, California. At the May 1965 Conference in Oakland, California, the "First Annual Law Enforcement Competitions" were organized and directed by Dick McGrath and included: Criminal Law and Procedure, Criminal Investigation and Traffic Accident Investigation (ACJA/LAE, 2011b).

Although a major organizational emphasis was the concern for criminal justice (at the time policing) higher education, for the first 25 years of its existence there were no more than a hand full of educational programs, with the vast majority being within the borders of California. The major expansion of policing and by extension the criminal justice system, did not come until Congress passed the Omnibus Crime Control and Safe Streets Act of 1968. This enabling legislation established the Law Enforcement Assistance Administration (LEAA), a federal agency within the Department of Justice. The primary function was to administer federal funding to state and local law enforcement agencies and fund educational programs. A major program from LEAA dealt with providing educational funds for both colleges and students. "It is reasonable to conclude that the Law Enforcement Education Program (LEEP) and the (various) national commissions have been significant influences in police education growth." (Carter, Sapp & Stephens, 1989)

To attract more professionals to the LAE conferences, professional seminars were first presented during 1963 Annual Conference of the Grand Chapter in Sacramento, California. At the May 1965 Conference in Oakland, California, the "First Annual Law Enforcement Competitions" were organized and directed by Dick

McGrath and included: Criminal Law and Procedure, Criminal Investigation and Traffic Accident Investigation. This tradition continues and members are permitted the opportunity to participate in two conferences per year in order to use their knowledge and skills acquired in the classroom. A week long national conference is held in March for chapters from across the country. In October, regional conferences are held in each of the six regions of the organization. The competition includes academic areas, crime scene investigation, physical agility and firearms, each which will be discussed below.

In addition to the Regional and National LAE Competitions, ACJA/LAE presents scholastic honor awards (for members graduating with a 3.5 grade point average), promotes a student paper competition and presents scholarships to student members on a competitive basis. They are an active and thriving criminal justice organization. From these beginnings, the fraternity has expanded into a nationwide organization consisting of 289 chapters with over 9,000 members. Each individual chapter operates within the National By-Laws of the ACJA/LAE organization but is free to set up their own individual operations and study groups on a local basis.

Hypotheses

1. Does participation in a student organization such as Lambda Alpha Epsilon provide the student an opportunity to acquire knowledge through experiential learning?
2. Is this learning process an effective alternative means of supplementing traditional didactic criminal justice instruction for students?

Methodology

This is a descriptive case study of a single university's student criminal justice organization (University of Central Missouri) utilizing data from a single academic year (2009-2010). The academic records of the membership list of the Gamma Delta Epsilon Chapter of Lambda Alpha Epsilon at the University of Central Missouri, Department of Criminal Justice (n=159) were examined for overall grade point average. These numbers were compared to the total undergraduate student body of the criminal justice department at the University of Central Missouri which was used as a control group for this inquiry (N=600+) to determine if membership in LAE had a positive (nGPA > NGPA), negative (nGPA < NGPA) or no effect (nGPA = NGPA) on a student's GPA.

Findings

GPA

The average undergraduate GPA for a Criminal Justice student at the University of Central Missouri was 2.84 in 2009-2010 (N=2.84). The average undergraduate GPA for a Criminal Justice Student that was involved in the GED Chapter of LAE at the University of Central Missouri was 3.02 in 2009-2010 (n=3.02). The University of Central Missouri grades on a 4.0 scale. Therefore, a positive correlation (nGPA > NGPA) can be shown for the academic year (2009-2010) that was examined.

Analysis of Findings

In order to attempt and demonstrate a causal relationship between membership in a student organization such as ACJA-LAE and undergraduate GPA,

the authors examined what educational strategies that the GED-LAE chapter employs to service the needs of their student members. Gamma Epsilon Delta (GED) is the local chapter of the ACJA-LAE organization at the University of Central Missouri. The GED Chapter of LAE has set up a series of learning strategies in order to serve their student membership. Among these learning strategies are:

Formal Classroom Instruction:

Students who were participating in the Gamma Epsilon Delta Chapter of Lambda Alpha Epsilon were or had been enrolled in formal traditional criminal justice classes at the University of Central Missouri. Either current or past enrollment in criminal justice classes is a requirement for membership in the GED-LAE chapter. The classes had been taught by one of the 15 regular criminal justice faculty members of the criminal justice department. LAE-GED members took these classes in the same order and sequence as any other criminal justice student. There were no special instructors for the criminal justice students involved in LAE. The methods of instructional techniques used varied by instructor.

Academic Study Groups:

GED-LAE students participated in voluntary academic study groups on the following subjects: juvenile delinquency, police administration, corrections, criminal law, LAE Knowledge. The groups were run by student leaders. The groups met once a week for about two hours. Academic study groups were held during the fall semester prior to the LAE Regional Competition and during the spring semester prior to the LAE National Competition. There are no study groups conducted during the summer semesters. Educators have argued that such study groups have a positive effect on the learning process for students who choose to participate in them (Sims, 2006; Cooper, 1979)

Practical Exercise Study Groups:

Practical study groups are conducted on a weekly basis in crime scene investigation (CSI) and in firearms proficiency. These study groups are held on a once per week basis for approximately two hours during the fall and spring semesters. The CSI study group works on reconstructed crime scenes under the supervision of a full professor. Skills practiced include criminalistics, forensics and ballistics. The firearms study group works on firearms safety, ballistics and firearms proficiency under the supervision of an associate professor and a criminal justice instructor (who is also a qualified NRA range master). The three faculty members are volunteer advisors for the LAE student organization and this extra instruction is not a part of their regular course load or teaching assignment. These study groups are an example of problem based and inquiry based learning that has been proven as a effective means of instruction for undergraduate and adult students. (Wurdinger and Carlson, 2010; Sims, 2006) In the practical exercise study groups the educational teaching methods of B.F. Skinner (step by step, criterion based instruction) are often employed to enhance student learning and to further develop competencies. (Skinner, 1954)

Participation In Regional ACJA-LAE Competitions:

During the fall semester, each student who is a

current member in good standing of the LAE student organization is provided the opportunity to participate in the regional LAE competition. The LAE regional competitions are hosted at different locations within the six LAE regions each year. Each Region is composed of schools from several states (i.e. Region III covers 33 schools in CO, KS, MO, MT, ND, NE, SD, UT, & WY). The competition covers formal written examinations (a traditional measure of didactic instruction) over the following subjects: juvenile delinquency, police administration, corrections, criminal law and LAE knowledge. The competition also covers practical competitions (experiential learning) in crime scene investigation, firearms competition and a physical agility course (modeled after a typical law enforcement agencies hiring requirements).

Participation in the National ACJA-LAE Competition:

During the spring semester, each student who is a current member in good standing of the LAE student organization is provided the opportunity to participate in the National LAE competition. The LAE National competitions are hosted at different locations within the six LAE regions each year. All six LAE Regions and their member chapters from all over the United States participate. The competition covers formal written examinations (a traditional measure of didactic instruction) over the following subjects: juvenile delinquency, police administration, corrections, criminal law and LAE knowledge. The competition also covers practical competitions (experiential learning) in crime scene investigation, firearms competition and a physical agility course (modeled after a typical law enforcement agencies hiring requirements). In addition, there is also a student paper competition (another traditional didactic method of measuring academic achievement).

Limitations of the Study

This is a descriptive case study of a single university in a single academic year. Not every college or university that has an ACJA-LAE chapter was examined. A suggestion for further study might involve contacting several different universities or including a longitudinal study over several academic years to determine if this positive instructional effect can be generalized.

Summary

Students assimilate instructional material in a variety of ways. (Sims, 2006; Birzer, 2004) Participation in student organizations often has a positive effect on student academic performance. In this descriptive study of criminal justice students at the University of Central Missouri, the authors have shown a positive correlation between the experiential learning experiences offered members of a student organization (Gamma Alpha Epsilon chapter of the American Criminal Justice Association-Lambda Alpha Epsilon) and undergraduate student participation to under graduate grade point averages during a single academic year. While experiential learning will never replace traditional classroom instruction, it can provide another learning tool for instructors to teach students.

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V

iolence At Our Border's Edge

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Abstract

The following paper addresses a serious problem for law enforcement working at our borders overlooking our neighbor Mexico's dangerous drug trafficking organizations DTOs. The following major players are: Los Zetas, Gulf, La Familia Michoacana (LFM), the Sinaloa Federation (now called New Federation) and the newest criminal organization which has fractured from (LFM). This new criminal enterprise is the newest DTO, called the Knights Templar (KT). This writer will analyze and evaluate the origins, strengths and weaknesses of these criminal enterprises and will discuss what assistance is needed for our law enforcement officers who risk their lives on a daily basis in the struggle to enforce the law in these isolated areas.

Introduction

This paper addresses the dangerous drug trafficking organization DTOs that exist on our borders today. There are towns such as Ciudad Juarez, Mexico, called the Murder City Capital of the World, which borders El Paso, Texas. The celebrated author, Charles Bowden, has reported in his book, *Murder City: Ciudad Juarez and the Global Economy's New Killing Fields* that in 2008 there were 1,607 homicides recorded and in 2009 there were 2,110 homicides committed (Bowden, 2010).

Lastly, in 2010 it was reported by Fox News Latino that there were over 3,000 homicides registered in Juarez ("Ciudad Juárez Hits 3,000 Murders in 2010", 2010).

Since 2006, the year when President Felipe Calderon declared war on these DTOs, there has been a reported 40,000 deaths across Mexico. Over these past five years of Calderon's march on these drug trafficking organizations, five major players have surfaced and are mostly responsible for the carnage of Mexican citizens, military personnel and law enforcement. They are Los Zetas, Gulf, La Familia Michoacana (LFM), the Sinaloa Federation (now called New Federation) and the newest criminal organization which has been spawned from the loins of LFM, the Knights Templar (KT). These organizations are the most unconscionable, callous and are dangerous to anyone who dares to stand in the way of these Sicarios (hit men).

The arrogance and cavalier attitude toward the violence committed against law enforcement can begin to be traced back to the murder of former United States Drug Enforcement Agent (DEA) Enrique 'Kiki' Camarena, who was stationed in Mexico for a decade. Camarena provided information to the Mexican military, which resulted in the destruction of a 1,000 hectare marijuana plantation known as 'Rancho Bufalo' located on the eastern side of the Sierra Madre in the northern state of Chihuahua. There are over 10,000 farmers in this region who work these fields for a marijuana production that can yield eight billion dollars annually (Beith, M. 2010). This takedown outraged the top drug kingpins, who determined that there was a security breach from within the organization that created this major arrest. During that time, Miguel Angel Felix Gallardo, also-known-as (El Padrino), was the real Godfather and was widely respected and feared as the founder of Mexican drug trafficking organizations. Camarena was a good agent who wasn't satisfied in arresting the low level dealers. His real targets were the high level kingpins. One of his main operations was called "Operation Godfather" which targeted El Padrino (Beith, 2010).

These law enforcement actions by Agent Camarena

caused him to be kidnapped on February 7, 1985, where he paid the ultimate price and was tortured and murdered at the hands of these killers. This was a bold move by the drug lords. In this writer's opinion, the war with law enforcement began at this juncture. This led to Operation Leyenda, which proved to be the largest DEA homicide investigation ever conducted. Twenty-five special DEA agents were sent to Guadalajara, Mexico to assist authorities with the investigation. The results of this investigation ultimately led to the following arrests: Rafael Caro Quintero was from La Noria, in the Hills of Badiraguato, Sinaloa who ran the Sonora Mexican side of trucking and smuggling routes into Arizona, Don Neto Fonesca and Felix Gallardo (El Padrino) were fingered as the main Narco leaders in the Sinaloa drug trafficking region and were considered to be the main suspects involved with the Camarena murder. There were additional arrests of five federal police officers who had admitted to participating in Camarena's murder (Beith, 2010).

It is this writer's intention to determine who the real major players of these drug trafficking organizations are by examining their strengths and weaknesses and how these groups struggle with the war between all the groups for territory and control of drug plaza (zones) for the control of product. The Sinaloa Federation lead by Joaquin Archivaldo Guzman Lorea, also-known-as El Chapo, has to be counted into that mix as one of the most powerful leaders of the DTOs out there. This paper will also determine just how the fracture by the Knight Templar has affected La Familia Michoacana's status with their counterparts. It will also determine the effects of Osiel Cardenas' capture and his sentencing in 2003 to 25 years in a federal Mexican maximum security prison. What was the effect on both criminal enterprises, the Gulf and Los Zetas DTOs today?

Lastly, the murder of Agent Camarena seemed to be the impetus of DTOs, such as the Zetas, who declared war on anyone that wears a uniform.

Origins of Groups

Los Zetas

The Los Zetas got their start in the late 1990's when Osiel Cardenas Guillen, the leader of the Gulf DTO, wanted a means to protect his business and himself by killing his rival DTO competitors. His goal was to recruit a special group of the Mexican Army Special Forces selected from the Grupo Aeromovil de Fuerzas Especiales (GAFES) soldiers. These elitists had special killing tools that Cardenas was in the market to use in his criminal organization. Their training modus operandi was counter-insurgency and the apprehension

and locating of drug trafficking members (Grayson 2008). Also noted, this special force allegedly was trained in a military School of the Americas located in Fort Benning, Georgia and trained for special operations by specialists from the United States, Israel and France.

Cardenas Guillen chose his top recruit by the name of Lieutenant Arturo Guzman Decena. Decena brought with him 30 deserters from the (GAFES) who had been lured by salaries, which were significantly higher than their Mexican military's salary. The Zetas' role had been expanded by the Gulf DTO to collecting debts, securing cocaine quantities and plaza (zones), which are known to be trafficking routes. Their enemy's fate would come to a violent end by being savagely executed by the hand of their assassins, the Los Zetas (Parsons, 2010).

Decena, as the leader of the Zetas, was identified by the organization as (Z1). He was killed by Mexican soldiers back in November of 2002 in a fast food restaurant in *Tamaulipas*.

Roger Gonzales Pizana (Z-2), who was second in command, was captured and the leadership of the organization now fell on the shoulders of Heriberto, "The Executioner" Lazcano, A.K.A., El Lazaca (Z-3).

Lazcano was born in Mexico in December of 1974. In 2007 he was the current leader of Los Zetas and was characterized as one of the 50 most powerful men in the world. This distinction was shared with the likes of rap singer Eminem, Shiite leader Moktada al-Sadr and golfer, Tiger Woods. Lazcano's rise to power began in the Mexican military as a soldier with low ranking. He later joined the Grupo Aeromovil de Fuerzas Especiales (GAFES) in the (1990's) (Cronin, 2009). Then on June 17, 2011, Heriberto Lazcano, (Z-3), was killed allegedly by a Sicario sent by his old employer, the Gulf DTO. After a major gun battle took place between the Zetas and the Gulf DTO, it was reported that the C.D.G., another name for the Golfo/Gulf DTO, dragged his body away before a positive identification could be made. But some say, El Lazca has done it again and faked his own death. Days later it appeared that the Los Zetas leader was still alive according to some scrutiny coming from the public's perception. Time will tell if Lazcano is still alive and will resurface to claim his apparent leadership position as the head of the Zetas (Southern Pulse, 2011).

Another blow to the leadership of Los Zetas was the recent capture of (Z-7), one of the original founders of Los Zetas. His name is, Jesus Enrique Rejon Aguilar, aka El Mamito, who was captured in Mexico. El Mamito has been accused of several murders, drug trafficking and in 2004, he was accused as having a leadership role in having a fellow Zeta break out of prison. Aguilar had been the leader of the Zetas in central Mexico, including San Luis Potosi. It was here that the United States Immigration Customs Enforcement Agent Jamie Zapata was shot and killed. He is also being investigated in the murder of dozens of unmarked graves found back in the spring and summer months (Cave, 2011).

After the capture of the Zetas' former boss, Osiel Cardenas Guillen, the leader of the Gulf DTO in 2003, he was sentenced by a Houston court to serve 25 years in prison.

The following information is very significant in the Zetas' move away from their former bosses, the Gulf DTO.

According to Grayson (2008):

"The Zetas don't ask the Gulf cartel permission for anything anymore. They simply inform them of their activities whenever they feel like it" (P -6).

According to the following report by CNN World, the Zetas and their former bosses, the Gulf DTO, became enemies.

CNN World (2010):

The area, which borders Texas, has seen bloody fighting between the Zetas and Gulf cartels after a recent gangland slaying. Hour-long gun battles are common and U.S. officials were recently forced to temporarily close the consulate in the city of Reynosa. The trouble started January 18 when a Gulf cartel member killed top Zeta lieutenant Victor Mendoza. The Zetas demanded that the Gulf cartel turn over the killer but the Narco group refused (p-1).

Finally, with the war that rages on between the Gulf and Zetas, the leadership concerns for the Zetas has to come into question with the alleged death of El Lazca and El Mamito's capture. It appears to have left the leadership of the Los Zetas in shambles.

Gulf

The Golfo/Gulf (C.D.G.) DTO was founded by Juan Garcia Abrego, who was born on a ranch outside of Matamoros, Mexico on September 13, 1944. Matamoros borders Brownsville, Texas. The population of Matamoros is 500,000 consisting of blue collar factory workers. Abrego didn't finish elementary school and worked as a milkman. Abrego's introduction into the drug game was through his uncle. His schooling consisted of anything from table manners to the proper display of his Rolex watch. He was a quick starter and quickly rose to the top of the Gulf DTO (Beith, 2010).

In the 1980's, Abrego had been regarded as one of the most powerful Narco drug traffickers at that time. The United States' law enforcement authorities launched a strategic plan for bringing him to justice. The Federal Bureau of Investigation (FBI) sent an agent to Abrego posing as a corrupt FBI agent. He approached Abrego with an offer of \$100,000 to tip him off to law enforcement's activities. The two men corresponded by letters and through telephone communication. Abrego thought that he had established a real close relationship and considered this FBI agent as close as he would feel towards a brother or a friend. One particular day, Abrego actually sent the agent \$39,880 in cash. He was later arrested, convicted and sentenced to life in prison by Mexican authorities in 1996. The crimes that he had been convicted on were trafficking in 15 tons of cocaine and 46,000 pounds of marijuana from Mexico to the United States and prosecutors made a calculated guess that he had been laundering money totaling a significant sum of \$10.5 million dollars (Beith, 2010).

Shortly thereafter, a local man by the name of Osiel Cardenas Guillen who was born in Matamoros, Mexico in 1967 from humble beginnings, took over the organization. He had been employed as an auto mechanic and worked as a waiter and even took a job in a manufacturing plant called *maquiladora*. This plant was infamous and had a bad reputation for poor working conditions. The products manufactured there were everything from computers to auto parts. Guillen, unlike his predecessor Abrego, did complete

a secondary education. Osiel Cardenas Guillen took over the reins as the leader of the Gulf DTO in 1997. This is when he organized the Los Zetas and formed a relationship with Arturo Guzman Decena. Decena brought with him into the Cardenas Gulf DTO 30 deserters from a special force unit in the Mexican military. By 2003, the Mexican Defense Secretariat called the Los Zetas the most dangerous death squad in the country. The Zetas had grown in numbers from the original 31 to 300 strong through their recruitment of Guatemalan soldiers known as 'Kables'. The Zetas were known for sporting buzz cuts, tattoos and would use charcoal to blacken their faces. They would also don black clothing when heading into battle (Beith, 2010).

Osiel Cardenas Guillen had a history with the Americans when one day they surrounded two U.S. Federal Agents in Matamoros (one was an agent with the DEA and the other one was an agent with the FBI). Guillen and his men were armed with AK-47 automatic weapons. These agents were threatened by Guillen who actually pointed a gun at one of their heads. This happened even after they identified themselves as federal agents. The agents reminded Guillen about the heavy handed approach taken by the DEA after the murder of Agent Camarena. Guillen stated "You fucking gringos. This is my town, so get the fuck out of here before I kill you" (Beith, 2010).

The agents survived a deadly encounter and then retaliated by launching an operation of their own called "Golden Grips". Their collaboration with the Mexican government, along with the United States DEA, FBI and U.S. Customs agents began to focus all of their resources on taking down the Gulf leader. On Friday, March 14, 2003, a house was surrounded by dozens of soldiers in Matamoros where Guillen was suspected of living. A shootout ensued and three soldiers were injured in the altercation. The chase concluded in the airport where the head of the Gulf drug trafficking organization was captured and later sentenced to 25 years in a Mexican Prison (Beith, 2010).

Cardenas was extradited back from Mexico to the United States in 2007. He was then held briefly in a medium-security prison in Atlanta and then transferred to a Florida penitentiary. The following was reported on May 11, 2011 by Dane Schiller of the Houston Chronicle:

"The former head of Mexico's Gulf Cartel is now at the so-called Supermax prison among the nation's most notorious criminals - including terrorists, spies and mobsters - and no one is saying what prompted his change in fortune."

Lastly, there are 460 inmates housed at the ADX Supermax prison located in the foothills of the Rocky Mountains. Cardenas will eat, shower and sleep in his cell which resembles a vault like setting. He will have 10-hours of recreation per week in an exercise area which resembles a cage.

In addition, Cardenas has a plea agreement with the U.S., which will make him a free man no later than the year 2024.

La Familia Michoacana (LFM)

In 2000, "La Minsa" Rueda Medina became the number one assassin for La Empresa, a criminal organization which later evolved into the La Familia Michoacana or La Familia back in 2006. The major

player, Amoldo Rueda Medina, served at the pleasure of the late patriarch for La Familia, Nazario “El Mas Loco” “The Most Crazy” Moreno Gonzalez (aka) “El Chayo”. Gonzalez was killed by Federal Police on Friday, December 10, 2010 in a shootout in Morelia, Mexico.

La Minsa’s responsibilities consisted of synthetic drug manufacturing, marijuana and cocaine smuggling into the United States and designating the leadership for heads of their criminal enterprise effectuation in the following states: Michoacán, Colima, Guanajuato, Aguascalientes, San Luis Potosi and Jalisco. Medina and La Familia’s late leader, Gonzalez, developed the organization’s drug smuggling routes into the United States and through Tijuana and Mexicali and other localities such as the border states of Sonora and Chihuahua (“Mexico arrests important Familia Michoacana boss”, 2010).

La Familia erupted onto the scene back on September 6, 2006 in Sol y Sombra, a nightclub located in Uruapan, Michoacán. These La Familia gunmen fired gun shots into the ceiling and gave orders to the patrons of the nightclub to lie down on the floor. At this juncture, they threw five human heads wrapped in plastic onto the dance floor.

These (LFM) gunmen left the following note praising their deed:

“The Family doesn’t kill for money; it doesn’t kill women; it doesn’t kill innocent people; only those who deserve to die. Everyone should know...this is divine justice” (Grayson, 2010).

These victims had been seized the day before the graphic display at Uruapan from a mechanics shop. The La Familia assassins decapitated them with a bowie knife as the victims writhed in pain. “You don’t do something like that unless you want to send a big message,” said a U.S. law enforcement official, speaking on condition of anonymity about an act of human depravity that would “cast a pall over the darkest nooks of hell” (Grayson, 2010).

Some analysts believe that La Familia emerged onto the scene in 1980 with their mission falling on them to protect the poor of Michoacana.

According to DiBacco (2009):

La Familia Michoacana’s Mission is the following:
“Who are we? Common workers from the hot lands region in the state of Michoacán, organized by the need to end oppression, the humiliation to which we have constantly been subjected by people who always had power...Our sole motive is that we love our state and are no longer willing to see our people’s dignity trampled on (P-6).”

The state of Michoacán is situated in Southwestern Mexico which is only 126 miles or 204 kilometers from Mexico City, the capital. Ironically, President Felipe Calderon is a native son of Michoacán, which is now the home turf of one of the most dangerous DTOs existing in Mexico today (DiBacco, 2009).

When the former leader of (LFM), Nazario “El Mas Loco” “The Most Crazy” Moreno Gonzalez (aka) “El Chayo” was killed by Federal Police, a new leader emerged for the LFM. That individual was Jose de Jesus ‘El Chango’ Mendez Vargas, who became one of Mexico’s most sought out drug kingpins. On June 22, 2011, El Chango was taken into custody in Aguascalientes, Mexico, located in the central part of the country

without one shot being fired Mexican authorities stated (Wilkinson, 2011).

It was determined that El Chango was the causation of the fracture of LFM into the Knights Templar. This will be defined in the Knights Templar section of this paper.

Sinaloa Federation (New Federation)

Miguel Angel Felix Gallardo had worn many hats. He was a former policeman, a politician who turned into a bodyguard. Then in the 1980’s, he would be known as the godfather of the drug trade. Gallardo had earned the name El Padrino, a name of respect. Sinaloa’s national business was the drug market. Drugs were trafficked in from Columbia by boats and planes. These drugs were hauled by Sinaloans across the American border. It was attracting a lot of attention from President Richard Nixon who had launched a declaration of war on drugs on June 17, 1971. He appealed to the American Congress to allocate \$155 million dollars to combat this problem. Two years later, the United States Drug Enforcement Agency (DEA) would be created and in 1985, the murder of DEA Agent Camarena happened down in Mexico (Beith, 2010).

Gallardo, (El Padrino) was allegedly responsible as one of the key players for the planning of this murder. On April 8, 1989 he was captured by five federal agents at a house belonging to a friend who lived in Guadalajara. He is now incarcerated in a Mexican maximum security prison outside of Mexico City (Beith, 2010).

Joaquin Archivaldo Guzman Lorea, also-known-as El Chapo, took over for Gallardo when he was incarcerated. Some even say that El Chapo was responsible for El Padrino’s demise and capture. Lorea is now the king drug pin for the Sinaloa Federation. Lorea was captured and convicted of three crimes back in 1995: possession of firearms, crimes against health or drug trafficking and, lastly, his involvement in the murder of Cardinal Juan Jesus Posadas Ocampo on May 24, 1993. He was then sentenced to 20 years and 9 months at Puente Grande Mexican Security Prison. He was incarcerated there since 1995 after his capture in Guatemala. He had actually been behind bars for a total of 8 years and faced drug trafficking indictments back in the United States. Lorea could have found himself extradited back to one of the United States’ federal super maximum security prisons. The thought terrified the Narco leader, who would then know what it means to realize American justice. As long as he could stay in the Mexican prison system, he still could wheel and deal from inside a prison cell. He could still run his organization and purchase whatever favors money could buy behind bars. Even El Chapo would find out that even the most precious commodity, freedom, has a price. He ultimately planned a daring escape by corrupting one of the prison guard(s) who actually pushed him out of the prison in a laundry cart and made good his escape. The total cost of bribery for El Chapo’s escape was estimated to be a sum of over \$2.5 million dollars. He had bribed countless prison guards and police in Jalisco, Mexico who would give him a 24-hour head start before they would pursue him. El Chapo is still free at this juncture running the Sinaloa Federation somewhere in Mexico and, most likely, living in the Hills of Badiraguato, Sinaloa where he was born (Beith, 2010).

Finally, the ‘Sinaloa Federation’ once allied with

the Beltran Leyva Organization) (BLO) until Hector Leyva believed that El Chapo had betrayed him and his brothers to the Mexican government. Because of this, he has since separated from the Sinaloa Federation DTO. The Sinaloa Federation then expanded into areas that had been fragmented by drug trafficking organizations, which have been struggling, such as La Familia Michoacana (LFM) and other independent DTOs such as, the Independent Cartel of Acapulco, (CIDA). Just recently, a new alliance was formed by the Sinaloa Federation to form the New Federation. This alliance is with (LFM) and Gulf DTOs to fight their enemy, Los Zetas. The approach used by El Chapo has always been “divide and conquer”. This approach has served him well as one of the most dangerous Narco leaders. He is called “the boss of bosses” (Mexican Drug War 2011 Stratfor Update, 2011)

We see the leadership that Lorea brings to the table in his fight to gain dominance and prominence in the drug trafficking business.

Knights Templar (KT)

The Knights Templar DTO was formed shortly after the killing of “The Most Crazy” Moreno Gonzalez (aka) “El Chayo” by the Federal Police. On the 31st of May, 2011, the Mexican security forces captured 36 members of the (LFM). Several of these captors disclosed to the authorities the reason for the fracture of the group. There are two separate entities. (LFM) is headed up by Jose ‘El Chango’ Mendez Vargas. The leaders of the Knights Templar or (Los Caballeros Templarios in Spanish) were Servando ‘La Tuta’ Gomez Martinez and Enrique ‘La Chiva Plancarte Solis. The separation of the (LFM) occurred after Moreno was surrounded. Before he was killed by Federal Police on December 10, 2010, he sent word to Mendez Vargas (El Chango) and informed him that he and some other (LFM) members were surrounded by the Federal Police and asked him to send help to make good their escape. El Chango allegedly refused to send help, which resulted in their beloved leader and the other members being killed (“Mexican Drug War Stratfor Update”, 2011).

The Knights Templar has been involved in a fierce fire fight since the fracture to overpower the (LFM), which, by comparison, is a much smaller organization than it was in its heyday. This bloody battle has raged over the control of Michoacán. The military has also been pulling their resources to decapitate the leadership of the Knights Templar. In January of 2011 (LFM) announced their dissolution. Then in March of 2011 Narco banners appeared in Michoacán declaring the appearance of a previously unknown DTO by the name of Los Caballeros Templar, aka the Knights Templar. Is this the end of (LFM) (“Mexican Drug War Stratfor Update”, 2011)? However, since the capture of El Chango, the leader of (LFM), this could create an opportunity to reunite the Knights Templar back with the (LFM), their former group.

Is the resurgence of one of the most powerful drug trafficking organizations back? Will (LFM) rise to prominence as it was coined by the Mexican Attorney General Eduardo Medina Mora back in 2009 as the most violent, organized crime group in Mexico (Mexican Drug Wars: Bloodiest Year to Date” Stratfor, 2010) ?

Will both groups reunite under the original banner of (LFM)?

Strength of the Organization

Los Zetas

The main strength of this criminal organization is their expertise in tactical warfare. These ex-military elitists were trained and are prepared for battle. They wear body armor and some Zetas wear Kevlar ballistic helmets. Their arsenal consists of the most advanced weaponry such as the following:

- AR-15
- AK-47 rifles
- MP-5 submachine guns
- .50 caliber machine guns
- Grenade launchers
- Surface to-air missiles
- Dynamite and
- Helicopters

The superb military training they received as a special group for the Mexican Army Special Forces was selected from the Grupo Aeromovil de Fuerzas Especiales (GAFES) soldiers (Grayson, 2010).

The Zetas are highly trained in the most sophisticated wiretapping equipment. Their tactical training specialty is disguising themselves as uniformed Mexican Federal Police where they drive identical looking police vehicles. Their strength is their criminal activities in intimidation with kidnapping journalists and their murdering of competitive DTO members along with their family members. It has been reported that the Los Zetas has collaborated with street gangs like MS-13 and the Texas Syndicate to contract their services to carry out killings (“Los Zetas Cartel”, n.d.).

The Zetas have strengthened their tactical positioning with armored vehicles (monster trucks). Over the past year, these vehicles have surfaced as heavy duty armored dump trucks and very heavy-duty vehicles. They have been found in northern and southwestern Mexico. The first of six armored Mack dump trucks have been produced and have been named: “El Monstruo” or the English translation “The Monster”. These armored vehicles are tandem-axle dump trucks with a dump box that has a measurement of 10-cubic yards. Elements of this design include firing ports which are closeable. They have sliding plates that are hinged. These steel plates are welded in place to protect the engine area and the fuel tanks. Wheels and tires are protected because the under carriage has a one-half inch plate that extends almost to the ground level with sliding plates extending outward to protect the tires. The main focus for these vehicles is the protection and safety of their high-ranking leaders when transporting them (“Monster Trucks in Mexico: The Zetas Armor Up”, Stratfor 2011).

Gulf

In January of 2011, the Gulf DTO was solidly holding Matamoros. This is their key northerly drug smuggling route into the United States. Also, Matamoros is accessible to the sea and is used as a key smuggling point in receiving drug shipments. Matamoros has always been significant for the Gulf's survival. This has always been the principal point for resupplying cocaine exported from Columbia and gun deliveries shipped from Central America. Logistically speaking, these shipments limit the losses overland into hostile territories (“Mexican drug war 2011 Stratfor update,” 2011).

Since the Gulf's New Federation alliance with their former rivals, the Sinaloa Federation and (LFM), they have been able to take their fight to the Zetas. This newly formed alliance seems to have strengthened their position in the region.

La Familia Michoacana (LFM)

The strength of La Familia is the intimidation factor that they set after the Uruapan, Mexico discotheque incident when erupting onto the scene. When La Familia' gunmen threw those five human heads onto the dance floor, their reign of terror began.

At this juncture, all other DTOs, law enforcement and the Mexican military took notice of this new breed of DTOs.

La Familia's strength also comes through as a faith-based DTO, as stated earlier in the paper. This veil of religious fanaticism is a tactic to control and intimidate La Familia's membership and thereby, is very effective.

La Familia has established its authority by the murdering of public officers in Michoacán. The murder of dozens of mayors and city hall officials establishes their power. In 2009, ten mayors and 20 other public officials were arrested and detained in a drug investigation. This investigation has exposed this element as being deeply entrenched in city halls across the state (Wilkinson, 2009).

Since (LFM) aligned themselves with the Gulf and the Sinaloa Federation, their new alliance objective is to defeat their enemies, the Los Zetas. This alliance could also help them in preventing the (KT) from taking over the (LFM). This new resurgence could create an opportunity for (KT) and (LFM) to merge back into their original La Familia Michoacana DTO and renew the powerful status that it once held among the other DTOs. Again, by returning to its former power since the capture of El Chango, hypothetically speaking, his capture could create reconciliation between both groups since he created the rift between the leadership in the first place.

Sinaloa Federation (New Federation)

Under the leadership of Joaquin “El Chapo” Guzman Lorea, this drug trafficking organization is considered to be one the most powerful DTOs in Mexico today. El Chapo, when he came to power, built a strong foundation of trust. He surrounded himself with brothers and cousins. Later on he would expand his foundation with nephews and nieces. His closest confidants were from the Sierra area, his home turf. El Chapo knew and trusted these individuals (Beith, 2010).

According to Beith (2010):
“Chapo still has his ‘Onion Ring’- the layer upon layer of informants and protectors within a specified radius of wherever he was at that given moment. After all, that's how he kept getting away, just in the nick of time” (p-202).

This type of protection gives El Chapo the edge over the long arm of the Mexican military and law enforcement's justice. He is like a ghost in the night. One minute he is there and the next minute, he is gone.

In an attempt to measure El Chapo's wealth, we can look at a DEA operation called Xcellerator. This operation discovered that in a small town in Imperial County, California, the DEA had uncovered 70 Sinaloa Federation cells. The tentacles of these cells reached out

to twenty-six states from the West to the East coast which was a major distribution point to such cities as New York City, Los Angeles, California, Brockton, Massachusetts and Ohio cities such as Stow. Stow is a small town and was used as a hub of major distribution for cocaine transportation from their airport into Cleveland and Columbus, Ohio. This operation had exposed in Canada a ‘Super Meth Lab’, which the Sinaloa DTO owned. This particular lab could produce over 12,000 ecstasy pills an hour (Beith, 2010).

This operation made a small dent into El Chapo's revenue and cost the boss of bosses a paltry sum exceeding over \$1 billion dollars. This operation also showed just how powerful and long reaching his organization's arms reached into the United States (Beith, 2010).

Another major strength of this organization is El Chapo's stash houses. As El Padrino, his predecessor had done before him, El Chapo followed suit and purchased dozens of homes. In these homes, it is not an extraordinary occurrence to find dozens of machine guns, grenades and thousands of rounds of ammunition and large sums of cash. Operatives need money to operate so that they are able to bribe police officers or custom agents who needed to carry 10's of thousands of United States Dollars (USD) and Mexican pesos.

On September 14, 2008 in one stash house, currency of \$26.2 million (USD) was found by the Mexican army in Sinaloa (please refer to picture illustration titled Number-6, Beith, 2010).

El Chapo's pride and joy is his methamphetamine (meth) business. His second-in-command and major ally is Ismael Zambada Garcia, A.K.A. El Mayo (Beith, 2010).

El Mayo partners with El Chapo's vast enterprise importing precursor chemicals from China, Thailand and India, which are used in producing meth. This assists El Chapo's organization to build large meth labs throughout the mountainous states such as: Sinaloa, Durango, Jalisco, Michoacán, Nayarit and other states where El Chapo has connections. This DTO saves millions of dollars for the use of planes, boats and bribes for law enforcement and whoever else's palms need greased. They save this money by placing the chemicals right in their cocaine deliveries. The value of these chemicals increases from \$10,000 (USD) then and can now produce up to \$100,000 (USD) worth of meth (Beith, 2010).

This business has expanded into the following states: Durango, Guerrero and Michoacán over a short period of three months. They continue to strive for complete control and domination over Juarez and Chihuahua City (“Mexican Drug Wars Stratfor Update: Targeting the Most Violent Cartels”, 2011).

The Sinaloa Federation has been experiencing a measured amount of success in their progress of a tactical advantage for the mastery of Juarez, DTO and the Juarez Drug Plaza (“Mexican Drug Wars: Bloodiest Year to Date” Stratfor, 2011).

They have also made major strides in the areas of controlling the following: Tijuana and the Baja, California region. The Sinaloa Federation has come to a temporary understanding with remnants of the Arellano Felix Organization (AFO) which today is a small representation of its past. This agreement permits them

to move major shipments of narcotics through that region and allows their expansion into a larger logistical web reaching deeper into Europe, Central America and South America ("Mexican Drug Wars: Bloodiest Year to Date" Stratfor, 2010).

El Chapo's main strength is that he is feared. He will kill you calmly without screaming or raising his voice. In a hypothetical example, El Chapo is the type of killer to just take you out in the alley behind a restaurant, put a bullet in your head, return to the restaurant, calmly sit down and then eat dinner without blinking an eye. The Sinaloa DTO was responsible in 2008, for the killing of 500 federal police. On December 21, 2008 El Chapo was nicknamed "the author of the plot". Mexican police found 12 heads bundled in plastic outside the town of Chilpancingo. The town is the capital of Guerrero. The bodies were found in another area of the town. It turned out that 8 of those bodies were soldiers. He is also allegedly responsible for the causation of the plane crash on November 4, 2008, which resulted in the deaths of Senior Juan Carlos Mourino, Interior Secretary of Mexico and Senior José Luis Santiago Vasconcellos, who was in charge of the extradition programme. These two officials stood for honesty and were beginning to make a difference against Narcos such as El Chapo and his Sinaloa Federation. There had been threats to assassinate both of these men prior to the crash. After the plane crash, an investigation was conducted and the investigators found no wrong doing. But, the public's perception is that El Chapo was responsible for their deaths (Beith, 2010)!

Knights Templar (KT)

Since the (KT's) fracture from (LFM), the most loyal lieutenants that truly believed in Moreno's extremist religious views formed this leadership in the new drug trafficking organization. There had been a mirrored effect of (LFM's) goals and objectives from the more centrists' beliefs of religious attitudes to the protection of citizens from the state of Michoacán against other criminal drug traffickers and government officials who were corrupted ("Mexican drug war 2011 Stratfor update", 2011). This ideology strengthened their resolve which had made the (LFM) one of the premier DTOs, back in 2009 and 2010 under Moreno prior to him being killed in 2010. They had the support of the Michoacán citizenry.

The following banners appeared in making an introduction to this new DTO who call themselves the Knights Templar. In the banner they reaffirm their previous (LFM) beliefs to the citizens of Michoacán:

To the people of Michoacán, we inform you that starting today we will be carrying out here the altruistic activities previously realized by La Familia Michoacana. We will be at the service of the people of Michoacán to attend to any situation that threatens the safety of Michoacanos. Our commitment is to: keep order; avoid robberies, kidnappings, extortion; and protect the state from possible (interventions) by rival organizations.-The Knights Templar ("Mexican drug war 2011 update", Stratfor 2011).

The (KT) organized a formal protest in the town of Apatzingan, Michoacán on July 13, 2011. It was discovered that this protest was organized for the mere purpose as a diversionary tactic and one of its main goals was having this event publicized by

the Mexican Media. It was uncovered that the (KT) had a very large shipment of methamphetamine chemicals. This shipment came from Asia in one of two ports: Manzanillo in Colima State, or Lazaro Cardenas in Michoacán. The Mexican Government located this shipment stored in Queretaro, Queretaro State. This seizure was conducted on July 17th and a record proportion amount of the precursor chemicals needed to produce methamphetamine was found in a warehouse. This was a phenomenal record amount and measured at 839.5 metric tons ("Mexico: Public Protests and Meth-Precursor Shipments in Michoacán", Stratfor 2011). As this previous example denotes, this organization's strength remains in their capability of manufacturing large quantities of meth production and the re-establishing of their former drug trafficking routes when they were called (LFM) prior to the fracture.

Weakness of the Organization

Los Zetas

This author believes that the weakness for the Zetas' organization is their recent escalation with violence and intimidation towards civilians, law enforcement and the Mexican federal police. This has contributed to a splintering affect with other DTOs such as their former Gulf partner and their engagement in a turf war because of the Zetas' latest climb to the top to control all of the drug routes.

The Mexican Marines killed the drug pin, Ezequiel "Tony Tormenta" Cardenas, the leader of the Gulf DTO. The Mexican people feel as if they are living in a war zone between these DTOs. Los Zetas, for example, is attempting to grab the turf of Gulf's murdered kingpin. These armed encounters between both groups have escalated in Matamoros, nearby Reynosa and Mexico's richest city, Monterey (Emmott, 2010).

Heriberto, "The Executioner" Lazcano, arranged the split of the Zetas from the Gulf's criminal organization. Lazcano had been fingered for the massacre for 72 immigrants back in August of 2010. The contributing actions of the most wanted Sinaloa leader, Joaquin "Shorty" Guzman El Chapo, has waded into the fray by joining the fight against the Zetas for these profitable smuggling routes (Emmott, 2010).

The question arises, was Lazcano truly killed on June 17, 2011 or is he faking his death as he has done in the past? Whatever the truth may be, this writer has to assume that this news has sent a tidal wave of uncertainty through the Zeta organization, especially after the capture of (Z-7), who is one of the original founders of Los Zetas. Jesus Enrique Rejon Aguilar, aka El Mamito, was captured in Mexico. Prior to this leadership shakeup, the Zeta organization had been placed in a defensive posture due to the new alliance called "New Federation" which now consists of two former rivals of the old Sinaloa Federation. The Gulf and (LFM) DTOs reached out to El Chapo and aligned themselves against their enemies, the Zetas ("Mexican Drug Wars: Bloodiest Year to Date", Stratfor 2011).

These mass evacuations of entire towns will continue to weaken the Los Zetas by turning all of the populous against the Zetas and will empower the military to position themselves to defeat and neutralize this DTO. On August 25, 2011, a mass killing sponsored

event by the Los Zetas in Monterrey, Mexico was at the Casino Royale, where at least 52 people were burned to death. This horrific action was caused by the refusal of the casino owner to pay extortion money to this drug trafficking organization, so the Zetas set the establishment on fire. That following Sunday, a mass protest of 2,000 people was held to denigrate President Calderon and Governor Medina of the state of Nuevo Leon and their inability to protect the good citizens of Mexico. This action was arranged to bring down Calderon's presidency. The citizens were calling for President Calderon and Governor Medina's resignations. Five Zeta suspects have been arrested in this arson. An activist, Tatiana Clouthier, who organized the protest, said on Milenio TV, "Maybe this will serve as the detonator for society to say they've had enough" ("Five arrested in arson at Mexico casino", 2011).

Gulf

This organization's collapse began with the capture of its leader Osiel Cardenas Guillen in 2003, when he was sentenced to 25 years in a Houston court. The organization really weakened in February, 2010 when this well-respected and feared leader of one of the most dangerous DTOs ever to exist made the following allocution.

According to Beith (2010): In February 2010, Cardenas Guillen bowed his head before a judge in a Houston court. *I apologize to my country, Mexico, to the United States of America, my family, to my wife especially, my children, for all the mistakes I made. I feel this time that I have spent in jail, I have reflected and I've realized the so-ill behaviour that I was maintaining and truthfully, I am remorseful. I also apologize to all of the people that I hurt directly and indirectly. That's all your honour* (p-208).

Their former ally and embittered enemy, Los Zetas, seems to be on a mission to bring down their former partner. Just in a recent period of months, the Zetas have considerably hampered the Gulf's cocaine supply channel in the Guatemala Petén plazas. In this area, several bosses have been captured by the Mexican military. One of the major blows struck against this organization was the capture by federal enforcement of Jose Angel "El Choche" Garcia Trujillo. He was captured close in the proximity of the Southern Monterrey area. El Choche had led Sicarios on a mission to hunt down and kill as many of Los Zetas as they could find ("Mexican Drug Wars Update: Targeting the Most Violent Cartels", Stratfor 2011).

Presently, the Gulf organization is so dangerously stretched to maintain their holdings and their revenues that this result has created desperation within the leadership. They have sent out orders to be more aggressive in the protection of drug shipments and all smuggling routes near the U.S. Border at all costs thus placing U.S. law enforcement in more danger ("Mexican Drug Wars Update: Targeting the Most Violent Cartels", Stratfor 2011).

La Familia Michoacana

On Friday, December 10, 2010, a vital blow to the leadership of La Familia was handed down in a shootout in Morelia, Mexico when Alejandro Poiré - Government Spokesman - stated that the patriarch and leader of La Familia, Nazario Moreno Gonzalez - nicknamed

“The Craziest One” was killed in this melee of gunfire” (Crimesider staff, 2010).

The loss of La Familia’s “The Craziest One’s” leadership sent waves of instability throughout the organization. This power struggle and turmoil weakened the organization immensely and later on it ultimately caused the rift that resulted in the fracture of (LFM) into the newly formed DTO (KT).

Another weakness looms ahead for (LFM). The United States’ Department of Justice (DOJ) had targeted La Familia DTO with a successful program called Project Coronado in 2009. Law enforcement, on the federal, state and local levels targeted La Familia’s drug distribution network across the United States. On November 6, 2009, *Drug Week* reported that more than 3,000 agents over a two day takedown were responsible for arresting over 300 individuals over a span of 19-states. During this two-day tactical operation, the following contraband was netted: \$3.4 million in U.S. currency, 729 pounds of methamphetamines, 62-kilograms of cocaine, 967-pounds of marijuana and 144 weapons. There were also 109 vehicles confiscated by law enforcement (“U.S. Department of Justice”, 2009).

These efforts by the United States through project Coronado had significantly dealt a severe blow to La Familia’s supply chain of their production and distribution of illegal drugs, weapons and their supply of cash flowing across the Mexican and United States borders. In Dallas, a criminal complaint had been filed and in this indictment, Alcohol, Tobacco, Firearms and Explosive Agents (ATF) charged that La Familia shipped hundreds of firearms through U.S. and Mexico borders over a period of 12-months. Also indicted, were individuals with an assortment of crimes such as: conspiracy to distribute methamphetamine, cocaine and marijuana. These violations of federal law were conspiracy to import narcotics into the U.S. along with money laundering and numerous defendants who were charged with forfeitures allegations (“U.S. Department of Justice”, 2009).

According to DEA’s acting Administrator Michele M. Leonhart (2009):

This organization, the newest of Mexican cartels, is directly responsible for a vast majority of the methamphetamine pouring into our country across our Southwest Border and has had a hand in fueling the cycle of violence that is wracking Mexico today. DEA, along with our U.S. and Mexican partners, are committed to strategically attacking the international and domestic drug trade with every tool at our disposal and defeating those that thrive on the suffering of others (p-2).

This operation was geared at dismantling La Familia’s criminal organization in the U.S. The concerted effort of a culminated 44-month investigation resulted in a two-day sweep. Project Coronado, with the partnering of federal, state and local law enforcement agencies, was an important operation and a blueprint of defeating La Familia or any other DTO for that matter.

Shortly after Moreno, the Patriarch of (LFM) was killed, it was discovered that Moreno “El Chayo” reached out to “El Chango” Mendez Vargas, to assist him and the other members to escape. El Chango allegedly refused. The causation of the fracture was the reported betrayal

of Vargas and the rift among the leadership that created the fracture in (LFM). A second group was then formed and called the Knights Templar lead by Servando “la Tuta” Gomez Martinez and Enrique “La Chiva Plancarte Solis. Ever since this fracture, a bloody battle has raged for the control of Michoacán between both factions. The (KT) has been winning the battle over the much smaller group, (LFM). La Familia Michoacana DTO has even weakened more so since “El Chango,” their leader was captured on June 22, 2011. They have continued to digress with their diminished territorial land grabs likely lost to the Sinaloa Federation DTO. One of the main reasons for them losing their leadership status was due to the fracture by (KT) and resulted in the loss of revenues through drug trafficking routes taken over by the Sinaloa Federation (“Mexican drug war 2011 Stratfor update”).

Sinaloa Federation (New Federation)

Back in August of 2006, Victor Emilio Cazares-Salazar, aka Victor Emilio Cazares Gastelum, is said to have been a top official and held the rank of “Control and Command Leader” in the Sinaloa Federation Criminal Organization. He has been eluding law enforcement and is still at large (Bricker, 2009).

He was known to be the key link in U.S. and Mexico drug smuggling trafficking routes. He was being investigated by the DEA’s Operation Imperial Emperor. His phone was being monitored and turned into a real communication bonanza of intelligence. This complex maze of smugglers, truckers, distributors, stash house operators and pilots overseen by Cazares was quite a task-oriented venture, to say the least. This operation disclosed “the how” of the Sinaloa Federation methodology of trafficking drugs to the streets of the United States. Operation Imperial Emperor solidified as one of the most successful operations conducted against one of Mexico’s top DTOs by the DEA. This led to hundreds of arrests; tens of millions of (USD) were seized in product. This ripped at the heart of El Chapo’s organization and weakened him greatly. This operation had revealed the cold truth, just how entrenched El Chapo’s DTO drug tentacles reached throughout the U.S. (Marosi, 2011).

One of the main drug routes was channeled through Calxico, Mexico. This port was considered by smugglers to be one of the safest ports by which to enter. There the inspectors experience much difficulty with the inspection of vehicles because this particular border is lacking a buffer zone of the usual several hundred feet for the examination of vehicles entering the inspection area. Temperatures usually reach 115 degrees in the summer months. Drug-sniffing dog’s energy is usually spent in this type of heat and they become very lethargic (Marosi, 2011).

Cazares, who was a kingpin for the Sinaloa Federation, brought in millions of dollars with this cocaine economy for the organization. He was so connected that his ties reached from Colombia to the South Bronx. His cost for Colombia cocaine was \$3,600 a pound and was sold for \$7,200 a pound in Los Angeles and even sold at a higher retail cost of \$9,000 in New York. Over a three year period, Cazares supposedly trafficked 40 tons of cocaine into the United States at an alarming profit of \$200 million dollars (Marosi and Wilkinson, 2011).

Lastly, the Operation Imperial Emperor concluded its 20-month investigation. This operation devastated the United States’ connection by exposing the routes that drugs traveled from Sinaloa to United States streets. This operation definitely weakened the Sinaloa Federation. Operation Imperial Emperor swept in on other target operatives in Cazares supply chain, from South Gate to the South Bronx. Law enforcement authorities charged 402 individuals and confiscated the following contraband: eighteen tons of cocaine and marijuana. They also confiscated \$51 million dollars of cash and property. In February, 2007, a Grand Jury indicted Cazares. He had been spotted in downtown Culiacan by Mexican federal agents who were unable to secure his arrest because he was accompanied by 20 heavily armed men. The Mexican military swarmed his estate a few months later but Cazares must have been warned and it was observed that three men were escaping over the wall of his compound (Marosi and Wilkinson, 2011).

According to Marosi and Wilkinson (2011):

When Cazares’s indictment was announced, then DEA Administrator Karen Tandy said, *“Today, we ripped out the empire’s U.S. infrastructure... and tossed it into the dustbin of history” (p-6).*

Knights Templar (KT)

Since this DTO’s fracture from the LFM, the Mexican Government has targeted the (KT) and has unleashed all of the Mexican military’s resources to bring down this criminal organization. The government’s main goal is to keep the pressure on and eliminate or apprehend the two leaders: Gomez Martinez and Plancarte Solis (“Mexican drug war update: Targeting the Most Violent Cartels,” Stratfor 2011).

Regarding the protest that was held on July 13, 2011 by the Knights Templar in Apatzingan, Michoacán, it has been insinuated that one of the main reasons for the protest being held was to pressure the federal forces in vacating Michoacán. Because of this pressure by the federal government on the Knights Templar, their smuggling had been curtailed immensely. The relentless presence of the military has made it a hardship for the (KT) to receive their shipments of methamphetamines precursor chemicals and to deliver their product north of the border. This is having a major impact on the revenue stream of the Knights Templar and is severely weakening their organization (“Mexico Security Memo: A Diversionary Protest by the Knights Templar,” Stratfor 2011).

Conclusion

The escalation of violence has seemed to heighten since the new alliance by the New Federation. This alliance consists of the Sinaloa Federation, Gulf and (LFM) who have declared war on the Zetas. This alliance has created more recent bloodshed in the region with open warfare. This is an alliance that has been melded by the sheer hatred for the Zetas. Also, this merger of sorts has interests that serve both groups where the Sinaloa and (LFM) DTOs are concerned. They will be able to gain a foothold on drug trafficking routes along the South-Texas-Mexico border (“Mexican Drug Cartel: An Update”, Stratfor 2010).

Press accounts have reported on a regional and local level that strategic areas such as Reynosa, Tamaulipas has been taken by force from the Zetas by the New

Federation. The Zetas have withdrawn back to Nuevo Laredo and also headed back into a westward direction to Nuevo Leon, Mexico's third-largest city and capital of Monterrey ("Mexican Drug Cartel: An Stratfor Update", 2010).

Please refer to the map on the following page. This map is provided by Stratfor and titled: *Areas of Cartel Influences in Mexico*. This map illustrates in the reddish-brown legend just how far reaching the Zetas are at the borders of the United States. This dangerous DTO stretches along the borders of Texas. The Sinaloa Federation, denoted by the blue legend, extends itself along our New Mexico, Arizona and California borders. The Sinaloa Federation has currently been involved with the bloody takeover of the Juarez plaza for the last two years. Juarez, one of the most violent cities in the world, borders El Paso, Texas. Since Sinaloa has taken over that area, this organization sprung an ambush on April 24, 2010 and killed 6-federal police who were on patrol and an innocent bystander, who was a teenager, also lost his life. Then on April 28, 2010, another horrific crime which was committed by the same DTO took place with the execution of 20 people ("Mexican Drug Cartels: An Stratfor Update", 2010).

Map Provided by Stratfor ¹



These DTOs have been escalating violence against law enforcement on our borders. On December 14, 2010, Border Patrol Agent, Brian A. Terry and other border agents in Rio Rico, Arizona were attempting to secure an arrest where they had engaged armed suspects who were preying on illegal immigrants. Agent Terry was struck in the pelvis by a round fired from an automatic weapon. He was life flighted to a hospital in Arizona and the following morning, Wednesday, December 15, 2010, Agent Terry paid the ultimate price and lost his life to this violence ("Officer Down Memorial Page," 2011).

These borders have become very volatile because of these drug trafficking organizations that have become very aggressive against anyone who stands in their way,

especially law enforcement. Their mission is to get their product through at any cost.

Back in January, 2010 the Texas Department of Public Safety reported that they had identified at least 22 murders, 24 assaults, 15 shootings from a spillover of violence. There were 5 kidnappings also committed (U.S. House Committee on Homeland Security, 2011).

Mexican Marines and drug traffickers had a violent encounter where a gun battle occurred at Falcon Lake, which borders Texas and Mexico. This is the same lake where Tiffany Hartley from Colorado was jet skiing when her husband was murdered by DTOs (U.S. House Committee on Homeland Security, 2011).

Sheriff Paul Babeu of Pinal County, Arizona, stated that: "Mexican drug gangs "literally do control parts of Arizona". The Sheriff also stated that "gang members are armed with radios, optics and night-vision goggles" (U.S. House Committee on Homeland Security, 2011).

Sheriff Sigifredo Gonzales of Zapata County, Texas stated that: "The feds say our side of the border is safe but we have bullet holes in our schools and businesses that say otherwise" (U.S. House Committee on Homeland Security, 2011).

In February of 2011, Los Zetas ambushed and murdered ICE Agent Jamie Zapata. His partner, Agent Avila, was wounded on the Mexican Highway in the

middle of the day. These DTOs have no fear of United States Law Enforcement. These drug traffickers make threats against our law enforcement on our own soil. They most recently made threats that they would fire on our state police and federal agents from across the river in Mexico. The Department of Homeland Security has reported that these Mexican DTOs have established themselves in 276 of our United States' cities. Subsequently, after the murder of Agent Zapata, there were at least 450 arrests made across the U.S. (U.S. House Committee on Homeland Security, 2011).

Since Calderon was elected to President of Mexico in 2006 and declared war on the DTOs, he has made a significant impact and continues to press on with the fight. There is a new legislated law enacted by the

Mexican Senate, called the National Security Reform which was passed on April 28, 2010. This set of laws and parameters has changed the President's authority when dealing with the military and drug trafficking organizations. The most significant change in the President's authority in the new law is that the President can no longer muster the troops at his pleasure when criminal activity in regions has exceeded further from the state and local law enforcement's grasp. As an example, when referring to Tamaulipas and Nueva Leon and other states that have made formal requests for troops due to all of the criminal activity in that area, these requests remain hollow and unfulfilled because of the unavailability of the troops. Another regulation enacted is that only the civilian law enforcement manpower has the authority to detain suspects. This again, takes the authority away from the President's ability to declare a state of emergency in cases of individual rights and in cases involving organized crime. These reforms are meaningful. However, they will make little difference on an operational level. The military will remain a force on a tactical level that will accompany civilian law enforcement who will be responsible for securing all of the arrests ("Mexican Drug Cartels: An Stratfor Update", 2010).

It was analyzed by Edgardo Buscaglia, an attorney, who is a crime expert and located in Mexico City. Statistically speaking, only 941 out of 53,177 people arrested for organized crime activities over a period of 6-years were associated with Sinaloa, El Chapo's criminal enterprise (Molloy and Bowden, 2011).

Do these facts support the public's perception that El Chapo and the Sinaloa Federation are receiving preferential treatment and getting a pass from Calderon with less than 1.78 % arrests in comparison to the other DTOs?

Also, it must be stated that National Public Radio (NPR) has questioned the official arrest record by the Mexican Federal Attorney General's office, which began recording the data beginning on Calderon's term up to May 2010 (Molloy and Bowden, 2011).

According to Molloy and Bowden (2011):
"This investigation showed that only 12 percent of 2,600 federal defendants accused of being cartel operatives were associated with the Sinaloa organization" (P16).

Mexican law enforcement's reputation of corruption is infamous. In Molly Molloy and Charles Bowden's Book: *El Sicario: The Autobiography of A Mexican Assassin*, has a running account of a real assassin who has worked hand-in-hand for the drug trafficking organizations and who has admitted to the killing of hundreds of people. This Sicario as a young man had enrolled in the Mexican Police Academy. At graduation a selection process takes place. There were two hundred cadets who were in his graduating class (Molloy and Bowden, 2011).

According to Molloy and Bowden (2011):
Our class of cadets were being trained to police the cities of Juarez, Villa Abumada, Chihuahua City, Parral, Camargo, Delicias, Ojinaga and also the state border posts with Durango and Sonora. Of these two hundred graduates, fifty are already on the payroll of the narco-trafficking organizations (P75-76).

These fifty graduates, who are on the payroll of the

DTOs, already have duties assigned to them by the Narcos. Some of these new police officers are assigned to watch over safe houses, others are assigned to keep a close surveillance on others that are designated by the bosses. Other police are assigned to kidnap individuals who might owe money or have gone over to the competition side. Some police officers are actually on a burial detail of some individual(s) who have been executed. These 50 new police officers are categorized in certain groups and are handed out these assignments by the DTO bosses (Molloy and Bowden, 2011).

The Mexican Drug Trafficking Organizations threaten their victims who could be political officials, police chiefs, or any law enforcement officers, or might even be a civilian(s). There is a saying in Mexico that these DTOs use, which is translated from Spanish to English: "plato o plomo," "silver or lead" meaning simply, the bribe or the bullet. These dangerous criminals' mission is to smuggle their drugs into our country by using our highways or by any means. Our law enforcement is placed in a dangerous situation protecting our borders.

In 2008 it had been reported according to the United States House Committee on Homeland Security that (2011):

Late that same year Mexican Federal Police and the Mexican Army discovered what was then the largest weapon seizure in Mexico's history just a few miles from our border ---540 rifles including 288 assault rifles and .50-caliber sniper rifles, 287 hand grenades, 2 M-72 antitank weapons, 500,000 rounds of ammunition, 67 ballistic vests and 14 sticks of dynamite (P3).

This is what our law enforcement is up against. I proposed the following question by email to Chief Michael J. Fisher of the United States Border Patrol who responded to the following question below:

"With all of the violence at our borders and the risk to law enforcement, what do we need to do in assisting our law enforcement"? Do you have any recommendations?

According to Chief Fisher (2011):
"Transnational criminal organizations (TCOs) operate within the border corridor and have historically done so with a degree of impunity. As a result of recent actions taken by the government of Mexico to identify, disrupt and degrade the TCOs, there exists an increased risk of violence to law enforcement on both sides of the border. One of the most impacting courses of action needed to reduce this risk is the sharing of actionable intelligence, operational integration and rapid response on both sides of the border once a threat has been identified" M. J. Fisher (personal communication, September 2, 2011).

We must continue to target these DTOs, like former operations by the DEA, such as Project Coronado, Xcellerator and Operation Imperial Emperor. These operations cut off their revenue flow and disrupt their drug trafficking routes. Apprehending or killing their leaders is an excellent way to destabilize their organizations. More resources should be allocated to the Border Patrol Agents and law enforcement who are also working in those areas. For example, helicopters with night vision equipment are a must. Also, fortifying our borders by the presence of our military would be an excellent deterrent. The government needs to get on board and join in on the fight by removing their blinders

and support our border states against these drug trafficking organizations that our law enforcement and their citizens have to deal with on a daily basis.

Finally, the Mexican Presidential Election was held on July 1, 2012. The Institution Revolutionary Party (PRI) has returned after a twelve year hiatus when first losing to Vicente Fox, the National Action Party (PAN) representative back in the 2000 presidential elections. The President elect, Enrique Pena Nieto, was elected with 38 % of the vote cast with the Revolutionary Democratic Party (PRD) receiving 31 % of the vote and the outgoing National Action Party (PAN) followed a distant third. The unpopular (PAN) outgoing incumbent Calderon who took office in 2006 declared war on the drug trafficking organizations and the result of his actions was the loss of almost 60,000 lives to date. This seemed to be a major contributing factor that Josefina Vazquez Mota the (PAN) candidate finished a distant third in the balloting.

The (PRI's) winning candidate, President elect Enrique Pena Nieto's stated that he would continue working with the United States and vowed to "keep the pressure on the drug cartels". If the past of the (PRI's) party in Tamaulipas, Mexico is any indication of what the United States is to expect, their track record has been tarnished with the previous three governors who have allegedly cozied up with aiding and abetting the Mexican DTO's there. This party has a history of cutting deals with the drug trafficking organizations by permitting the free flow of narcotics to move in a northerly direction as long as the Narco leaders avoids public bloodshed to the civilian population (Miroff). [is preahhh](#)

Barry Carr, a long time Mexican analyst at Australia's Latrobe University told Violence of America (VOA) the following:

"That many Mexicans believe Pena Nieto's party has "always been close" to the cartels and that he is in the best position to strike a deal to stabilize the killings"

Tamaulipas has been under the PRI's rule since 1929. When comparing drug related murders to other states, the measurement is considerably and significantly lower in comparison to other states which border the United States (Grayson and Logan).

In the following table provided by Grayson and Logan, you can visualize the comparisons:

Table 6 Executions in Border States from 2006 through 2011:

State	2011	2010	2009	2008	2007	2006	Total
Tamaulipas	675	725	49	110	89	181	1,320
Nuevo Leon	1,789	610	99	79	107	50	2,182
Coahuila	595	199	151	53	29	17	852
Chihuahua	1,940	3,185	2,082	1,652	147	130	6,931
Sonora	142	249	152	137	125	61	728
Baja California	142	315	320	617	154	163	1,528
Northern States	5,283	5,283	2,853	2,648	651	602	13,541
Nationwide	12,366	11,583	6,587	5,207	2,275	2,119	39,365

In the final analysis, it is this writer's belief that the United States has lost an ally with Calderon who has made excellent advances against the DTOs using the military action which seemed to be a much better alternative, versus strictly a Mexican law enforcement approach. With Calderon's departure and with the PRI back in power, the question is, are the words of President elect Enrique Pena Nieto a smoke screen, or will deals be cut as they were in the past? Only time will be the true measuring stick.

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Appendix A

Table 6 Executions in Border States from 2006 through 2011: 2

Appendix B

Map Provided by Stratfor³

Footnotes

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⁶Grayson, G.W & Logan, S (2012). The Executioner's Men: Los Zetas, Rogue Soldiers, Criminal Entrepreneurs

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⁷"Mexican Drug Wars: Bloodiest Year to Date" (2010, December 20). Stratfor, Retrieved From, <http://www.stratfor.com/print/178265>

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Biography

I was employed at the Allegheny County Bureau of Corrections for 29 years. I retired there on June 30, 2004. This correctional facility is located at 950 Second Avenue, Pittsburgh, PA 15219. Prior to my retirement, I was the 7-3 Assistant Shift Commander and held the rank of Captain. During my tenure at the Allegheny County Bureau of Corrections, I was tasked to develop, coordinate and author the Emergency Preparedness Emergency Plan for the new Allegheny County Jail. Also, I held positions as the Correctional Emergency Response Team Leader, Director of Training and Director of Classification, Intake and Booking. I obtained two Master Degrees from the University of Pittsburgh in Public and international Affairs and one in Public Policy and Management. Presently, I teach for the University of Pittsburgh, and in January, I will be teaching for Averett University's Criminal Justice Online Program.

Lastly, I have a Corrections Consulting business, and my other areas of expertise besides corrections are: Mexican Drug Trafficking Organizations, and Transnational Gangs, such as MS-13.

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