



Colorado Police Quarterly

**The Official Journal of the Colorado
Association of Chiefs of Police**

Volume 1, Number 2, Fall 2015

Editorial Mission Statement



Colorado Police Quarterly: The Official Journal of the Colorado Association of Chiefs of Police

The editorial mission statement of the *Colorado Police Quarterly* is to provide a resource of information among law enforcement professionals. The journal serves as a professional forum for the dissemination of original research, legal updates, training strategies as well as best practices and literature reviews. The journal incorporates the expertise of both practitioners and academics to achieve these goals. Promoting the publication of peer-reviewed research and providing sound advice from practitioners for law enforcement within the state of Colorado are the journal's main goals.

The editorial board of the *Colorado Police Quarterly* considers for publication the following types of articles:

Commentaries: Short papers of a philosophical nature addressing important issues, innovative training strategies, and best practices are invited. The journal welcomes the thoughts and comments of the association's members and its other readers.

Legal Updates: Pertinent reviews of legal cases and articles addressing legal issues are published as well.

Original Research: Research articles of interest to the members of the Colorado Association of Chiefs of Police are welcome.

Literature and Book Reviews: The journal publishes literature and book reviews of well-documented manuscripts on pertinent topics and newly available texts within the discipline.

Letters to the Editor: Relevant letters are published, with authorship, on important topics.

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Editorial Staff

Dr. John G. Reece, BA, MPA, PhD

Editor-in-Chief

Colorado Mesa University

Dr. Steven Ross Murray, BS, MS, DA

Associate Editor

Colorado Mesa University

Lt. David Krouse, BS, MA

Assistant Editor

Fruita Police Department

Send editorial correspondence to:

Dr. John Reece
Department of Social and Behavioral Sciences
Colorado Mesa University
Grand Junction, CO 81501-3122
joreece@coloradomesa.edu
970.248.1541

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Update from the President

Rick Brandt



I am excited to see our second edition of the *Colorado Police Quarterly: The Official Journal of the Colorado Association of Chiefs of Police*. I would like to publicly thank Dr. John Reece of Colorado Mesa University, the editorial staff, and the efforts of Chief John Camper of the Grand Junction Police Department to produce and to distribute this much-needed source of professional information. The journal is one of many ways we continue to professionalize our association and bring excellent value to our ever-growing membership.

On the legislative front, it is no surprise that things are rapidly ramping up and progressing solidly. Our new Legislative Chair, Chief Mike Phibbs, has made some technology available to us that allows for excellent phone-in capacity for folks to tele-attend our meetings. He is exploring videoconferencing technology for future use as

well. These efforts definitely will help us to improve our communication efforts and to keep our members well informed in the future.

The Board of the Colorado Association of Chiefs of Police (CACP) has retained the services of Ron Sloan to represent the CACP as our face and voice this season. Ron will be testifying on behalf of the association on legislative bills in which we are taking an active role. Ron is a great resource for us on several fronts. First, he is well known and well respected on Capitol Hill. Second, he brings a great deal of legislative experience to our team. Third, now more than ever, we need a cohesive voice as we navigate through what is sure to be a difficult and contentious legislative session, and Ron Sloan has those traits and is the right person to help us. Although we recognize that any of our members may meet with law-makers and even testify on proposed legislation if they choose, it is our goal to communicate all such actions, *before they occur*, to the Legislative Committee to be vetted so that we can maintain a unified front.

Your Board is working hard on our current strategic plan. The areas we are looking to enhance, improve, or fix are as follows:

- Selecting and hiring a new executive director
- Enhancing/Increasing the value of membership
- Identifying ways to make the association financially stable
- Re-evaluating our legislative-advocacy play (N.B., We are well on our way on this one!)

If you have any ideas or want to offer some assistance in these or other areas, I would encourage you to reach out to any one of our board members or to contact me directly. We need the help of our members to be successful, so please feel free to communicate with us.

With respect to our upcoming mid-year and annual conferences, Chief Gary Barbour of the Frederick Police Department has been tasked with planning and managing both of them. He already has selected the dates, venues, and a great deal of content. If you would like to assist Gary in these tasks, please drop him a line letting him know how you can help. Managing the vendor show at the June conference is going to take a lot of work, so any help is appreciated.

We have a lot of great stuff going on this year. We need our members' help to ensure that everything is successful and meaningful for all involved.

Let us know how you can help. Let us know what we can do for you. We are, after all, in this together!

Respectfully,

Rick Brandt
Chief of Police
Evans Police Department
1100 37th Street
Evans, Colorado 80620
rbrandt@evanscolorado.gov

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Predicting and Preventing Problem Employees*

Paul D. Schultz

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In 2014, the Cañon City Police Department and the Colorado State Patrol teamed up to identify work traits of employees prior to them becoming problem employees and then to develop strategies to intercede and prevent the employee from sliding into the abyss of becoming a permanent-problem employee. Through a series of meetings with supervisors and managers from each agency, we jointly identified 20 work traits that were common to police officers who were on their way to becoming problem employees. Not all employees exhibited all 20 work traits at the same time, but it was common to observe a minimum of three prominent negative work traits simultaneously and in some employees even more.

The sidebar lists the 20 identified work traits that future problem employees exhibit. A critical part of identifying these negative work traits and trying to turn the situation around involves first-line supervisors. The first-line supervisor must be able to objectively identify these negative work traits and take documented definitive steps with management to correct these deficiencies.

20 WORK TRAITS OF FUTURE PROBLEM EMPLOYEES

1. Stubborn
2. Do not like supervision
3. Unmotivated
4. No personal growth
5. Minimal work effort
6. No interest in becoming an instructor
7. No community involvement (on or off duty)
8. Always try to stay below management's radar
9. Loners (socially isolated from the department)
10. Bitter about being rejected for a specialized assignment(s)
11. Lazy
12. Unrealistic view of their jobs
13. Not community oriented
14. No professional growth
15. High use of sick time or other leave
16. No department involvement
17. Tend to follow certain supervisors
18. Tend to have personal or familial problems
19. Resistant to constructive criticism
20. Not interested in additional training

Providing quality training to supervisors to be able to do this is the first step. After the employees have been identified who are exhibiting the negative work traits, a clear plan of action must be developed and undertaken in a timely manner.

A thorough review of the work history of the employee with the employee's past two or three supervisors and the appropriate division commander is critical to developing an effective intercession plan. After negative work traits have been identified and hopefully the reasons for these negative work traits have been determined, then a meeting with the employee is scheduled.

Often just bringing the situation to light will cause some level of improvement. Our experience has been that letting it be known that supervision and management are aware of the poor work traits and poor performance will cause more positive effort from approximately 40 percent of employees with these traits.

When this does not occur, a well thought-out improvement plan with goals, strict timelines, and performance expectations is needed. Documented monthly progress reviews of the improvement plan are critical. Very clear, well-written expectations must be part of this plan using SMART guidelines, i.e., S – Specific, M – Measurable, A – Articulate, R – Reasonable and T – Timely.

Often the reason for the movement toward becoming a problem employee centers around some perceived wrongdoing to the employee. Perhaps a specialized assignment that did not occur, a perceived undeserved poor evaluation, or some other negative personnel action.

Working past these perceptions can be difficult, but the employee must understand that he or she can create his or her own positive future through hard work and professional accomplishment. The employee must understand that career paths change with time, maturity, and experience and that management may be crafting a new career path for him or her that is just as critical to success of the organization as the path he or she prefers, but may not be qualified for at that time.

Another intercession approach involves assigning the employee to become an instructor and/or a lead worker or coordinator of a certain area. Often this involves mandating advanced training. Generally forcing the employee to grow professionally is beneficial even though initially it may be viewed in a negative light by the employee. Most successful career police officers have had assignments that, at the time, they did not agree with or appreciate. However, through hard work and making a concerted effort toward helping the organization, the individual has emerged a better, more well-rounded employee. This often leads to a more agreeable assignment in the future and prevents the slide into becoming a problem employee. This concept needs to be made very clear to the future problem employee that today's dedicated effort will lead to tomorrow's preferred duty as well as to a better performance evaluation and a potential pay raise; conversely, a slide into worse performance will have the opposite effect.

A very important area to watch for is the tendency for future problem employees to follow certain supervisors and try to stay under the radar of management. Employees in this category often respond well to a new, demanding supervisor. Management should not be afraid to reassign certain employees to a more demanding supervisor who holds employees to a higher level of accountability. Of course, we all realize that the above strategies are not always successful. When this occurs and the problems become worse to the point of interfering with the organization achieving its stated goals, more drastic action is often warranted. Options include reassignment to an area of less responsibility and/or less visibility, reduction in pay or rank, and ultimately separation from the agency.

Paul D. Schultz
Chief of Police
Cañon City Police Department
Cañon City, Colorado
pdschultz@canoncity.org

EMPLOYEES WHO ARE ON THEIR WAY TO BECOMING PROBLEM EMPLOYEES NEED TO:

1. Be identified early by well-trained supervisors who objectively view their work traits.
2. Meet with their supervisors for an honest review of their performance and what is expected from them in the future.
3. Receive a thorough Performance Improvement Plan using the SMART approach.
4. Have their Performance Improvement Plan reviewed monthly.
5. Have them realize that they may be on a new, positive career path.
6. Be forced into growing professionally by assignment/training or becoming an instructor.
7. Periodically be reassigned to a demanding supervisor.
8. Understand that today's extra effort will lead to tomorrow's preferred assignment.
9. Realize that positive performance results in better performance evaluations, better pay, and promotional opportunities.
10. Realize that failure to improve will lead to more negative outcomes.

Child Advocacy Centers: What are They?

Melissa A. Lytle



What is a Child Advocacy Center (CAC)? Child Advocacy Centers provide a child-friendly, neutral location in which law enforcement, human services, mental-health providers, medical professionals, victim advocates, and district attorneys work together to investigate allegations of abuse, to help children heal from abuse, and to hold offenders accountable. The core of the CAC model is teamwork, bringing agencies and individuals together who are responsible for the investigation and prosecution of child abuse cases, and most importantly, putting the needs of children first. In the past, children and families have had to go from agency to agency, enduring multiple interviews, duplication of services, and sometimes re-victimization. The CAC model brings the entire system to the child and pulls agency professionals together to work in a collaborative manner that results in effective, efficient, and child-centered casework.

Roughly some 800 child advocacy centers exist nationwide, with 15 throughout the State of Colorado. These 15 centers cover most of the Colorado population, with many of the centers serving multiple judicial districts:

- A Kid's Place, Greeley, CO
- Blue Sky Bridge, Boulder, CO
- Denver Children's Advocacy Center, Denver, CO
- Dolphin House, Montrose, CO
- Larimer County Child Advocacy Center, Fort Collins, CO
- Pueblo Child Advocacy Center, Pueblo, CO
- Ralston House, Arvada, CO and Lakewood, CO
- River Bridge Regional Center, Glenwood Springs, CO
- Safe Passage, Colorado Springs, CO
- SARA House, Ft. Morgan, CO
- Sungate Kids, Greenwood Village, CO
- The Children's Advocacy Center of the San Luis Valley, Alamosa, CO
- The Nest: Four Corners Advocacy Center, Cortez, CO
- Western Slope Center for Children, Grand Junction, CO

In 2014, these advocacy centers served 4,953 child victims of abuse and neglect, with approximately 80% of those being victims of child sexual abuse. Child advocacy centers provide the following: neutral child- and family-friendly environments; legally sound, neutral forensic interviews that are audio/video recorded; victim/family advocacy; specialized medical examinations; access to appropriate medical and mental health services; and training, outreach, and education to professionals and community members. Many advocacy centers also provide prevention education programs to parents/caregivers, youth-serving organizations, and school-based programs for children.

Child Advocacy Centers (CACs) have a significant effect in the investigation and prosecution of child abuse cases, as well as in the lives of child victims and their families. Highlights from a five-year, multi-site national evaluation conducted by researchers at the Crimes Against Children Research Center at the University of New Hampshire indicated that CACs showed evidence of more coordinated investigations, more children involved with a CAC received a specialized medical evaluation, more children involved in a CAC were referred to mental-health services, and parents/caregivers of children served by CACs were more satisfied with the investigation. Cost-benefit analyses have shown that CACs save money, approximately \$1,000 per case in services to children and families during the

course of a child abuse investigation.

The collaborative nature of the work of CACs truly is the source of their success, bringing participation from a multitude of professionals and individuals involved in the investigation and prosecution of child abuse and neglect cases together to formulate collaborative, multidisciplinary case plans for child victims and their families. No one agency, individual, or discipline has all of the knowledge, skills, and/or resources to provide the assistance to child victims and their families alone. The combined and collaborative wisdom, professional knowledge, and experience of each agency and individual team member enhance the understanding of these difficult cases, and ensure the most effective and efficient community response possible. Through the CAC model, multidisciplinary team members are willing and able to understand the child's world, utilize and adapt practices as needed, and offer support and assistance as appropriate.

Child abuse is a serious problem in our society and requires a coordinated, community effort. Abuse is a threat to the physical, emotional, and mental safety and well-being of children and it is all of our responsibility to ensure we are putting forth every effort to prevent, identify, report, respond, and treat this issue. With experts estimating that 1 in 10 children will be sexually abused before their 18th birthday (Townsend & Rheingold, 2013), it is time for all of us to work together, step up, and take a stand against child abuse.

For more information on Child Advocacy Centers, please click on the link to the National Children Alliance at www.nationalchildrensalliance.org or the Colorado Children's Alliance at www.coloradocac.org. Reach out to your local CAC, ask questions, get involved, and take a tour of the facility. Together, we can help children heal from the trauma of abuse, one child at a time.

Melissa A. Lytle
Executive Director
Western Slope Center for Children (WSCC)
Grand Junction, Colorado
<http://www.wscchildren.org/page.cfm?pageid=20351>

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People v. Parks

Colorado Court of Appeals No. 14CA0811. Decided November 5, 2015

Phillip J. Baca, Esq.



Both the Colorado and Federal Constitutions permit officers to conduct an administrative inventory search of a vehicle after that vehicle has lawfully been taken into custody.

Facts:

In June 2009, a Littleton police officer observed Parks driving a van on a city street and checked the license plate for possible traffic violations. The officer discovered that the license plate had expired in 2008 but displayed a 2009 registration sticker. He stopped the van on suspicion of fictitious license plates. Parks, who was the only occupant of the van, provided a revoked driver's license and admitted that he did not have insurance or registration for the van. The officer asked Parks to get out of the car and sit on the curb while a second officer conducted an exterior K-9 sniff of the van, which did not indicate the presence of drugs. The first officer called a towing company to impound the van. The K-9 search did not prolong the stop beyond the time reasonably required to complete the mission of the stop.

The officer then inventoried the contents of the van pursuant to Littleton Police Department policy. Behind the driver's seat, he found and unzipped a soft-sided nylon cooler. Inside, he found nine plastic baggies of methamphetamine, two pipes, a digital scale, a scoop, a spoon, an empty pill bottle, two wiretap detection devices, and a receipt listing a credit card allegedly belonging to Parks. Parks was arrested and ultimately charged with drug and traffic offenses as well as seven habitual criminal counts.

Evidence presented at a motions hearing showed that the Littleton Police Department's standard operating procedure for impounded vehicles required officers to inventory the contents of a closed container if access to the container "can be gained without physical damage to the container or the contents."

Parks argued that the Colorado Constitution provides greater protection from inspection of a "nondescript closed container found during a vehicle inventory search."

Issue:

Does the Colorado Constitution provide greater protection against a vehicle inventory search than the Federal Constitution? No.

Court Decision:

The Court of Appeals affirmed the judgment of the trial court which denied Parks's motion to suppress the evidence.

Restatement of the Law:

Article II, section 7 of the Colorado Constitution declares:

The people shall be secure in their persons, papers, homes and effects, from unreasonable searches and seizures; and no warrant to search any place or seize any person or things shall issue without describing the place to be searched, or the person or thing to be seized, as near as may be, nor without probable cause, supported by oath or affirmation reduced to writing.

As a result, **both constitutional provisions require a two-step inquiry: (1) was the governmental intrusion a search? and (2) if so, was it a reasonable search?** *People v. Hillman*, 834 P.2d 1271, 1273 (Colo. 1992). The first inquiry is necessary “because the protections of article II, section 7, do not extend to investigative activity that does not amount to a search or seizure.” *Id.* “**Whether the contested activities constitute a search depends on whether the officer’s actions intruded upon an activity or area in which the defendant held a legitimate expectation of privacy.**” *Id.* (*People v. Weiser*, 796 P.2d 982, 984 (Colo. 1990)).

“**The Colorado and U.S. Constitutions are generally coextensive with regard to warrantless searches and seizures.**” *Eddie’s Leaf Spring Shop & Towing LLC v. Colo. Pub. Utils. Comm’n*, 218 P.3d 326, 333 (Colo. 2009) (*People v. Rodriguez*, 945 P.2d 1351, 1358-59 (Colo. 1997)). Under both constitutions, **a warrantless search is presumptively unreasonable unless it falls under a specifically established and delineated exception to the warrant requirement.** *Pineda v. People*, 230 P.3d at 1184 (Colo. 2010). One such exception, **under both constitutions, “permits officers to conduct an administrative inventory search of a vehicle after that vehicle has lawfully been taken into custody.”** *Id.*

Court Reasoning:

The analyses of *Pineda v. People*, 230 P.3d 1181 (Colo. 2010), *People v. Vissarriagas*, 2012 CO 48, ¶7, and *People v. Vaughn*, 2014 CO 71 demonstrate that **the Colorado Supreme Court views the Colorado Constitution as coextensive with the United States Constitution as to the permissible scope of a vehicle inventory search.** Of course, “we must follow the supreme court’s lead.” *See, e.g., People v. Gladney*, 250 P.3d 762, 768 n.3 (Colo. App. 2010) (“We are bound to follow Supreme Court precedent.”). Consequently, **the Court of Appeals held that the Colorado Constitution does not prohibit the opening and inspection of a closed container found during a vehicle inventory search if the search was conducted in accordance with a standardized departmental policy and there is no showing that the police acted in bad faith or for the sole purpose of investigation.**

In this case, the **trial court found, with record support, that the officer’s opening of the cooler found in Parks’s van was authorized by a standardized departmental policy and the officer did not act in bad faith or solely as pretext for investigation.**

Bottom Line:

Don’t use the automobile inventory search as a pretext to look for contraband, fruits of a crime, evidence of a crime, or other things that are illegal to possess. The Court fully understands police work!

If your agency doesn’t have a well written and defined automobile inventory policy **you should** make that a professional goal to pursue in 2016!

Philip J. Baca, Esq.
Combined Regional Academy
Jefferson County Sheriff’s Office and Lakewood Police Department
pbaca@co.jefferson.co.us

One Change to Make a Positive Improvement in Your Health: A 30-Day Challenge

Tom Wickman



“The deeper the change and the greater the amount of new learning required, the more resistance there will be.” Heifetz and Linsky, 2002

An intense career as a police chief, familial and community obligations, and numerous other stressors make up the stuff of modern life. Just thinking of adding one more thing can be overwhelming, but I believe that this one thing can really change your health. After all, achieving a healthier mind and body can make us all better at the many things we do.

I have felt both the fulfillment and stress related to balancing a career, family, and community responsibilities. One thing that I have come to understand is that a healthier body results in a sharper mind - and thus a life which is ultimately more productive and fulfilling - and a better ability to deal with life's stresses. At the end of the day, it really is not that difficult to achieve better health, especially when compared to all the things we have already achieved in our lives. However, one must start somewhere for improving his or her health, and for me, one of the best places to start is with what we eat and drink. Along with basic diet information, one simple, efficient way to make a major difference in your health will be presented. Are you ready to make just one change to affect both your physical and mental health? If so, please read on.

Statistics

Your health and well-being are determined by what you eat, drink, breath, put on your skin, and the thoughts that you have (Morse, 2000, p. 2). For purposes of this article, what we eat will be addressed. You and only you must make the commitment to improve what you consume. While a few changes are in order for all of us, what promotes health in reality is rather simple. What is not simple is to break the habits that we are familiar with due to addiction and misinformation. Current statistics reveal 54 million Americans are obese, 60 million grossly obese, and 3 million morbidly obese (Boutenko, 2010, p. 100). Per capita, the United States is the most obese country in the world. Why? A misunderstanding of proper nutrition, a sedentary lifestyle, and a culture rooted in a search for a quick fix.

What does the standard American diet look like?

The Standard American Diet (SAD) comprises consumption of fatty foods high in acid content. Fat consumption, by the way, is vital to a healthy body, but the amount and the type of fat ingested is critical to your overall health. Statistically, the average American consumes approximately 2,000 to 2,500 calories per day, but 42% of those calories are fat calories high in acid. Fat is essential to the body, but it is harmful when consumed at current levels. With the consumption of acidic foods and drinks and with a diet so high in fat, it is not surprising that we are facing a health crisis. When we couple that with modern-day policing, which has become more sedentary, more complex, with higher levels of stress, less sleep and a culture that promotes processed food, and we have a recipe for disaster.

How pH levels affect your health

A very salient point worth discussing is the acidic versus alkaline foods and drinks which we consume. Foods and liquids are acidic, neutral or alkaline, and they can be plotted on the pH scale. The pH of any solution measures its potential hydrogen-ion level. The pH scale runs from 0 (acid) to 14 (base or alkaline): Cola about 2.5 (acid), lettuce 7 (alkaline). The pH in your body (blood, saliva, urine) plays a vital role in your overall health. The more alkalinity, the greater degree of good health. Our blood falls in a continuum of 7.35 to 7.45 pH. If we fall above or below this range, then we become susceptible to disease. Many of our emergency rooms are filled with people dealing with some level of high acidity.

Often if you are dealing with some type of health issue, your body chemistry probably is acidic. Because few know much about the alkalinity or acidic nature of foods and drinks, we should consult the Alkaline and Acidic Foods Chart at the link below for more information.

Alkaline and Acidic Foods Chart

<http://www.mindbodygreen.com/0-5165/Alkaline-Acidic-Foods-Chart-The-pH-Spectrum.html>

Because we know that a high acidic concentration can impair our health, the question that arises is: Can it be reversed or lowered? The answer is yes, absolutely! Further, it can occur in a matter of days if you are motivated. If the body is fueled properly (and we all have to eat and drink), your body will be more efficient at healing itself. A diet of mostly plant-based, whole foods, is helpful for creating a healthy body. If you take the time to adopt and maintain a diet of whole foods and plant-based foods, your energy levels will increase, your ability to sleep will increase, your ability to eliminate toxins will increase, and most importantly, your outlook will improve dramatically. Research has concluded if you consume foods with a high acidic content, the body cannot heal itself very well. With a proper diet (alkaline base), your body will assimilate nutrients better, resulting in overall improved health.

Plant-based diet or animal-based diet?

Much research has been conducted to suggest that a plant-based diet is healthier for the heart. The best summary of this research is as follows:

“The heart is the centerpiece of life, and, more often than not, in the United States, it is the centerpiece of death. Malfunction of the heart and/or circulation system will kill 40% of Americans, more than those killed by any other injury or ailment, including cancer. Heart disease has been our number one cause of death for almost 100 years. This disease does not recognize sex or race boundaries; all are affected. What is heart disease exactly? One of the key components is plaque. Plaque is a greasy layer of proteins, fats (including cholesterol), immune system cells and other components that accumulate on the inner walls of the coronary arteries. If you have plaque building up in your arteries, you have some degree of heart disease.

“So what leads to heart attacks? It turns out that it’s the less severe accumulations of plaque, blocking under 50% of the artery, that often cause heart attacks. We now know that the small to medium accumulation of plaque, the plaque that blocks less than 50% of the artery, is the most deadly. The cultures that have lower heart disease rates eat less saturated fat and animal protein and more whole grains, fruits and vegetables. In other words, they subsist mostly on plant foods while we subsist mostly on animal foods.

“Whether scientists, doctors and policy makers think the public will change or not, the layperson must be aware that a whole foods, plant-based diet is far and away the healthiest diet. In the seminal paper regarding the landmark *Lifestyle Heart Trial*, the authors, Dr. Ornish and his scientific colleagues, wrote, “The point of our study was to determine what is true, not what is practicable.” We now know what is true: a whole foods, plant-based diet can prevent and treat heart disease, saving hundreds of thousands of Americans every year. Dr. William Castelli, the long-time director of the Framingham Heart Study, a cornerstone of heart disease research, espouses a whole foods, plant-based diet. Dr. Esselstyn, who has demonstrated the most significant reversal of heart disease in all of medical history, espouses a whole foods, plant-based diet. Dr. Ornish, who has pioneered reversal of heart disease without drugs or surgery and proved widespread economic benefit for patients and insurance providers, espouses a whole foods, plant-based diet” (Campbell, 2006, p. 111-113, 132-133).

Few, however, are really listening.

The Challenge

There are thousands of books on the market telling you how to lose weight and promote better health. Some are quite complicated, and others are just full of fads of little use for long-term results. I want to present a challenge for the membership of CACP. I want you to make one change; just one change in your life for the next 30 days is all that I am asking. Remember, what you are eating and drinking now will still be available in 30 days. However, for the next 30 days I would like to challenge you to consider drinking one, quart-size blended smoothie in place of one of your regular meals, preferably breakfast. If you currently do not eat breakfast regularly, I would challenge you to begin to eat breakfast by consuming a smoothie that I am going to describe.

Before the ingredients of the smoothie are discussed let us look at the value of pulp in your smoothie. Pulp is critically important as it adds fiber to your diet. As Boutenko (2010) tells us, "The main purpose of consuming fiber is elimination. Without fiber, complete elimination is nearly impossible, if it is possible at all. The human body is miraculously built in such a way that almost all the toxins from every part of the body, including millions of dead cells, end up daily in the human sewage system, the colon. The colon fills up with the waste matter so full of poison that we look at it with disgust. In order to eliminate this matter, the body needs fiber" (pp. 49-50). Raw, organic, fresh fruits and vegetables are the best sources of fiber and improved health.

So back to the challenge and your first step to a healthier lifestyle. Using a blender, add 1 cup spinach, 1 cup kale, 2 bananas, 1 apple, and 2 cups water or almond milk. If you prefer a sweeter taste, add more fruit. The goal is to drink one a day, preferably for breakfast. As you move in this direction (more alkalinity), you should begin to feel more energetic and healthier. The goal over the next 30 days is to begin to rid your body of toxins (acid) by rejuvenating your digestive tract. Again, this is just one, simple change that I am challenging you to take.

In conclusion, I am challenging all of you to replace one meal a day, for the next 30 days, with a healthy smoothie. Your health is important, and I believe that this simple habit can have a huge effect. If one were to couple this habit with adding some moderate exercise, the results would be even more dramatic. However, I want to focus on one change at a time. Some may view modifying the diet as a radical step, but if sustained, the results can be overwhelmingly positive.

Tom Wickman
Chief of Police
Frisco Police Department
Frisco, Colorado 80443
TomW@townoffrisco.com

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Authors' Biographies



Paul D. Schultz is 40-year law enforcement veteran with 20 years' experience as a police officer with the Thornton, Colorado police department retiring at the rank of Commander. Chief Schultz has been a Police Chief for the past 20 years and has served as Chief of the La Vista (NE), Lafayette, Colorado and Canon City, Colorado police departments and was the former Director of Peace Officer Standards and Training for the State of Colorado. He is a graduate of the FBI LEEDS, LEEDA and Command College training programs. Chief Schultz holds a Master's Degree in Administration of Justice from the University of Colorado and teaches criminal justice courses at the University of Colorado at Colorado Springs and at Regis University in Denver, Colorado.



Tom Wickman is the Chief of the Frisco Police Department nestled high in the Rocky Mountains at 9,100 feet. He served two years with the Denver Police Department as well as 23 years with the Boulder Police Department. After a number of years as a patrol officer, he served as a SCAT officer (Special Crime Attack Team), Detective Sergeant forming a Major Crime Unit and SWAT Commander. After being promoted to Commander, he led the departments patrol division, traffic division, SWAT team and community services unit. He also formed and led the department's first physical fitness unit. Chief Wickman earned his bachelor's degree in Political Science from Kalamazoo College and his master's degree in Counseling Psychology from Lesley University. He is a graduate of the Police Executive Research Forum's Senior Management Institute for Police, at the John F. Kennedy School of Government at Boston College. He is also a graduate of the Federal Bureau of Investigations National Academy, 207th Session. Chief Wickman also attended the Cooper Institute for Aerobics Research in Dallas and holds a certified personal trainer status.



Melissa Lytle is the Executive Director of the Western Slope Center for Children (WSCC). She has been in the human services field for approximately 15 years. Most of that time was spent as a child protection investigator and assessment supervisor with the Mesa County Department of Human Services. Melissa also spent some time as a Regional Training Coordinator with the Kempe Center coordinating and providing child welfare training for 18 counties in Western Colorado. Melissa became Executive Director of the WSCC in 2014. Melissa serves as vice chair on the How Are the Children (HATCH) board, is co-chair of the Western Slope Against Trafficking (WSAT) board, and serves on various other community boards and meetings. Melissa graduated from Mesa State College (now Colorado Mesa University) with a Bachelor's degree in Psychology. She has extensive training in forensic interviewing, child abuse recognition and reporting, sexual assault, domestic violence, multidisciplinary teams, cultural diversity, and facilitation. Melissa has resided in Grand Junction, CO, for almost 30 years and enjoys spending time off with her husband and two sons.



Philip J. Baca is the Director of the Jefferson County Sheriff's Office and Lakewood Combined Regional Law Enforcement Academy. He served for fifteen years with the Denver Police Department in various positions, ultimately attaining the rank of lieutenant before he left law enforcement to practice law for seven years. During this time, he continued to develop law enforcement training programs and materials. Mr. Baca was selected as the initial Director of the Highlands Ranch Law Enforcement Academy. Two years later, Mr. Baca went to the Jefferson County Sheriff's Office to manage its training academy and Support Services Division. While at Jefferson County, he served as the Captain of the Support Services Division, Captain of the Patrol Division, and as the Division Chief of the Criminal Investigations Division. Mr. Baca served as the Chief of Police in Commerce City from 2008 to 2012, and then he returned to the Jefferson County Sheriff's Office. Mr. Baca earned his bachelor's degree in Pre-Law/Political Science from Colorado State University, and his Juris Doctor from the University of Denver. Shortly thereafter he was admitted to the Colorado State Bar as a practicing attorney. Mr. Baca can practice law in all Colorado courts, the United States District Court, and the 10th Circuit Court of Appeals. Additionally, he is a graduate of the 216th Session of the FBI National Academy.

Guidelines for Authors

Please see the *Editorial Mission Statement* for a more detailed description of these articles located on the inside cover of this journal. All manuscripts submitted for publication must be computer-generated submissions. Manuscripts must be double-spaced, with margins of 1 inch, and may range from 250 to 3,000 words in length. Letters to the editor and commentaries may be no longer than 1,000 words and may be abridged at the editor's discretion. All accepted manuscripts shall be edited and formatted to meet the needs of the journal. Authors do have final approval of the manuscripts. All manuscripts published become the property of the Colorado Association of Chiefs of Police; however, personal and professional use of the articles shall be granted to all authors provided that the original publication is attributed.

Please consider the following guidelines when submitting a manuscript:

1. One typewritten, double-spaced page is approximately 300 words.
2. Original research articles should be approximately 1,000 to 3,000 words. Historical and pragmatic articles are welcome. If the article is a traditional research article, the following headings should be used: Abstract (less than 250 words); Introduction; Methods; Results; Discussion; and References. Other articles should include an Abstract (less than 250 words), Introduction, Discussion (or other appropriate heading), and References. The Editor-in-Chief recognizes that other headings may be appropriate in certain instances for clarity, and their use is encouraged.
3. Each chart, graph, photograph, or other illustration should be placed on a separate page apart from the written text. Each must be titled and easily understood without the aid of the written text.
4. Commentaries on important issues within the discipline are welcome. They should be no longer than 1,000 words – please note that shorter is better - addressing a specific issue. All commentaries shall be assigned authorships. No anonymous commentaries shall be published.
5. Manuscripts should be referenced following the American Psychological Association (APA) guidelines.
6. Letters to the Editor should be between 250-1,000 words. Remember, brevity is key. Also, the first and last name of the writer must be submitted. Anonymous letters shall *not* be published.
7. All authors should include a brief biographical sketch that describes any degrees earned, certifications awarded, and the current position or positions held.
8. Electronic submissions are required. Please email a typewritten file labeled with the corresponding author's last name and the year, e.g., Smith_2015. Files saved in .doc or .docx are preferred. All articles are peer reviewed after editorial clearance.

Please send the file to the following e-mail address:

joreece@coloradomesa.edu

Authors shall be notified of acceptance, provisional acceptance, or rejection within six weeks of receipt of the manuscript. Please include the full contact information of the corresponding author.

Respectfully,

Dr. John G. Reece
Editor-in-Chief
Colorado Police Quarterly



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