

UTAH STATE TROOPER

2022 | ISSUE 1

OFFICIAL PUBLICATION OF THE UTAH HIGHWAY PATROL ASSOCIATION

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THE 24/7 SOBRIETY
PROGRAM



Credit: Travis Nutley, Senior Business Analyst, Utah Highway Patrol



UTAH HIGHWAY PATROL ASSOCIATION

The Utah Highway Patrol Association supports uniformed men and women of the Utah Highway Patrol from Trooper through the rank of Commissioner, retired Troopers, communications specialists, and support staff in the Department of Public Safety. The Association board of directors consists of a two-year term President, Vice President,

Secretary, Treasurer, Executive Director (lobbyist and magazine editor), Quartermaster, and twenty-one Region Representatives.

Membership Benefits-\$15.00 per check

- Proactive advocates that pursue appropriate benefits and rights with Legislators.
- Annual Association Social/Retirement Banquet.
- 15 year member gift (watch/ring)
- Discounts on UHPA merchandise from the quartermaster store.
- Retirement plaque and check (\$2000 for 20 years UHPA + \$1 for each current member)
- Gift for Members' new babies
- Flowers/gift card/plant provided for deaths in immediate family of members.
- Financial assistance for members in times of crisis or extraordinary needs.
- Support from the Utah Highway Patrol Honorary Colonel's.
- Fallen Trooper Memorial Marker sponsors & \$5000 line of duty death payment to family.
- Scholarships for Members' children.
- Utah State Trooper Magazine

Legal Benefits

Legal representation provided through Professional Law Enforcement Association (PLEA). PLEA provides 24 hour claims service.

1. Defense of criminal charges.
2. Defense of civil lawsuits.
3. Defense of administrative proceedings arising from incidents involving the public.

INCIDENT means an actual or alleged act or omission to which this plan applies, which is first reported to the Legal Defense Fund during the period the participant is covered by the plan. An incident can occur on or off duty.

DUTY RELATED means actual or alleged acts or omissions of the participant while acting within the scope of his or her authority as a law enforcement officer.

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UHPA Member

PLEA Legal Coverage Summary

Below is a summary of some of the legal coverage provided to participating UHPA members. All plan and coverage details must be verified through PLEA. A complete summary of coverages and details is available on the PLEA website at:

<https://plea.net/wp-content/uploads/2017/03/PLEA-Summary-Plan-Description.pdf>

DUTY RELATED INCIDENT - actual or alleged act or omission, on or off duty, while acting within the scope of his or her authority as a law enforcement professional.

CRIMINAL COVERAGE - Defense of Duty-Related criminal matters - Representation during a Critical Incident *(Immediately available to cover the first 24 hours following a Critical Incident. Other coverages activate following that period).*

CIVIL COVERAGE - DEFENSE OF CIVIL LAWSUITS ARISING FROM DUTY-RELATED INCIDENTS.

ADMINISTRATIVE COVERAGE - Administrative Proceedings that result from allegations, complaints and/or internal affairs investigations. Defense of a formal disciplinary proceeding involving DEMOTION, TRANSFER, TERMINATION, SUSPENSION and/or appeal thereof.

WAGE RECOVERY BENEFIT - In lieu of the payment of legal defense costs for a suspension or appeal thereof, that includes a loss of wages or salary, a Participant may elect to forego the defense of the suspension and appeal thereof. This payment of wage or salary replacement will be the lesser of up to three days of the Participant's normal daily wage or salary or \$500.

HR218 (LAW ENFORCEMENT OFFICERS SAFETY ACT) - Coverage up to \$5,000 for Criminal Charges and \$10,000 for Civil Lawsuits.

ACCIDENTAL DEATH & DISMEMBERMENT - \$5,000 of 24-Hour worldwide protection, on or off the job.

FILING A CLAIM - To file a claim go to the PLEA website at: <https://plea.net/make-a-claim> or call (800) 367-4321.

CRITICAL INCIDENT - You may immediately contact a plan attorney listed at: <https://plea.net/attorneys/ut/> Contact your own attorney for representation during the first 24 hours, *(following that period participating attorney provisions apply)*, or call attorney Greg Skordas at (801)550-6156, 24 hours a day/7 days a week.

PARTICIPATING ATTORNEYS - Attorneys may be added to the participating attorney list. Please contact PLEA for details.

Critical Incident - Call Attorney Immediately

All others incidents contact PLEA - even if unsure whether covered





Colonel M. Rapich
Deputy Commissioner

Emily Fenton
Executive Assistant

Vacant
Executive Assistant

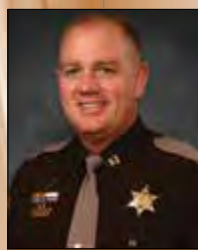


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Superintendent



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Salt Lake City, Utah 84129
(801) 965-4318



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Lt. N. Swallow
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Utah Highway Patrol Association Purposes and Power

To establish and conduct a non-profit enterprise open only to members of the Utah Highway Patrol and the Department of Public Safety, including those members retired from service, and in accordance with the rights, privileges, limitations and provisions of the bylaws and the Articles of Incorporation of the Association.

To encourage fellowship and friendship and to promote the social, patriotic, fraternal, cultural, economic, physical and educational interest of the members.

P.O. Box 571466, Salt Lake City, UT 84157-1466 • 801/898-8472

Articles of Incorporation - Objectives

- To protect the rights of widows and orphans of deceased members;
- To associate as sworn officers who are employed to enforce the laws of the state;
- To devise ways and means of promoting the best interests of the members of the UHPA;
- To seek enactment into law measures relating to the association;
- To provide a method of representation of the interest of the membership before such boards, commissions, department heads, or legislative bodies or other persons or groups as may be necessary to further the goals set by the association.

Utah Highway Patrol Values

Our mission is to provide professional police and traffic services, and to protect the constitutional rights of all people in Utah.

VALUE ONE-INTegrity

- We are sincere and honest.
- We fulfill every promise and commitment.
- We are above reproach in dealing with the public, fellow officers, and ourselves.

VALUE SIX-COURAGE

- We face danger with confidence, resolution, and bravery.
- We face hardship resolute in our commitment to serve.
- We make decisions based on our organizational values.

VALUE FIVE-TEAMWORK

- We are united in purpose and effort.
- We share ideas and information through open and honest communication.
- We are accountable to our community and to our fellow officers.



VALUE TWO-SERVICE

- We will meet the police service needs of every person we encounter.
- We serve the people of the state of Utah by enforcing the law impartially, consistently, and without discrimination.
- We deliver service that reflects a concern for the quality of life in our communities.

VALUE THREE-KNOWLEDGE

- We will continually improve our performance through education and training.
- We recognize our profession is changing and vow to stay on the cutting edge.
- We encourage continuous education to maximize individual and organizational development.

VALUE FOUR-PROFESSIONALISM

- We will exceed all standards set by our profession.
- We allow only those of exemplary character to enter or remain in our ranks.
- We present an appearance that inspires confidence in our ability.

CHANGE OF ADDRESS: Attach magazine label and print your new address below, and mail to: Utah State Trooper, P.O. Box 571466, Salt Lake City, UT 84157-1466.

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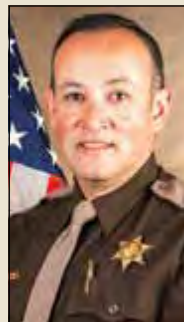
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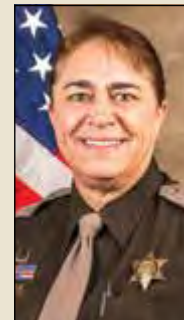
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Headquarters



RET. TPR. MERV GUSTON
Retired Troopers (URTA)

INSIDE THIS ISSUE

18 Officer wellness spotlight

Police officers play an important role in society because they respond to emergencies and handle issues regularly. Unfortunately, they are dying from heart disease.

22 Focus on training

Training that reaches not just law enforcement personnel but also community members is crucial to addressing the opioid crisis and creating a community that can develop, share, and strategize.

25 Compassion fatigue among officers

Officers are exposed to secondary trauma throughout their careers and sometimes experience primary trauma.

33 Could this happen to Utah?

The Capitol Police and the Scars of Jan. 6.

48 New lifeline

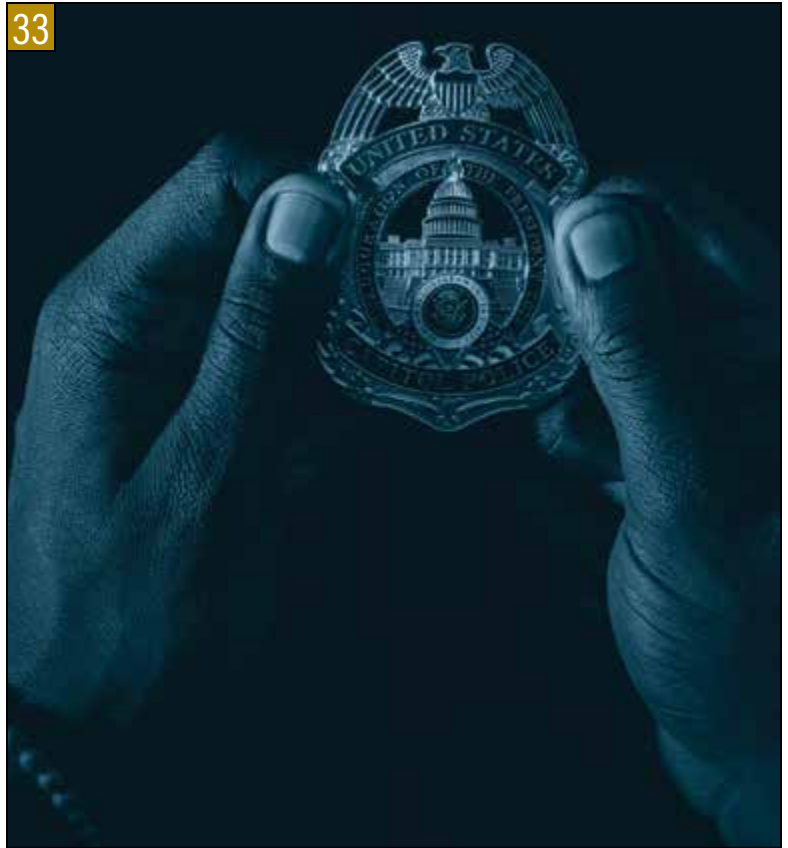
This new three-digit dialing code could provide immediate support during someone's darkest hour.

52 The 24/7 sobriety program

As Troopers with the Utah Highway Patrol, we have all seen the devastating effects caused by those individuals who choose to drive impaired.

58 Past and present

History and Value behind the Utah State Trooper Badge



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P.O. Box 571466
Salt Lake City, UT 84157-1466
President phone: (801) 898-8472
www.utahtrooper.com
www.utahstatetrooper.com

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**TEXT AND
WHATEVER
JUST
DON'T
DON'T
TEXT
AND**



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Our Roles Have Not Changed

American citizens in their community have a significant influence on the role of the law enforcement officers serving within the many different communities across the nation.

MOST LAW ENFORCEMENT OFFICERS' primary roles are simple and to the point. Our roles haven't changed except for one. To be aware of, plan for, and engage with those persons threatening terrorism, foreign or domestic.

- To provide services of need.
- To preserve the peace.
- To prevent crimes.
- To enforce laws.

And perhaps the most important is protecting our civil rights and liberties. Law enforcement is on duty twenty-four hours, seven days a week. In a crisis, we are the ones that the public in need of assistance sees first. However, out of sight and mind, there is one group of very dedicated people titled dispatchers that we can not do without. Unfortunately, at this time, they are understaffed, overworked, and underpaid. Dispatchers need our support! We need to assist the Commissioner and Colonels in any way we can to improve our dispatcher's standing.

In the past few years, attitudes have wandered from misunderstandings and perceptions of our roles as police officers. However, the actual purposes and needs of service

to the citizens and community have stayed the same; our duties have increased with population growth and community development. Unfortunately, law enforcement is in a bit of a crisis. First, we have seen a steady decrease in police officers wanting to stay in the occupation. Second, a large number of full-time officers are leaving the force. There are many reasons for this: earlier than expected retirements, officers who no longer want to stay in law enforcement, officers who terminate to go to the better-paying department, officers that can not make it through the probation period, and officers terminated for policy violations. We could enhance our benefits, but we should not lower our standards. We should communicate positively with citizens and politicians. As members of an outstanding department, we must always adhere to the Utah Highway Patrol's values. Stay true to our mission; to provide professional police and traffic services and to protect the constitutional rights of all people in the State of Utah.

I hope you had a fantastic summer and wish you a happy and wonderful upcoming holiday season. One thing we should be thinking about and taking action on is vehicle safety. Now is the perfect time to get the family vehicles updated and ready for winter. Stay safe, prepared for the unknown, and strong for each other! ■

Strength and Honor, Stay Safe and go home for your family.



ALL TROOPERS
GO HOME
AFTER
EVERY SHIFT
WITH HONOR!

 WEAR YOUR SEAT BELT

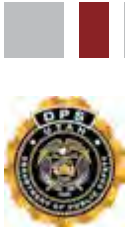
 WEAR YOUR VEST

 WATCH YOUR SPEED

 WIN - WHAT'S IMPORTANT NOW

 REMEMBER - COMPLACENCY KILLS

 PASSENGER SIDE APPROACH



Fences and Lands

A few years ago, I had an experience that I have been reflecting on. On occasion, I wake in the middle of the night with a thought on my mind.

HAVE LEARNED THROUGHOUT THE YEARS THAT if I don't wake myself enough to record the thought, I will have lost it by morning. Therefore, next to my bedside there is a pen and notebook for the moments that I have these impressions. This particular experience occurred as I had been pondering the proper way to proceed with some leadership strategies. I remember waking in the middle of the night, filled with great excitement for a thought that came to me. Being empathetic to my wife and respecting her sleep, I navigated to scribble my impression on a blank page of my notebook in the dark of the night.

Knowing that I had captured my thought, my mind was quick to relax and allowed me to return to a deep sleep. As the early sunlight of morning rolled in, revealing the anticipation of what I had forgotten about only a few hours before, I grabbed my notebook to unfold my problem-solving impression. I quickly found myself trying to decipher what I had scratched in black ink in the middle of the page. My interpretation skills read aloud: *"Put a fence around the pool and trade lands with the Navajo Nation."*

You can imagine my perplexed confusion! What was that supposed to mean? I was mystified. How could that be my problem-solving impression? My thought quickly turned toward the sense of reality, centered on the fact that I do not even own a pool, let alone, have land that would be of any interest to the Navajo Nation. What was I to make out of my own personal revelation, as it was much different from previous experiences?

Having had the opportunity to give plenty of thought to this late-night manifestation, I have learned several applications. Let me share the most significant way this applies to where we are today as an agency.

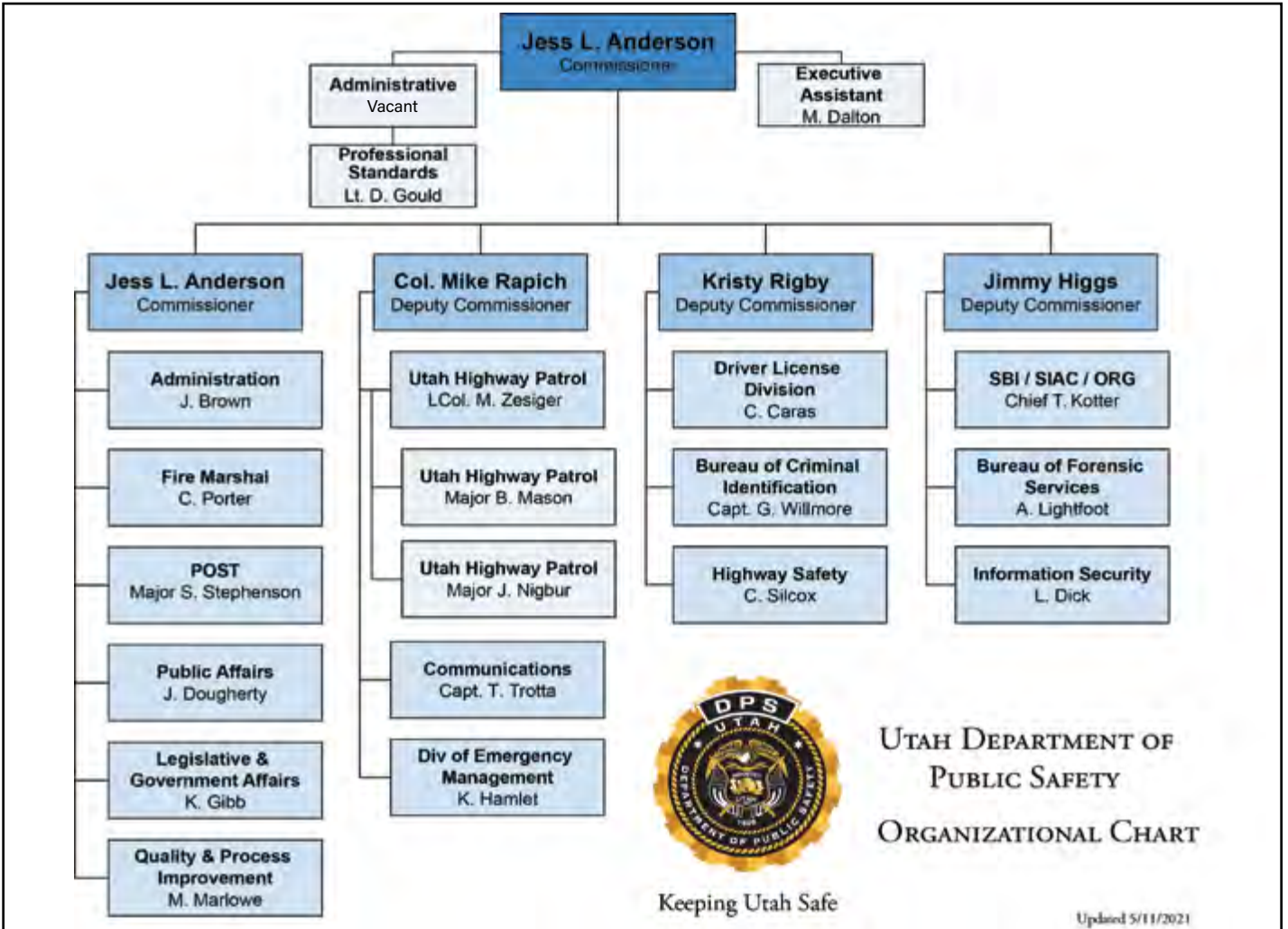
One short year ago, the Utah Department of Public Safety was facing our own set of challenges heading into the 2022 annual legislative session, including the massive wage gap created by societal pressures demeaning the title of being a police officer, crippling recruitment and retention efforts along with the accelerated pacing of economic inflation and private sector job growth.

Efforts to correct the flood of looming personnel challenges were exhaustive. Due to their incredibly good nature, Governor Spencer J. Cox and the leadership of the state legislature were sympathetic to our plight, understanding that we needed a quick intervention and ongoing solutions that would create historic measures to keep the trooper pay scale competitive within the market.

Subsequently, each of you benefited as the recipient of those actions and the level of support toward trooper pay. As a department, the UHP was allocated \$20 million in an ongoing general fund to support the Trooper's compensation. In addition, we also received \$10 million in one-time funding to help with the immediate solutions for performance bonuses until we could implement the pay plan. Needless to say, the Utah Highway Patrol has never seen this level of support with this large of an increase at one time. It's truly historic for the agency.

Over the several months since the legislative session, I have thought of the significance of this state investment in you as Troopers. There is absolute truth and reason as to why this investment helps Utah prosper and protect the quality of life that we each enjoy. What you do makes a huge difference in the lives of so many people on a daily basis! Those within the community as well as those who serve

FENCES AND LANDS — continued on page 17



UTAH DEPARTMENT OF
PUBLIC SAFETY
ORGANIZATIONAL CHART

Keeping Utah Safe

Updated 5/11/2021



We Do Hard Things

As I write this article, I am amazed that we are already more than halfway through 2022 and well into the 100 Days of Summer.

THE SIGNIFICANCE IS THAT THIS REPRESENTS the time of the year Utah State Troopers are operating full-on, with every aspect of our organization and resources giving everything available to meet the demands of the season. Field sections, specialty units, and communications centers are all running at an operational tempo likely never seen previously in the Utah Highway Patrol. While feeling the impact of increased summer travel and resulting calls for service, our troopers continue to put out amazing efforts in proactive enforcement and public outreach while simultaneously taking opportunities to maintain proficiency and professional development by attending essential training. State troopers today do it all and do it better than ever.

I have often wondered how the Utah Highway Patrol has always been a place where amazing people work and serve the State of Utah and why great men and women are drawn to the service of a State Trooper. What is it that State Troopers do that inspires others to be a part of this incredible cause? For many, the answer is likely a mix of noble service, exciting and meaningful work, with a strong desire to be there when others need help. Being a State Trooper is exciting as it is challenging and an opportunity to truly make a difference. It is also a lot of work that involves long hours, in extremely challenging conditions, at inconvenient times, and under difficult circumstances. Being a State Trooper is not easy, and those who are drawn to this calling and find passion and excitement in this service are

those who find great satisfaction in doing hard things in the service of others.

State Troopers have an incredible appreciation for the opportunity to be there in hard situations when hard things need to be done, on someone's worst day, when they are needed most. When lives are in danger, and when bad behavior threatens the safety of others, State Troopers are there. In those moments when time stops and someone's world has been turned upside down, State Troopers are there. When action, courage, and protection are needed, State Troopers are there. A State Trooper stands in places most people would not, in hard situations and incredibly demanding circumstances, and there is no place they would rather be. They are those who do the hard things most would avoid. They are willing to do whatever is needed in the service of others, and that is why they are Utah State Troopers.

As a second-generation trooper, I spent the first part of my life admiring these incredible heroes among us. Giants who called themselves Utah State Troopers. For the last thirty years, I have had the incredible opportunity to work with and be counted among the amazing men and women who serve this noble cause. With all the opportunities and rewards this experience has brought to my life, none is greater than the tremendous respect and appreciation I have gained for those who are always there when hard things need to be done because they are Utah State Troopers. ■

Stay Safe, Stay Strong, and always WIN!



UHPA

Utah Highway Patrol Association

Heidi Dunn
Quartermaster
801.243.4140

Quartermaster Store



Price: \$20
UHP History Pin Set
Count back in History with the 7 badges of the UHP. Pins come in a secure velvet box for display and safe keeping!



Price: \$20.00
UHPA Travel Mug
Enjoy your drinks on the go with this fantastic travel mug. The UHPA logo in pewter is the perfect touch to your new mug!



Front



Back

Price: \$13.00
UHP Beehive Coin
The official coin of the Utah Highway Patrol. Core values

listed on the back with our badge.



Front



Back

Price: \$18.00
Honor Guard Coin

This coin is a great representation of our very distinguished members of the Utah Highway Patrol Honor Guard. The detailed front of the coin paired with the well-designed back of the coin that remembers the UHP's fallen officers by badge number. Very nice-looking coin!



Price: \$20.00
Pink Pullover Hoodie
Cotton/Polyester blend hoodie with UHP Charger, colorful logo on the front. Show your support for Troopers and look good doing it! Size: SM, MD, LG, XL Also available in purple



Front

Back

Price: \$12.00
UHP Motor Coin
All new Motor Coin! Take a look at this 3D, 2-inch coin with so much detail!

Suggest new items at thpaqm@gmail.com





Reflection

As I look back over my 23 years in law enforcement I've gleaned some things that still hit home every day.

LIKE MANY OF US, WHEN I WAS GROWING UP I often would think about what it would be like to be a cop. Deep down inside I believed that it would be a career choice where one could make a difference. To be honest, I believe like many of us too, I thought about it in terms of driving fast, taking care of business, coming to save-the-day if you will, thinking that this would be awesome.

Now looking back, I can see, in some sense how true and yet how naïve some of that was. There is a lot more to law enforcement...training, qualifications, hard work, reports, angry encounters, jail, interviewing, death notifications, court, safety, watching your back, on and on and on, did I

mention REPORT. You know what that spells backwards... TRO(o)PERJ.

So having reflected on this, what matters most? I've gleaned something from the not too far past and present culture. Colonel Fuhr had a catch phrase, "IF NOT YOU, THAN WHO?" How true that is. In reflection, I believe this is needed today more than ever. Look at the growth the state has encountered, with ever increasing numbers on the highways. Look at the current trends—wrong way fatal crashes (DUI's), 100+mph violators, pursuits. In addition, drug trafficking, homelessness, major criminal events. When I first started murder was rare in Utah, and officer involved shootings were extremely rare...not so anymore.

We all know what has transpired in the past few years—Pandemic, Earthquakes, Natural Disasters, Drought, Civil Unrest, Political Polarization, Economic Uncertainty, Employee Shortages, Inflation...etc.

Our current UHP administration has been faced with more challenges in the past few years, by far, than I've seen in my entire career. We, as an organization, have been

**ACCIDENTAL OVERDOSES
KILL MORE UTAHNS THAN
CAR CRASHES.**

**DRIVE SOBER OR
GET PULLED OVER**

**USE ONLY AS
DIRECTED.org**

benefactors from their hard work and leadership. Our legislators have also stepped up. But most of all, YOU have. Keep up the good fight.

So another thing that I've reflected on. Due to all of the changes and events in our world, being aware of OFFICER SAFETY ISSUES requires the same type of attention. If you don't take care of you, who will? We should all reflect on the safety tenants every day!

WEAR YOUR SEAT BELT

WEAR YOUR VEST

WATCH YOUR SPEED

WIN (WHAT'S IMPORTANT NOW)

COMPLACENCY KILLS

PASSENGER SIDE APPROACH

I want to keep this as short as possible to make it REFLECTIVE, so I'll mention one more thing I've gleaned... **OFFICER WELL-BEING.** Stress has increased in many areas of life not to mention in law enforcement. While working at SBI, I was involved in some events that make me reflect how import it is to take care of mental, physical and recreation (No not recreational drugs) health. Again this rings true, if you don't take of yourself, than who will? However, this also encompasses watching out for your co-workers. I've been part of and watched how the **PEER SUPPORT GROUP** has been implemented and used. Colonel Rapich has promoted physical health through the **COLONEL'S CHALLENGE** each year. We get paid to exercise, there should be no excuse to keep oneself physically fit. He also has encouraged each trooper to take time with their **FAMILY** and **take time off to enjoy life**, I believe this is more important than ever! Try to love and enjoy your

life with your family and friends as much as you possibly can. Look forward to events, plan and enjoy vacations, even short ones. Get involved in a hobby. Get involved in service to others, this keeps you balanced and grateful for what you have, not to mention helps you feel good that you make a difference in someone's life.

One last thing. Having been on the Honor Guard and working with UHPA, I want to express my deep appreciation for those who have served in the past, now and in the future. I've been deeply touched and frankly dismayed too about how many officers throughout the country have lost their life or been injured in the line of duty. I've watched and see how their service brings meaning to your service. We all are benefactors from those who have served. I appreciate those who are our retired troopers and Honorary Colonels. I am grateful for those who continue to work for your best interest. Retired Sergeant (JJ) John Jones has served on the UHPA for years. Thank all you can for what they have done and do to keep your career great. Always remember "All give some and some give all", and "No greater love than this, that a man lay down his life for his friends." Thank veterans and their families for their service to our great nation. Protect our constitution and freedoms. God Bless America!

In conclusion, I hope this makes you reflect and glean something in your own experiences that will keep you proactive, professional, safe and well fit for the road ahead. ■

YOU CAN AND DO MAKE A DIFFERENCE!
Stay safe.

FENCES AND LANDS — *continued from page 12*

in the highest state leadership positions trust you. It is so critical that you now "put a fence" around that trust in order to always protect and preserve what you have been given. Do not take it for granted and do not take it lightly.

As an administration, we are constantly "putting up fences" protecting our most valuable assets. However, you cannot build these metaphorical "fences" without hard work, dedication, sound judgment, wisdom, and adhering to principles that require an occasional ability to "trade lands," or in other words, show levels of sacrifice and compromise. There is always a level of compromise throughout the legislative process and particularly serving in areas of state government. At the sacrifice of other employees within the department and those who belong to agencies outside of our own, I hope that you don't ever forget the "land exchange"

that was conducted and how you must represent and respect the "fence" that has been built.

I am deeply honored to serve in the capacity of Commissioner of Public Safety to represent all of the great work that you do on a daily basis! I am constantly humbled by the incredible men and women that work within this organization, representing so much good in such a historic time in our state and country. I encourage you to always be mindful of those who have come before each of us, those who have created the assets that we now get to enjoy. I encourage each of you to safeguard the "pool" by building your own "fence" and always give respect to "trading lands." ■

Stay Safe as you 'Keep Utah Safe!'



Officer Wellness Spotlight

Prevention and Early Detection of Heart Disease

BY LT. ERIC BURGETT, MIDDLE HEIGHTS, OHIO, POLICE DEPARTMENT

"I would like you to schedule your heart attack." This was what my doctor told me during a long-delayed checkup at age 38 with 16 years as a police officer.

MY CHOLESTEROL AND TRIGLYCERIDE levels were 2 to 2 ½ times beyond the acceptable ranges. Many officers have reached this point in life, but early prevention and action can help them avoid more serious health complications.

Risk Factors

A heart attack is generally defined as the cessation of blood flow in the body. High levels of low-density

“The average age of a law enforcement officer who has suffered a heart attack is 49 years, compared to 67 years for the general U.S. population.”

lipoprotein (LDL) cholesterol, a waxy substance found in foods of animal origin, can line artery walls, restricting natural blood flow and increasing the risk of heart disease.¹ Triglycerides come from consuming excess calories, alcohol, or sugar. These fats formed by the body provide energy, but high levels can be dangerous, indicating an increased risk for heart attack, stroke, and death.²

High cholesterol and triglycerides do not carry any outward symptoms or obvious side effects, so being aware of the risks can help extend police officers' lives. The Centers for Disease Control and Prevention lists the other leading risk factors for heart disease.

- High blood pressure
- Diabetes
- Smoking and secondhand smoke
- Obesity, unhealthy diet, and physical inactivity³

Most of these risk factors affect a large portion of police officers. They can be caused by stress, traumatic events, shift work, and exposure to chemical and environmental hazards on duty.⁴

Shift work can strain the body and disrupt normal sleep patterns. Further, long hours being sedentary in a police cruiser leaves officers feeling like they have no time for proper meal planning. Poor food choices, such as fast food and prepackaged unhealthy snacks, are usually plentiful. These factors are compounded by high stress and exposure to a cumulative excess of negativity while on the job.

Life Expectancy

One study comparing the life expectancy of a police officer with that of the general population made two key findings.

1. The average age of a law enforcement officer who has suffered a heart attack is 49 years, compared to 67 years for the general U.S. population.
2. Officers are 25 times more likely to die or become disabled from heart disease than from a suspect's violent action.⁵

With these statistics in mind, officers should take necessary precautions to avoid the potentially fatal health outcomes of police work.

Recommendations

Heart disease is easily preventable and should not contribute to an officer's shorter life expectancy. Five healthy lifestyle changes can help prevent the condition altogether or detect it before it becomes life-threatening.

Routine Medical Visits

High blood pressure damages the lining of the arteries, building plaque and narrowing those leading to the heart and brain.⁶ Officers should schedule regular checkups to monitor cardiac health and not delay the appointments. Getting blood work, measuring vitals, and consulting with a medical professional, at least annually, can save lives.

Meal Preparation

Preparing balanced, nutritious meals before shifts can help avoid the lack of healthy food choices available to police officers. Even “healthy” food at restaurants is typically high in sodium and fat. Bringing meals to work has the added advantages that quality and quantity of food can be controlled, essential meals are not skipped, healthy food is at hand, and money is saved.⁷

It is important to plan ahead by making grocery lists and cooking food that is simple to make and enjoyable to eat.⁸ Officers can prepare large batches of food in advance and freeze it in individual containers to provide ready-to-go meals available for a few weeks.⁹

“The average age of a law enforcement officer who has suffered a heart attack is 49 years, compared to 67 years for the general U.S. population.”

Physical Activity

Increased physical activity outside of work can reduce cardiac health risks and help offset sedentary time spent on duty. Even without any other risk factors present, physical inactivity alone can lead to heart disease because it can cause serious problems, such as obesity, high blood pressure and cholesterol, and type 2 diabetes.¹⁰

Healthy Diet

Unhealthy foods, such as those high in saturated and trans fats, added sugar, and sodium, increase a person's chance for developing heart disease and high blood pressure. Lean protein, fruits, vegetables, and whole grains are all part of a healthy diet.¹¹ When shopping for groceries, officers should avoid unhealthy foods to reduce temptation at home or when packing food for work.

Smoking

Tobacco and exposure to secondhand smoke should be avoided because of how it is known to damage the body. Smoking causes 1 in 4 deaths from heart disease and stroke.¹²

Conclusion

Police officers play an important role in society because they respond to emergencies and handle issues regularly. Unfortunately, they are dying from heart disease that, although sometimes undetectable, is easily preventable. All officers should apply the same strategy used in crime prevention to heart disease — it is easier to prevent a heart attack than try to survive it.

Instead of being part of the statistic, officers should get regular checkups, prepare meals ahead of time, increase

physical activity outside of work, limit unhealthy foods and alcohol, and stay away from smoking and secondhand smoke. Instead of scheduling a heart attack, they should schedule their future.

“All officers should apply the same strategy used in crime prevention to heart disease — it is easier to prevent a heart attack than try to survive it.” ■

Lieutenant Eric Burgett of the Middleburg Heights, Ohio, Police Department, prepared this Officer Wellness Spotlight. He can be reached at eburgett@middleburgheights-oh.gov.

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The IPA can connect you with others who share your hobby interests, such as badge and insignia collectors. There are ham radio enthusiasts, and numerous internet/email pen pal contacts. The IPA offers annual training scholarships for working officers as well as college scholarships to the children of IPA members. Local regions host social activities, dinners, picnics, trips, dances... the possibilities are endless. Additional benefits we offer include youth gatherings and exchange programs.

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FOCUS ON TRAINING

Addressing the Opioid Epidemic

BY WILLIAM J.C. MATTHEWS, M.P.A.

"We don't rise to the level of our expectations; we fall to the level of our training." — Archilochus¹

THE OPIOID EPIDEMIC CONTINUES TO PRESENT an immense public health threat. The devastating effects it leads to, including loss of life and the economic and socioeconomic impact on

communities, requires a refocus on training. Law enforcement, medical personnel, communities and schools, and social services are strained by this crisis, and dedicated trainings could help alleviate the burden on communities struggling to respond. Providing training designed to not only educate on the opioid epidemic but also promote a community response in addressing it is crucial to confronting this public health threat.

Impact

This opioid crisis has had devastating consequences on

“This opioid crisis has had devastating consequences on communities throughout the United States.”

communities throughout the United States. In 2020, the Centers for Disease Control and Prevention reported 93,000 opioid overdose deaths, a significant increase from 70,630 in 2019.² A recent book examining the effects of opiate abuse explored the loss of community and the idea that the connections holding neighborhoods together have withered, contributing to isolation and feeding addiction. For vicinities impacted by opiate abuse, the author concluded that community is an “antidote” for heroin abuse and broader prescription opioid abuse.³

The COVID-19 pandemic brought on social distancing concerns, further isolation, loss of community, and a rise of opiate abuse and deaths. In-person and virtual trainings as well as check-ins can promote community and accountability while providing the most current information on opiate abuse and drug trends.

Need for Training

With the DEA’s rapid creation of tactical diversion squads throughout the United States, the number of newly assigned special agents and other personnel with a limited background on pharmaceutical diversion created a need for specialized training.⁴

Special agents required training on investigating DEA registrants (those authorized by law to possess, prescribe, or dispense drugs) who violated the Controlled Substances Act (CSA).⁵ Their state and local counterparts needed training on pharmaceutical controlled substances. Specifically, state and local officers learned how pharmaceutical information from traffic stops, search warrants, and public tips could build on a current “pill mill” case.⁶

Prosecutors benefited from actionable training on investigative and prosecution strategies. Social services, schools, and community leaders needed education on current trends in pharmaceutical abuse and points of contact in their community for resources. From legal, pharmacological, and investigative standpoints, training can catapult stagnant cases and provide information for medical and community personnel desperate for knowledge and action.

Often, criminal diversion investigations have complex legal and constantly evolving investigative components.

From case initiations to sentencings, success in these investigations involves extensive documentation, data, and graphic summaries to support the findings. These skills require continuous, specialized trainings.

Criminal diversion investigations often have fraud and financial elements, which require multiagency coordination and an understanding of violations beyond the scope of the CSA. These investigations can sometimes span over several years and may involve additional years in the prosecution phase.

Providing joint training for prosecutors and investigators across agencies can alleviate some of the burden of resources, strategy, and investigative approaches. Early, consistent, and meaningful trainings will promote cohesiveness early on and allow for greater prosecution success rates. Nothing is more frustrating than to watch cases linger because of a lack of applicable training on both the investigative and prosecution phases.

Targeted Approach

The DEA established the Diversion Specialized Training Unit (DSTU) in 2018 to address the need for diversion training. During its first two years of existence, the DSTU trained approximately 1,300 DEA personnel and prosecutors. As its training cornerstone, the unit takes a team approach — special agents, diversion investigators, intelligence research analysts, task force officers, and prosecutors learn together.

From investigative strategies, to search warrant affidavits, to presenting the case to a prosecutor, these trainings provide actionable information designed to help initiate, advance, and successfully conclude civil and criminal diversion investigations. Over a dozen courses developed by the DSTU address the many facets of the opioid crisis, including interviewing vulnerable victims, working with the medical community, and coordinating with social services.

“This opioid crisis has had devastating consequences on communities throughout the United States.”

During the pandemic, the DSTU incorporated a virtual format and trained federal prosecutors in 33 federal judicial

districts throughout the United States on prosecuting diversion cases. The in-person and virtual trainings provided not only actionable information and case examples but also community among law enforcement and prosecutors to exchange experiences, tools, and motivation for attacking the problem. These trainings were also a call to arms for the trainees to return and educate the communities they came from.

The DSTU was designed to complement the DEA and other agencies' approaches to the opioid crisis. Both the DEA and the U.S. Department of Health and Human Services (HHS) have implemented such strategies.

In 2015, the DEA introduced its 360 Strategy, which employs a three-pronged approach to respond to the heroin and prescription opioid pill crisis.

1. Coordinated law enforcement actions against drug cartels and

- heroin traffickers in specific communities
2. Diversion control enforcement actions against DEA registrants operating outside the law and long-term engagement with pharmaceutical drug manufacturers, wholesalers, pharmacies, and practitioners
3. Community outreach through local partnerships that empower communities to take back neighborhoods affected by enforcement actions and prevent the same problems from arising again⁷

In 2017, the HHS initiated a five-point strategy aimed at the most effective methods of addressing the opioid misuse disorder.

4. More effective addiction, prevention, and treatment services
5. More reliable data
6. Enhanced pain management
7. Improved targeting of overdose-reversing drugs
8. Better research⁸

Both the DEA's 360 Strategy and HHS' five-point strategy offer a community response in addressing the opioid epidemic, and focused trainings will elevate these important initiatives.

Conclusion

Training that reaches not just law enforcement personnel but also community members is crucial to addressing the opioid crisis and creating a community that can develop, share, and strategize. The outreach education to the neighborhoods we live in, along with consistent trainings on the evolving trends surrounding opioid abuse, will increase awareness on this epidemic and equip all members of society in tackling this devastating crisis. ■



Mr. Matthews, a retired DEA assistant special agent in charge with experience in complex investigations, international operations, security and personnel recovery, and training, is a managing director at a private consulting firm. Mr. Matthews can be reached at william.jc.matthews@icloud.com.

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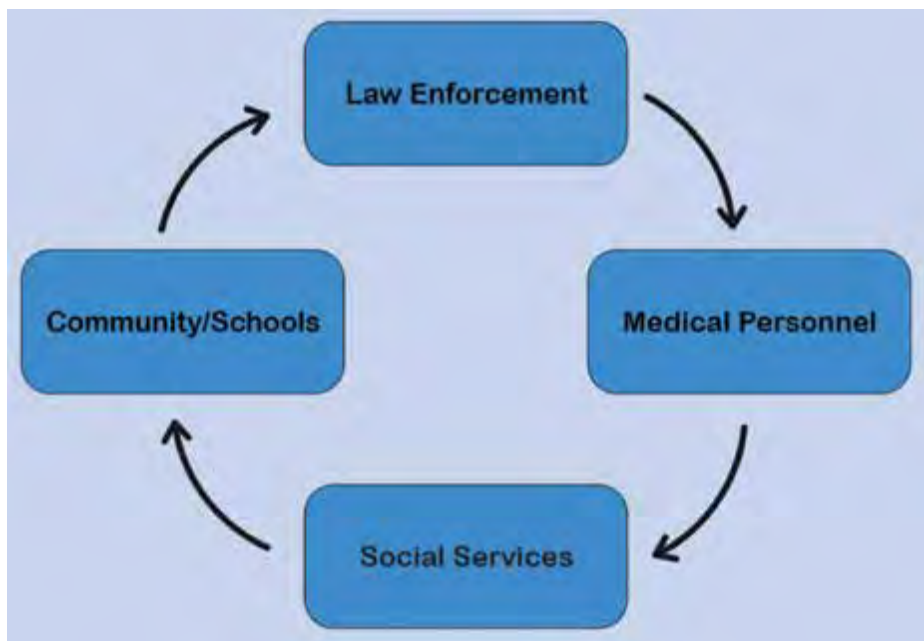
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Comprehensive Approach



“Over a dozen courses ... address the many facets of the opioid crisis, including interviewing vulnerable victims, working with the medical community, and coordinating with social services.”



Compassion Fatigue Among Officers

BY LORI J. BOSMA AND STACY L. HENNING, PH.D.

Law enforcement is considered a high-stress helping profession. Officers are exposed to secondary trauma throughout their careers and sometimes experience primary trauma.

MIXED WITH THE STRESS OF THE JOB, this trauma can produce symptoms of compassion fatigue, which impacts the emotional and physical well-being of officers and can exacerbate volatile situations or incidents.

This article reviews the literature on behavioral outcomes of compassion fatigue in law enforcement officers and implications for the field of counseling. The findings of this review infer great success and benefits pertaining to the implementation of psychotherapy, psychoeducation, and workplace peer support programming among officers and the agencies that implement these counseling practices.

Terminology

Commonly associated with caring professionals, such as nurses, mental health providers, and first responders,¹ compassion fatigue is generally described in the literature as the result of routine exposure to trauma, which creates symptoms of psychological distress resembling those of the traumatized victims.² It presents as a specific set of

COMPASSION FATIGUE — *continued on page 26*

behaviors that can negatively impact job performance and other areas of life. Compassion fatigue involves not only being exposed to or witnessing trauma but caring for those who experience it; therefore, the terms secondary traumatic stress or vicarious trauma were used interchangeably with compassion fatigue throughout the literature.

While described in some literature as similar to compassion fatigue, burnout was differentiated by the pathways that lead to the behavioral outcomes.³ Burnout can be experienced in the absence of trauma and is more often caused by organizational stressors (e.g., inadequate supervisor support, peer-to-peer conflicts) than operational ones (e.g., care for victims of violence or perpetrators of crime).⁴ Compassion fatigue is a cross section of secondary traumatic stress and burnout. It results from repeated exposure to trauma and can be a precursor to burnout and post-traumatic stress disorder (PTSD).⁵

The overlap of pathways to the similar behavioral outcomes of compassion fatigue and burnout highlights the importance of understanding the differences before going further into the supporting literature.

Risk Factors

Trauma Exposure

Law enforcement officers' exposure to different types of trauma throughout their careers can lead to interpersonal problems; mental health issues, such as depression and anxiety; and negative coping mechanisms, such as nicotine and alcohol abuse.⁶ Also, officers must often suppress emotions and remain neutral in stressful situations. As a result, they may turn to destructive behaviors like alcoholism and violence.⁷

The unpredictable situations officers face can be emotionally charged and psychologically challenging. Thus, an officer regularly responding to traumatic situations, such as rape, sexual assault, violent crimes against children, and death, deals with secondary trauma. This routine exposure creates a vulnerability to compassion fatigue.⁸

One researcher evidenced that officers who investigated child abuse cases and possessed certain personality traits were more susceptible to compassion fatigue, more so than those who work with nonviolent crimes.⁹ Specifically, these officers experienced neuroticism, which produces emotions like depression and anxiety and may increase negative patterns of thought. Of further note, awareness of "emotionally sensitive" officers was important because they may be more susceptible to secondary traumatic stress.¹⁰

Officers with a history of primary trauma, such as child-

hood abuse, and those who work with victims of sexual assault or abuse have a higher risk of developing compassion fatigue and burnout.¹¹ This likely relates to the finding that effects of trauma exposure carry a heavier and more personal weight on officers who experienced primary trauma in their lifetime.¹²

Negative Workplace Environment

The literature also noted a negative workplace environment and absence of peer support as risk factors. Lack of appreciation, an uninvolved supervisor, dissension among peers and administrators, and other workplace stressors contribute to compassion fatigue.¹³ Specifically, without work support or an outlet to debrief from strenuous work experiences, officers may turn to negative coping mechanisms. They exhibit pessimism, emotional distancing within their marital relationships,¹⁴ interpersonal communication issues caused by suppressed expressions that result from environmental peer pressure, impulsive decision making, and burnout.¹⁵

Symptoms and Identifiers

Diminished Empathy

One expert suggested that officers who show signs of compassion fatigue also exhibit a decrease in empathy,¹⁶ which is needed among those who work with victims of sexual crimes and child abuse. Diminished empathy combined with other symptoms of compassion fatigue may negatively impact trust building between victims and investigators, thus, hindering or delaying fact-finding in an active investigation.¹⁷

Multiple studies evidenced the effects of compassion fatigue on decision-making and regulation of emotions.¹⁸ However, the literature is sparse on the relationship of decision-making or rash judgments/impulsivity and other cognitive impairments with compromised empathy. Impaired empathy combined with impulsivity and rash judgments during a crisis where force may be needed has the potential of creating a violent outcome where unnecessary force is used.

More research is needed to examine how empathy is impacted by compassion fatigue in the demographic of study. The profession requires significant amounts of empathy; therefore, law enforcement officers must have the training and innate personality traits to remain in productive service to the community when compassion fatigue symptoms present.

Post-Traumatic Stress Disorder

Several studies identified compassion fatigue as a precursor to PTSD.¹⁹ Common symptoms of compassion fatigue — which resemble those of PTSD — include dissociation, lack

“Mixed with the stress of the job ... this trauma can produce symptoms of compassion fatigue, which impacts the emotional and physical well-being of officers and can exacerbate volatile situations or incidents.”

of concentration, irritability, hopelessness, avoidance, depression, anxiety, hyperarousal, dark humor, and disrupted sleep.²⁰ Impaired judgment, thinking, and decision-making; diminished job performance; and skepticism of the public all presented among affected law enforcement officers.²¹

Relationship Issues

Much of the literature postulated personal relationship issues as an identifier of compassion fatigue; however, more research is needed to support a clear treatment plan.²² Specifically, officers who experienced compassion fatigue also had trouble with emotional intimacy, sexual intimacy, and communication in their relationships.

A correlation exists between relationship violence and compassion fatigue. Researchers identified a cross section of officers who experienced secondary traumatic stress, similar to PTSD, and evidenced more-violent marriages (i.e., domestic abuse, rageful and threatening arguments) than those of officers not experiencing PTSD symptoms.²³ Further, law enforcement officers are at risk for disengagement from family members and spouses.²⁴

Researchers examined the effects of high levels of stress on officers and their personal relationships. Results supported that the shared values of control and authority among law enforcement peers influenced how officers managed conflict within their personal realms and, in turn, hindered the expression of emotions within their marital relationships.²⁵ Shift work and its effect on quality time spent with spouses were other contributors to discord in the relationships studied.²⁶

A significant correlation exists between workplace stress and relationship dysfunction in the literature along with the revelation of vulnerable personality traits and emotionally charged investigations, which may result in vicarious trauma. With such knowledge, counselors who treat this demographic or provide job-readiness evaluations have useful tools and information to help them develop treatment.

“Mixed with the stress of the job ... this trauma can produce symptoms of compassion fatigue, which impacts

the emotional and physical well-being of officers and can exacerbate volatile situations or incidents.”

Also, researchers studied the stressors of law enforcement jobs and the benefits of counseling with early intervention. They found that early intervention with officers and their spouses helped remedy relationship stress caused by the behavioral outcomes of compassion fatigue. This study is relevant because of officers’ high-stress jobs and exposure to secondary trauma, which puts them at greater risk of developing the condition.²⁷

Treatment Measures

Assessment Tools

Various tools used to measure compassion fatigue were revealed in the literature.

- Compassion Fatigue Self-Test (CFST)
- Compassion Satisfaction and Fatigue Test (CSFT)
- Compassion Fatigue Scale (CFS)
- Professional Quality of Life Scale (ProQOL)
- Secondary Traumatic Stress Scale (STSS)
- Impact of Event Scale (IES) and the revised version (IES-R)
- Trauma and Attachment Belief Scale (TABS)
- World Assumption Scale (WAS)²⁸

The CFST was most commonly used.²⁹ Researchers also employed the 10-item Perceived Stress Scale to evaluate the levels of reactivity to stress.³⁰ This assessment allows further discovery of stress tolerance among officers seeking detective positions on high-stress investigations. The Mental Toughness Questionnaire 48 (MTQ48) was also noted as a valid assessment for evaluating “commitment, interpersonal confidence, confidence in abilities, life control, and emotional control.”³¹ This test helps identify vulnerable personality traits, such as neuroticism and emotional sensitivity.³² The assessments found in this literature review were used by counselors to inform methods and techniques and gauge the severity of symptoms.

Screening and psychological assessments help identify

resiliency, personality traits, and job readiness for detectives entering predatory criminal investigations. Further, implementing assessments as part of the onboarding collaboration between counselors, supervisors, and administrators of law enforcement agencies may build the therapeutic relationship early in officers' careers. Early intervention is key in preventing the onset of compassion fatigue.³³

Recognition of Traits

Understanding personality traits susceptible to compassion fatigue facilitates the recognition of vulnerabilities. This can inform early intervention techniques when those vulnerabilities are detected during the onboarding and screening process of the officers. Further, recognizing the symptoms of compassion fatigue as a precursor to PTSD can assist law enforcement agencies with gaining support in the implementation of early intervention strategies.

According to the literature, a primary benefit of recognizing compassion fatigue is gaining a greater understanding of the predictors of officers' mental health issues. With this knowledge and awareness, counselors can assist law enforcement agencies with educational programming to prepare officers for the rigor and stress of their jobs. Future collaborations between agencies and psychotherapists are encouraged throughout the empirical data as a viable approach to address the general mental health of law enforcement officers — specifically, identifying job readiness after a critical incident, compassion fatigue, burnout, and PTSD.³⁴ In fact, researchers recommended mandatory counseling to normalize psychotherapy among officers and ward off any stigma that may come with seeking professional counseling.³⁵

“The unpredictable situations officers face can be emotionally charged and psychologically challenging.”

Counselors aware of the challenges and vulnerabilities that officers face can make informed decisions on best practices in treatment.

Workplace and Peer Support

Multiple studies showed compassion fatigue as resulting from working in an unsupportive environment,³⁶ defined as sparse supervisor support and pervasive peer pressure to be stress resistant. Conversely, prevalent supervisor, community, and peer support promoted compassion satisfaction — the antidote to compassion fatigue that develops when officers derive gratification from their service.³⁷ Research has shown positive results from workplace support efforts in this regard.³⁸

Officers also benefited from having a space within their organization to process stressful situations and debrief the

day.³⁹ Such an area available for clearing the mind of memories or traumatic experiences can help prevent compassion fatigue and emphasize compassion satisfaction.⁴⁰

Researchers expressed the importance of providing training at the entry and supervisory levels for the treatment and prevention of compassion fatigue.⁴¹ Access to counseling and other support services in the workplace proved to be an advantage when managing emotional stress derived from trauma exposure.

Much of the literature postulated the benefits of supportive workplaces, adequate peer support, counseling of individuals about wellness, and rewards in promoting compassion satisfaction.⁴² According to researchers, including training programs that focus on compassion satisfaction coupled with training on compassion fatigue may limit the impact and prevalence of compassion fatigue among participating officers.⁴³

Improved Agency Culture

The literature noted that law enforcement agency culture emphasized solidarity and hierarchical rewards, thus, contributing to a culture of silence when an officer struggled with compassion fatigue or job-related stressors.⁴⁴ Clinical counseling practitioners can assist those most at risk for compassion fatigue by collaborating with police administrators in promoting compassion satisfaction.

Programs that recognize and celebrate the accomplishments and successes of officers are recommended in the literature.⁴⁵ An increase in social support proved successful in helping to treat compassion fatigue symptoms.⁴⁶ Social support can be provided through colleagues as well as close relationships. Promoting compassion satisfaction through workplace support, family psychoeducation, and programming proved promising in minimizing the effects of secondary trauma.

Counseling and Educational Programming

One expert postulated success in the area of wellness counseling, which addresses both the mind and body through cognitive therapy, psychoeducation, social skills training, relaxation and stress management training, behavioral change techniques, and self-care lifestyle instruction.⁴⁷ Wellness counseling showed the most positive results when used as an early intervention technique.

“Understanding personality traits susceptible to compassion fatigue facilitates the recognition of vulnerabilities.”

Researchers evidenced that counselors influenced wellness by providing individual counseling sessions that taught wellness education and practiced cognitive behavioral therapy.⁴⁸ Officers who participated in the study experienced increased wellness, which positively affected job

“The unpredictable situations officers face can be emotionally charged and psychologically challenging.”

satisfaction; this validates the need to address holistic health in high-stress workplaces like law enforcement agencies.

Departments can enhance officer wellness via workplace rewards or wellness support by offering discounted memberships to local health centers (e.g., gyms or recreational facilities). They can also provide wellness counseling through employee assistance programs and health insurance incentive programs, generally coordinated with human resources departments.

While research supported counseling and educational programming as effective responses to divert compassion fatigue, there needs to be more literature demonstrating the effects of early intervention or preventative counseling. Mental health professionals can collaborate with agencies to provide peer support training and prevention methods. Counselors are helpful collaborators on crisis intervention teams, and they can provide training on implementing

trauma-informed practices (e.g., racialized interviewing for traffic stops of people of color, interview techniques for detectives working with victims of sexual assault).

There was a gap in the research regarding current educational programming within law enforcement agencies that collaborate with counselors to provide psychotherapy and wellness counseling. One study examined wellness counseling and showed its effectiveness; however, the empirical literature lacked longitudinal data on the long-term benefits of wellness programming within agencies and the benefits of prevention and early intervention.⁴⁹

All but two studies illustrated the results of counseling and wellness interventions for law enforcement officers without differentiating male and female officers. More research on the effects of compassion fatigue among specific

COMPASSION FATIGUE — *continued on page 30*



Reach out to a friend about their mental health.

If you or someone you know is struggling with thoughts of suicide, call the suicide prevention hotline at: **1-800-273-TALK (8255)**

Utah County Crisis Line: **801-691-5433**

Salt Lake County/UNI Crisis Line: **801-587-3000**

Wasatch Mental Health Crisis Line: **801-373-7393**

National Suicide Prevention Hotline: **1-800273-TALK (8255)**

Trevor Project Hotline for LGBTQ teens: **1-866-488-7386**

sexes would be beneficial to counselors, specifically those who specialize in gender studies and gender-specific issues.

Increased Empathy

Understanding the effects of impaired empathy, coupled with the impact that compassion fatigue has on decision-making and judgment, will inform counselors on the appropriate modalities, assessments, and counseling theories. With this understanding and knowledge, a holistic treatment plan can be devised that incorporates social justice and advocacy counseling techniques. The literature evidenced significant support for the pathway to compassion satisfaction in treating the symptoms of compassion fatigue. This is helpful in treatment planning for officers who may have mandatory counseling due to on-the-job violence or critical incidents or for those forced to take administrative leave.

Conclusion

Compassion fatigue symptoms are a detriment to the mental health of law enforcement officers and the communities they serve. However, agencies can have preventative or early intervention strategies in place if they recognize vulnerabilities in their personnel.

The symptoms are treatable, especially when identified as they first present.⁵⁰ Classifying and addressing the symptoms as early as possible is key to protecting the mental health of officers in this high-stress helping profession and, in turn, better serving society.

“... agencies can have preventative or early intervention strategies in place if they recognize vulnerabilities in their personnel.” ■



Ms. Bosma, a certified professional in human resources and the deputy Title IX and human resources coordinator at Webster University in Webster Groves, Missouri, is pursuing graduate studies in the university's Department of Professional Counseling. Ms. Bosma can be reached at LoriJBosma@gmail.com and Dr. Henning at stacyhenning67@webster.edu.



Dr. Henning is an associate professor in the Webster University Department of Professional Counseling in Webster Groves, Missouri.

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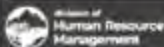
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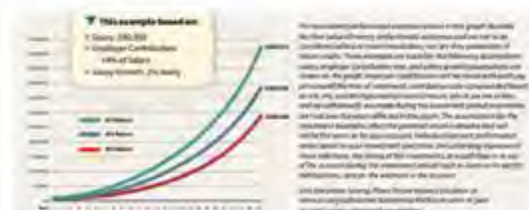
EXAMPLE

Years of Service	→	25 Years
X	
2%*	→	50%
X	
Average Salary (Average of 5 highest years)	→	\$40,000
=	
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Could This Happen to Utah?

The Capitol Police and the Scars of Jan. 6

BY PHILLIP MONTGOMERY, NY TIMES

On the morning of Jan. 6, Caroline Edwards, a 31-year-old United States Capitol Police officer, was stationed by some stairs on the Capitol grounds when the energy of the crowd in front of her seemed to take on a different shape; it was like that moment when rain suddenly becomes hail.

A LOUD, SOUR-SOUNDING HORN BLEATED, piercing through the noise of the crowd, whose cries coalesced into an accusatory chant: “U.S.A.! U.S.A.!” Edwards, who is 5-foot-4, tried to make herself look imposing. Behind a row of bike racks, alongside four other officers, she stood in a wide stance, her hands on her hips. A man in front of her whipped off his jacket as if he were getting ready for something, flipped his red MAGA hat backward — and then the rioters were pushing the bike racks forward as the officers pushed back, trying to hold their balance.

A sergeant standing closer to the Capitol looked over just in time to see a bike rack heaved up and onto Edwards,

SCARS OF JAN. 6 — *continued on page 34*

whom he recognized by her tied-back blond hair. She crumpled to the ground, head hitting concrete, the first officer down in what would prove to be a bloody, bruising battle, the worst assault on the Capitol since 1814, when the British burned the building. The crowd howled and roared, rushing past the barricade as that sergeant started screaming into the radio orders to lock all Capitol doors.

Edwards's blue cap had been knocked from her head. Once she got back on her feet, she stood, dazed and leaning on a railing for support, her hair loose and disheveled, as rioters flung themselves past the barriers, her colleagues punching back the few they could. Officers around the building heard, over the radio, an anguished call distinct from any other they had encountered on the job: "Help!"

On the other side of the Capitol, Harry Dunn, a 6-foot-7 former college football player, thought he recognized that voice. It sounded to him like Edwards, an officer he'd trained, someone whom more officers than seemed possible considered a close personal friend, including Dunn. He started running toward the west front.

Inside, near the U.S. Capitol Visitor Center, Devan Gowdy was putting on his riot gear when he heard that same call for help — frantic and high-pitched — and then his unit was sprinting through the building, down two flights of stairs and out a door on the west front of the building. Gowdy, blinking, took in a scene that seemed to have been spliced in from some other, unfamiliar world: A crowd of thousands raged before him. Standing on a small wooden stage built for the inauguration, he felt as if he'd been performing for a murderous, violent audience as people started throwing cans, paintballs, bolts, bottles fizzing with hydrogen peroxide. One rioter he saw was wielding a hatchet with the American flag wrapped around the blade.

Many officers who worked riot control knew, from experience, to take their name tags off before heading into the fray, but Gowdy, a slender 27-year-old with nearly three years on the force, had left his on. "Hey, Gowdy! Look at Gowdy!" a rioter screamed. "Gowdy! Gowdy, you're scared!" another jeered. One of Gowdy's sergeants, Aquilino Gonell, a 42-year-old veteran of the war in Iraq, who was close by, unable to move from his position lest the crowd burst through, heard the taunts and was chilled to the bone. Gowdy looked at him beseechingly, but what could he do?

Gonell saw a rioter pull hard at the shield in Gowdy's hand, the two of them rocking back and forth. Gonell thought his officer was hit hard in the head with his own shield; Gowdy only knows that a flagpole clattered to his feet just after he felt a blow. Another officer pulled him back to safety inside the building.



Caroline Edwards near the place where she was attacked by rioters.
Credit: Philip Montgomery for The New York Times

Amid the chaos, Gonell lost track of the other members of his unit, a tight-knit crew that usually worked the midnight shift. Soon he was one of a few officers near the lower west entrance to the building who still had a shield — other officers had either lost theirs in battle or never had one in the first place — and was bracing himself in the doorway, barely holding on. A rioter smashed his hand with a baton. Gonell slipped on a pile of shields wet with toxic spray and feared that the rioters, grabbing his leg, his shield, his arm, would pull him apart before he was somehow able to right himself.

Edwards had gathered herself and spent more than an hour — or was it days, time lost all sense — fighting off rioters or helping other officers on the lower west terrace of the Capitol. She was positioned near a friend from her shift, Brian Sicknick, when they were hit with chemical spray directly in their faces. Edwards's hands flew to her eyes as she bowed down in pain and stumbled. Sicknick retreated to wash out his eyes, then returned to the fight. Another officer escorted Edwards, her lungs searing from toxic spray, away from the scene to get medical treatment.

Anton, a 34-year-old Navy veteran in Gonell's unit, had been ordered, along with the rest of the officers on the west front, to retreat into the Capitol. Inside, a friend grabbed his tactical vest, screaming, "They're in the building!" They realized that if the rioters came down the interior stairs near the lower west terrace entrance, they would attack, from behind, Gonell and other officers who were fending off the crowd at that door. Anton (who asked to be identified by only his middle name to protect his privacy) ran up two flights, using his shield to shove clusters of rioters back up the stairs.

Arriving two floors up, at the Rotunda, amid paintings of American generals courteously accepting their enemies' surrender, he joined a melee that was savage, without rules or limits. By then, the District of Columbia Metropolitan Police had arrived in force as allies in the fight, its only audience the presidential statues encircling the room: a beaming Ronald Reagan, a fierce Andrew Jackson, Dwight Eisenhower in a pose of resolve. Anton took none of it in: He

“The unpredictable situations officers face can be emotionally charged and psychologically challenging.”

was punching, his fists bloody, hitting men, women, equipment, trying to push the crowd back. Even as he fought, his mind was flooding with questions: Was he going to die here? And if he did, would these demonic faces be the last thing he saw? What would it take for him to actually use his gun? And — what the hell happened to Hoyte?

He had been separated from his friend, Lennox Hoyte, a 32-year-old U.S. Army veteran who served in the military police in Afghanistan. Only later did Anton learn, stricken with guilt, just how badly the day had gone for him. Hoyte was pulled into the crowd, yanked so hard that his gear ripped. Someone beat his hand with a pipe; another rioter swung a piece of scaffolding at him before he was able to tear himself free. He ended up trapped with another officer in an enclosure beneath the inaugural stage, its doors, embedded with electric circuitry, serving as their barricade. Injured, he spent hours there surrounded by a mob that kept trying to break through those doors, unable to leave as chemical spray rained down between the planks of wood overhead.

Another friend, Dominick Tricoche, was off duty but drove to the Capitol after a fellow officer texted the unit’s group chat saying something serious was underway at the Capitol. Fighting, plunging into the crowd to try to help another officer who had been swarmed, he wept chemically induced tears, as if his body’s physical reaction matched the grief and terror he felt in a crowd he was certain wanted to kill him. His eyes felt as if they were merely receptacles for pain; even the air seemed to be on the attack. “*Traitor! Traitor!*” the rioters chanted, as someone flung a bike rack at him and he fell down a flight of stone stairs. The stone, slick and slippery with blood and tear gas, was punishing: An officer on the west front, a large man with a beard, fell hard on the stairs and was out cold for three minutes. A friend threw himself over that man’s body to protect his gun, his own hand breaking amid the trampling horde.

Dunn, when he rushed to the west front, found that he could not make his way through the crowd to find Edwards. He tried to help hold the line by the western lawn, positioned high above the crowd, his rifle aimed at a mob throwing smoke bombs and waving Confederate and Thin Blue Line flags. Like nearly every armed officer that day, he held his fire, out of restraint but also fear: How many rioters would fire right back? The police were clearly outnumbered.

Back inside the building, Dunn positioned himself on the floor below the Rotunda, stopping rioters who were trying to get past him to an area where officers were recovering. Once Gonell was able to retreat inside, he was relieved to see Dunn. Gonell’s left shoulder was badly injured, but he was using that arm to try to help transport Rosanne Boyland, a member of the crowd who had lost consciousness and had no pulse. Dunn joined Gonell and others as they carried Boyland upstairs so she could be administered CPR (she would later be

pronounced dead).

By early evening, with the help of the Metropolitan Police, the Capitol Police had all but cleared the building, and the National Guard had finally arrived. Officers downstairs in the Crypt were on their knees in the hallway, racked with coughs, or standing bereft in a long line for the bathroom, which was crowded with colleagues trying to soothe their searing eyes. When Anton saw Tricoche, he looked as if he had been dipped in a vat of flour, covered in the residue of all that chemical spray.

Anton was taking a break from checking that rooms throughout the Capitol were clear when he heard word over the radio that an officer — he didn’t know who — was receiving CPR. He looked down over a railing and saw, one floor below, some close friends from the midnight shift huddled over a body in uniform. He rushed to direct the E.M.T.s to



Harry Dunn at the Capitol.
Credit: Philip Montgomery for The New York Times

the right elevator. When he joined his friends, he saw that the person they were helping was Brian Sicknick, Edwards's shiftmate. He realized that a day that he thought could not possibly get even more horrific just had.

In the Rotunda, Dunn collapsed against a wall beside a fellow officer, openly weeping. In a raw moment that would reverberate beyond that day, he called out in anguish: *"Is this America?"*

Until Jan. 6, Anton, who patrolled outside the Capitol on the midnight shift, considered his most immediate adversaries to be winter's frigid nights, summer's suffocating heat and, year round, the possible complacency born of the work. The job, which he held with great pride, required staying alert for the possibility of a threat at all times, even though there were never any real indications of one. Not every officer took the job so seriously; for example, it bothered

Gowdy that some officers literally slept on the job. But Anton felt that because the midnight crew was small, his responsibility at this site, whose history never failed to move him, was large. *"Good job,"* his colleagues used to say when they relieved him in the morning. *"The building's still here."*

A violent clash against a mob of angry rioters was not the battle that the Capitol Police force was prepared or equipped to win. Military veterans like Anton make up only about 15 percent of the force; many officers, before Jan. 6, had never so much as made an arrest, much less engaged in hand-to-hand combat. In law-enforcement circles, the job was considered stable and cushy — average pay nears six figures, with federal benefits on top of that — if less than exciting. Although its budget is larger than that of the entire force serving Detroit, the Capitol Police Department is expected to provide security for lawmakers and staff in a complex of buildings on Capitol Hill covering less than half a square mile. The officers typically stood guard at checkpoints and metal detectors, provided new members and tourists directions around the labyrinthine building and monitored what were almost always small and peaceful protests on the various political issues that bring crowds to Washington.

It wasn't until around Christmas that Anton started to think that the Capitol might be facing a serious threat. Alarming warnings started coming through on every officer's official email in the form of what were called BOLOs — alerts about people to *"be on the lookout"* for. Officers tended

to ignore those messages, and Gonell says they did not strike him as out of the ordinary. But Anton, who had been on the force for almost three years, had never seen BOLOs anything like the ones in his inbox. The alerts included photos of people who were saying things in social media posts along the lines of: *"My buddies and me are coming up there with our guns"; "People are going to get hurt."*



Anton, a 34-year-old Navy veteran, repeatedly raised concerns, along with several other officers, before Jan. 6
Credit: Philip Montgomery for The New York Times

Anton and several of his fellow officers, especially those who, like him, were military veterans, were worried about the Jan. 6 gathering and repeatedly approached their immediate supervisor, Gonell, to demand that he raise their concerns with his bosses. What was the plan in the event of even one active shooter? Not all members of the riot squad were trained to use long guns, but Anton thought they could strategize about how to make the most of those who were. (Other officers were also alerting their higher-ups to disturbing memes and posts they were seeing on social media.) Gonell confirms that

he raised their suggestions with more senior members of the force, including his own lieutenant and the captain, but was repeatedly told to put his concerns in writing, which he did, to no avail. On Jan. 5, after roll call, Lt. Rani Brooks told the officers she brought up the issue with her captain, at their request, but got nowhere. *"I'm not going to say she laughed, but ..."* Brooks told them, according to four officers who were there at the time. (Brooks said through a police spokesman that she did not recall using that language.)

The intelligence failures that left police officers, members of Congress and Vice President Mike Pence at risk are now well documented. Three days before the attack, an internal police intelligence report described what would occur with almost prophetic accuracy: *"Unlike previous postelection protests, the targets of the pro-Trump supporters are not necessarily the counterprotesters as they were previously, but rather Congress itself is the target on the 6th. Stop the Steal's propensity to attract white supremacists, militia members and others who actively promote violence may lead to a significantly dangerous situation for law enforcement and the general public alike."* Yet the agency failed to distribute such intelligence warnings to rank-and-file officers; to fully staff the force for what was increasingly predicted to be a large and unruly event; to allow officers to use their most powerful crowd-control weapons, like stun grenades, to confront the mob, or even to train enough officers on those weapons; to equip enough of the force with riot gear; or even to produce a plan for the

“It is widely known that about 150 officers from the Capitol and Metropolitan Police Departments and local agencies were injured during the violence.”

situation. Given the obvious and disastrous failures, Chief Steven Sund, who was in charge of day-to-day force operations, resigned shortly after the riot, as did the sergeants-at-arms of the Senate and the House, figures elected by the leaders of each chamber to serve on a board that oversees the Capitol Police force and is ultimately responsible for the building’s security.

Unlike most police departments, which report to an executive-branch leader like a mayor, the Capitol Police Department is the rare force controlled by a legislative body. The structure has helped create a notoriously secretive agency — one that is not subject to Freedom of Information Act requests and until recently has rarely held news conferences — and a sense among officers that with two often competing chambers of Congress in charge, no one is in charge.

Capitol security officials have offered conflicting explanations for why the threats weren’t taken more seriously, but it has become clear that they and federal law-enforcement agencies were in a state of denial, unable to perceive what had seemed unimaginable: that a threat to Congress could be emanating from the president himself.

Despite the department’s own dire prediction of an extremist attack on the Capitol, the leaders of the force were lulled into a false sense of security because they had handled two postelection rallies of Trump supporters with little incident, and because federal intelligence agencies weren’t ringing alarm bells. The Department of Homeland Security and the F.B.I. never issued an elevated or imminent alert, and the Capitol Police’s final intelligence report before Jan. 6 stated that the probability of civil disobedience was “remote” to “improbable.”

Yogananda D. Pittman, the agency’s chief of protective and intelligence operations at the time, apologized to Congress for the failures, but Sund, the former chief, has blamed the F.B.I. and other agencies for missing the threats, arguing that the Capitol Police Department is mostly a “consumer” of

information provided by the intelligence community and that the “entire intelligence community seems to have missed it.” There has been more blame to go around: Sund has faulted Congress’s two sergeants-at-arms for not more quickly heeding his calls to send in the National Guard, as well as lower-ranking intelligence officers who did not alert supervisors to warnings of threats.



Riot shields at the Capitol.
Credit: Philip Montgomery for The New York Times

“The department expected and planned for violence from some protesters with ties to domestic terrorist organizations,” Chief J. Thomas Manger said in a statement, “but nobody in the law-enforcement or intelligence communities imagined, on top of that threat, Americans who were not affiliated with those groups would cause the mayhem to metastasize to a volume uncontrollable for any single law-enforcement agency.”

It is widely known that about 150 officers from the Capitol and Metropolitan Police Departments and local agencies were injured during the violence, more than 80 from the Capitol Police alone. Less understood is how long-lasting the

damage, physical and psychological, to the Capitol Police force has been, damage that informs many officers’ outrage about what they perceive as a lack of accountability for those responsible. Interviews over many months with more than two dozen officers and their families (some of whom requested not to use their full names to speak frankly without permission from the department or to protect future employment prospects in the federal government), as well as a review of internal documents, congressional testimony and medical records, reveal a department that is still hobbled and in many ways dysfunctional. Among those still on the force and those who have left, many significant injuries and psychological disorders remain, including serious traumatic brain injuries and neurological impairment, orthopedic injuries requiring surgery and rehabilitation, post-traumatic stress disorder and heightened anxiety.

Deep frustrations remain with the leadership of the force. Most of the commanders widely viewed as failing the rank and file remain in positions of authority, including Pittman, who served as acting chief before Manger was hired in July. “Officers are still in disbelief that Assistant Chief Pittman is still in her role, where she failed miserably on Jan. 6,” says Gus Papathanasiou, chairman of the Capitol Police union. “I’ve heard from officers and supervisors who’ve retired; they didn’t want to work under her.” Tim Barber, a Capitol Police spokesman, said in a statement that “Chief Manger has expressed confidence in the department’s leadership team that remained” after the high-level departures in the wake of Jan. 6.

In the year since the siege on the Capitol, about 135 officers on a force of about 1,800 have quit or retired, an increase of 69 percent over the year before. (One officer quit after enduring a string of tragedies: He suffered a stroke shortly after the assault on the Capitol and then contracted the coronavirus twice because of what he viewed as the department’s lax enforcement of mask-wearing protocols.) More may soon join them: Papathanasiou, the union chairman, warns that more than 500 additional officers will be eligible for retirement in the next five years.

Officers we interviewed about their decision to leave said the failures of Jan. 6 were the most egregious of a series of management crises and errors. If Jan. 6 was a national tragedy, it was also one that the officers who served at the Capitol that day experienced cruelly and intimately in their own bodies, compounding the psychic fallout that has been especially profound in people who believed that their daily work reflected the country’s highest ideals: to protect members of Congress, regardless of party, in order to protect democracy itself.

It was not unusual, the first week back at the Capitol after Jan. 6, for officers walking by a bathroom or one of the many small, hidden rooms in the building to overhear the sound of weeping. Anton thought his colleagues’ eyes looked vacant, and he was pretty sure they would have said the same of him. Officers were fearful and on high alert as bomb threats were called in every few days. Some officers, certain they’d never be given the equipment they needed, went out and bought their own helmets and Kevlar. On the morning of the 6th, members of the midnight shift had

been sent home; now the Capitol Police called on officers to work long hours of overtime, even as they were surrounded by thousands of National Guard members, whose numbers dwarfed that of the force.

Reports of possible security risks that would most likely have once been dismissed by leadership were now triggers for riot-control officers to throw on what they called their turtle gear — helmets and shields and full tactical gear — and go running to position for threats that never materialized. “We were chasing ghosts,” Anton says. The sergeant who watched Edwards go down on Jan. 6 (he has since retired) worried that he was sending officers to work crowd control who were in no condition to be there. “This is bullshit,” one officer started screaming as her unit geared up, just days after the 6th, to patrol a Black Lives Matter protest near the Capitol.

Before the midnight shift on Jan. 7, officers received grim news: Brian

Sicknick was in critical condition and not likely to survive (the Washington chief medical examiner would later report that he had succumbed to two strokes). At roll call for the riot squad, Capt. Ben Smith acknowledged widespread critiques of the force, reminding officers that they weren’t in it for public praise. No one needed a pat on the back, he told them, his affect flat, as three officers recalled; this was what they had signed up for. The room fell silent, stunned. For Anton, Smith’s comments confirmed that the Capitol Police leadership would handle the aftermath of the 6th as badly as they handled the run-up to it. Anton knew what he had signed up for, he thought as Smith spoke. But he had not signed up to serve a force so incompetent that it ignored all obvious signs of trouble ahead, and he had not signed up to fight an army of terrorizing Americans.

Anton’s desire to serve his country was born on Sept. 11, 2001, when he and other students crowded around a television at his high school in Crown Heights, Brooklyn, and watched the south tower of the World Trade Center crumble to the ground. His mother worked on the 10th floor of that building. He waited with dread for hours in his apartment, convinced that she was never coming home. Even after his mother walked through the door late that night, safe but shaken, his protective impulse remained.

“I just wanted to help,” Anton said many months after the assault on the Capitol, after his disillusionment with the force had swelled and spilled over into so many aspects of his life that he barely recognized himself. “In the Navy,



Devan Gowdy, one of several officers who suffered a concussion in the attack.
Credit: Philip Montgomery for The New York Times

“The entire force had been thrust into similarly punishing overtime shifts, exhausting officers whose nervous systems were already jarred.”

I was always the damage-control man, which is essentially like a firefighter-slash-emergency manager. So I was always in a job where I wanted to help protect people, to prevent bad things from happening. That's who I am at the core of my life.” All he wanted to do, in those days leading up to the 6th, was help ensure that this federal agency would fiercely protect its leaders and citizens; by the time the captain was addressing him and his peers at roll call on the 7th, the damage was done.

Morale took another blow on Jan. 9 with the death of Officer Howard Liebengood, who was on duty during the attack and took his life three days later. His wife, Serena Liebengood, wrote in an open letter to her Virginia congresswoman, Jennifer Wexton, that her husband had been called on to work “practically around the clock” after the 6th and was severely sleep-deprived.

The entire force had been thrust into similarly punishing overtime shifts, exhausting officers whose nervous systems were already jarred. Mental-health resources were so insufficient that the sergeant who since retired received permission to ask for help from his hometown pastor, who arrived at the Capitol with two other pastors to offer immediate counseling.

On the job, officers traded information about the ones who were missing. Gowdy, a baby-faced officer who clearly found great satisfaction in the authority his uniform lent him, was back home in Pennsylvania Dutch country, recovering from a concussion. Edwards had scabs under her eyes from the chemical burns, as well as a concussion; for the first few days after the attack, she could barely speak or walk. Her husband was also an officer who was in the fray that day, but he was uninjured and felt he was needed at the Capitol, so Edwards flew down to Atlanta, where her mother could help her recover.

Gonell, Anton's sergeant, tried going to work after the 6th, even though he was clearly in pain. An immigrant from the Dominican Republic, Gonell was proud to be a sergeant;

he sometimes wondered whether he might have gone even further if his accent were less strong, his English a little better. Now he wanted to be there for his officers, but his supervisor, noticing that Gonell was limping, told him not to come back until he'd seen a doctor. Even after that appointment, he continued going to work until the pain was so overwhelming that he could barely drive. M.R.I.s revealed that he would need a bone fusion in his foot and surgery to repair his shoulder. Gonell reluctantly put in paperwork for an extended leave.

Tricoche spent the first two days after the 6th taking care of a hand so black and blue, so swollen, that his thumb could not meet his forefinger. The gashes all over both shins from his fall on the steps would leave scars, but he was more worried about his state of mind. He was working 12- and 16-hour shifts with few days off. He was also in a perpetual state of disgust: The orders coming down, as officers worked cheek by jowl with thousands of National Guard members on

the premises, seemed chaotic. Even after what they'd all just lived through, could no one fix what was so clearly broken in management?

In the days after the attack, Dunn, usually an extrovert, felt himself grow depressed. Someone known on the force for speaking his mind (to some, more often than warranted), he instead started isolating himself from his colleagues, eating lunch alone in his car. On social media and sometimes in the press, critics were suggesting that the officers were riot sympathizers who looked the other way; Dunn desperately wanted to offer the contrary facts (which an internal investigation by the Capitol Police and federal prosecutors would eventually confirm): Officers were overwhelmed — and, in a few cases, had shown poor judgment in an effort to assuage the crowd — but they generally had acted heroically and were not complicit. (In the aftermath,



Dominick Tricoche at his childhood home in Levittown, Pa.
Credit: Philip Montgomery for *The New York Times*

six officers would face internal discipline for their actions on Jan. 6, and one would be charged criminally for obstructing justice afterward.)

Just days after the 6th, Dunn gave an anonymous interview to BuzzFeed News, in which he recounted his anguished cry in the Rotunda: “*Is this America?*” During Donald Trump’s second impeachment trial, Representative Jamie Raskin, a Maryland Democrat and the lead impeachment manager, quoted those very words in his concluding statements. Dunn, moved to see how his words were used, received clearance from the force to speak more widely to the press, giving interviews to ABC News, CNN, The New York Times. He shared some of the most personal aspects of the day for him — like being called the N-word for the first time in uniform.

Not everyone on the force, which is mostly white (as opposed to the Metropolitan Police Department, which is 50 percent Black), was thrilled that Dunn was the single voice self-designated to speak for all of them. To some, when Dunn talked about the racism he endured on Jan. 6, he made it sound as if it was “all about race,” as one officer put it, especially given that the two Capitol Police officers who died soon after the attack were white. Dunn, aware of that criticism, felt that his critics were focusing on only one aspect of what he discussed on-air: He was also trying to defend the bravery of the force as a whole.

Dunn knew that the Capitol Police Department was depleted, emotionally and numerically: Many were out recovering from their injuries, or they were out sick with Covid, or they were out because they had quit, which put more pressure on the officers still on the force. Still expected to provide security for long and unpredictable sessions of Congress, officers say they were typically receiving only one or two days off per month. Those who served on Jan. 6 were granted only two eight-hour shifts of administrative leave, but many officers felt they were unable to take that leave, much less ask for more. Officers feared that if they went on leave for their mental health, they would only burden their colleagues or jeopardize their job prospects. “*I would not be surprised if down the road the department gets sued — big time — for their lack of action after Jan. 6,*” one officer said, referring to the mental-health effects of such long hours after the attack.

Tricoche had started to feel he was not entirely himself even before the 6th, exhausted and distressed after working at protests throughout 2020. He was called an Uncle Tom at a Black Lives Matter rally, then called the N-word at the first big MAGA rally, and felt, particularly at the MAGA event, a sense that the Capitol Police officers were little more than costumed props, instructed to simply walk alongside large mobs, with no viable plan for what they were supposed to do if protesters easily overwhelmed the few officers between them and the building.

Although Tricoche was close to his unit — they worked from 11 p.m. to 7 a.m. — he felt increasingly alienated from the force itself, where the divisiveness of the outside world inevitably filtered in. On election night, he and Anton watched the returns in a small room where other officers occasionally passed through. Officers kept tossing out predictions about how things would go down if Joe Biden lost — Man, Black

Lives Matter was going to get crazy, they said; the protesters were going to get out of hand; it would be a nightmare at the Capitol. Tricoche waited until they were alone in the room and then turned to Anton. The real question, he said, is what happens if Trump loses and doesn’t leave. The two of them went back and forth, playing out the scenarios. Did they trust certain colleagues not to let Trump walk right into the Capitol after Biden was supposed to take office? Did they even trust those colleagues not to turn their guns on Anton or Tricoche if they tried to stand in Trump’s way? The answer, they both thought, might be no.

Tricoche’s colleagues knew him as an officer who had a fierce sense of duty but was otherwise an unusual figure on the force. In quiet moments on midnights, he worked his way through F. Scott Fitzgerald, Charles Bukowski, poets like Baudelaire and T.S. Eliot. He received a full R.O.T.C. scholarship to Penn State but dropped out when he suffered an episode of deep depression. Now 29, he’d become one of Gonell’s most reliable underlings, someone Gonell described as “*an excellent officer — always willing to step up and do the job, very responsible.*”

At work, Tricoche continued to be the leader Gonell knew — taking charge of the unit with Anton in Gonell’s absence — but at home, he was suffering from insomnia, still jacked on adrenaline and anxiety. He couldn’t rest, and he couldn’t plan, because they were often slammed with an extra shift at the last moment. As he crumbled under the



Tricoche was off duty on Jan 6. He drove to the Capitol after learning that something serious was underway there.
Credit: Philip Montgomery for The New York Times

“Windows where the sun had shone through on countless elected officials were now boarded up, so that the whole building looked as if it were about to go into foreclosure.”

stress of the previous weeks, a relationship important to him started falling apart, and now he counted that among the other failures that tormented him. He kept going over the events of the 6th — surely he could have done something more in the face of all that madness. He felt himself spiraling downward, writing in his journal, “*I dream of a darkness darker than black.*”

Nicole, the wife of the officer who tumbled down the stone stairs under the scaffolding for the inaugural stage, was watching Fox News when she first learned something was amiss at the Capitol. Soon after that, she got a call from the wife of a fellow officer, telling Nicole that her husband was receiving medical care. When he finally came home early on the morning of the 7th, he was dazed, quiet and drained. A doctor he saw that night in the emergency room told him he probably had a concussion and could not return to work until he had been cleared by his primary-care physician. Nicole (who asked to be identified by her middle name to protect her family’s privacy) wasn’t too worried. They’d see how he felt tomorrow; she went to bed disturbed but not particularly alarmed about her husband’s health.

The next day, her husband was supposed to rest and stay quiet, but his phone was blowing up with texts from his best friends, a group of men who were known as the North Barricade Crew after the spot where they were usually stationed. Irreverent, tight-knit, they brought a certain insult-comic humor to roll call (after one member mooned a sergeant near his post, another sergeant started calling them the Motley Crew). If they were rowdy, it was a privilege that came with more than a decade of experience for each, and friendships just as long. The group texts that day, however, were somber, as they tried to piece together who had been where, how it all went down. Even those who were not there that day were suffering. Billy Evans, a good friend of her husband’s, was off duty watching his kids when the events unfolded. Now he was stricken that he had not been there to support his colleagues.

Her husband couldn’t stay away from the news, online and on television, even though it only fueled his anger. He

was angry at the rioters, angry that some of them had dared to say they were on the officers’ side. His memories of the day were impressionistic, dreamlike, spotty, scenes from a zombie movie he never wanted to star in; it was days before he learned from a friend that he had been knocked unconscious and was out for three minutes. When he walked on his right foot, he felt as if he were stepping on gravel, and he felt dazed, with bouts of grief and rage searing through the fog. Now on leave himself, he worried that another attack would happen while he was sitting at home. “*I just know something bad’s going to happen, and I won’t be there to help,*” he often said to Nicole. He could imagine little worse.

By the 9th, Nicole and her husband were starting to have more serious concerns about his symptoms. Sometimes when he stood up, he tilted backward, on the verge of falling. All three of their children had names that started with the same letter, and several times he tried to address one of them only to stutter on that first consonant, unable to get out a simple sentence. His friends corresponded mostly by text, and one was shocked when they finally did speak by phone. “*He can’t even get his words out,*” he texted the others.

Nicole, an organized person who had worked in operations for a small business for decades, always believed there were few crises that could not be managed by the effective deployment of checklists. So she started making them: *Find neurologist, find paperwork for neurologist appointment, schedule appointment with orthopedist, file paperwork for disability leave.* She took out a bright yellow folder and neatly labeled it: “*January 6.*”

The bronze door near the Rotunda still had a huge spider crack in its pane, a sight that made Anton feel a splinter in his own heart. Windows where the sun had shone through on countless elected officials were now boarded up, so that the whole building looked as if it were about to go into foreclosure.

On March 4, Anton and Tricoche showed up to their midnight shift and discovered that instead of serving on riot

control, they would be assigned elsewhere. Senator Tammy Duckworth had requested an escort. Duckworth, an Army veteran and the only senator who uses a wheelchair, had a harrowing experience on the 6th, coming within minutes of crossing paths with the mob. There was no specific cause for concern that night, but in case of something unexpected, she wanted officers waiting at the Senate chamber to help her get out of the building.

Anton and Tricoche considered protecting a member of Congress to be the highest honor of their roles as Capitol Police officers. They had the official training to use long guns, so they retrieved M4s and magazines from the armory and escorted the senator to the chamber, as she thanked them profusely. But while she was in the bathroom, someone else — they later learned it was the acting Senate sergeant-at-arms — approached them, agitated, and demanded to know what they were doing there. At that moment, Duckworth exited the bathroom and said she had specifically asked for them to be there for her. (Ben Garmisa, a spokesman for Duckworth, declined to comment.) But as soon as she disappeared into the Senate gallery, Anton's phone rang: Their acting sergeant told them to return those weapons immediately. They later learned that either a senator or a staff member had told the acting sergeant-at-arms that the body armor and weapons made them uncomfortable.

Anton had sworn to protect the lives of those senators with his own body, if it came down to it, and now he felt he was being chastised for providing safety to one of them. Both he and Tricoche appreciated that Congress had always operated free of military guard. But they felt the overwhelming sense that those in charge of the Capitol did not grasp the new reality in which they were operating — or the country's new reality, for that matter.

Tricoche's frustration was rising, his mental health declining. Exhausted from work, emotionally strung out, he was feeling a kind of slippage, especially when he was alone. On March 8, he felt so utterly bereft that it overwhelmed him, and he called in to say he would be missing work. Over the next days, he remained home but couldn't summon the energy even to call in or to respond to the worried texts he was receiving. "You here tonight?" Anton wrote. "Yo yo yo man you hanging in?" Ten days ticked on, with Tricoche ignoring text after text, from two sergeants who he knew cared about him, and from Anton. "Hey bro I don't know what's going on but everyone is looking for you and they are going to request a welfare check on you and send people to your place," Anton wrote on March 13. He'd driven to Tricoche's apartment with a

sergeant, pounded on the door, heard nothing. "I hope you are at home doing well," he texted later that night. "Miss ya man."

Tricoche knew enough to seek help from a doctor, who told him his hours were doing him harm and prescribed anti-anxiety medication and sleep aids. And yet, at some point that week, consumed by a feeling of failure, convinced that he was only adding to others' suffering, he swallowed a large amount of over-the-counter medication. He woke up, unsure how many hours later, in a pool of vomit with aching liver pain.

After one of his sergeants reached out to Tricoche's mother, he finally called in to say he was alive. He returned to work the next day and told a sergeant he trusted what happened. Then he turned in his badge and his gun. "I was so destitute spiritually that it didn't matter," he says. "I was feeling nothing."

Tricoche took time off from work, alternating between his lonely apartment and his crowded childhood home in Levittown, Pa., where he crashed on the couch, immobile, silent, near catatonic, as family life swirled all around him: several half or stepsiblings, most of them young adults. His mother, stepfather and the rest of the family were white, but Tricoche's father is Black, and he describes himself as mixed race. Almost every person of voting age he was living with, he knew, voted for Trump, and Trump signs stood all over the neighborhood. For all he knew, the neighbors felt the same way as the people who came to attack the Capitol — who came to attack him. For all he knew, they were even there that day.

When people told Caroline Edwards that it was a radio call about her fall on the 6th that marked, for them, the start of that day with so many horrors to follow, it embarrassed her. She hated being the first officer down; she hated that she was taken to get medical help, while Brian Sicknick stayed on and kept fighting, only to die the next day. All those details pained her when she went over everything she lived through on the 6th, which she did, over and over and over.

Edwards was anything but a pushover. She was one of only two women on the union board, a slot she landed at age 29. But now she shook when she tried to talk about what happened. She had ongoing symptoms from what was diagnosed as a traumatic brain injury: Her balance was off, and she experienced so much vertigo that she could barely walk. For months, her speech would be slow and labored; at the end of March, she was still fainting with troubling frequency.

She had met her husband, a fellow officer, on the job. Sometimes people told her they thought it must be easier for her, at least, to have a spouse who was going through the same thing; so many officers found that their spouses simply could not understand what they were going through. "No,"

“Work was like one vast crime scene they all had to keep revisiting, day after day.”

she told them. “*There is no easy. It just all sucks.*” They were each short-tempered; they had both experienced the 6th but now were in different emotional places at a time when they had never needed each other more.

Edwards was one of many on the force who suffered concussions; of the seven or eight officers in Gonell’s squad who served on the 6th, he counted three, and a possible fourth. By March, Devan Gowdy was past the acute phase of his concussion: sleeping around the clock, waking from nightmares that left him pumping with feelings of murderous rage. Still, he knew he was not himself, or was not the self he was before the 6th. An unusually sensitive person — his best friend, growing up, was the elderly antiques dealer who lived next door — he had turned into someone who could be roiled with fury. He often woke up weeping, turning to his fiancée in bed to tell her how scared he was, even if he couldn’t identify any threat.

Nicole’s husband was also showing uncharacteristic volatility, his anger sometimes explosive. She did not hold her husband responsible for it. She thought that if she could just be even more organized, control any possibility of chaos — as if the chaos of life with three kids could be controlled — she could spare her husband exposure to stress, spare them all his reactions to that stress. So she stayed up late, folding every piece of laundry, writing more lists for the coming week, making sure that her son’s baseball uniform was where it needed to be so there would be no last-minute panic, no hassle, no outbursts.

In early spring, some of the officers who had been on leave were starting to return. But her husband was still receiving treatment for his brain injury, mental exercises to help restore his balance that left him nauseated and drained. He had memory lapses; he had frustration with those memory lapses. Complicated paperwork like the kind she was always churning through overwhelmed him quickly, so she stopped trying to explain the mind-numbing, arcane logistics of his medical care. He was still on the group texts that his friends from the North Barricade Crew sent around regularly, but because he had been gone so long, he didn’t always know what they were talking about.

On April 2, Nicole’s family and in-laws were at Luray Caverns, outside Shenandoah National Park in Virginia,

trying to take her husband’s mind off his troubles, when she saw him check his phone. Then he was down, a tall lumbering man with a long beard, fallen to his knees. Texts were coming in: There had been an attack at the Capitol. Two men at the north barricade were hurt, one much worse than the other. One of them was Billy Evans. It was a knife — no, it was a man with a gun. No, a car drove into them, colliding most directly with Evans. That was confirmed. Nicole’s own phone started pinging with messages from other officers and lieutenants: She needed to prepare herself — her husband — for the worst. Her husband told his parents to take the children to the gift shop, and then he stayed where he was, weeping uncontrollably over a guardrail. He regained his composure enough to get into the car, but that was impossible to maintain when, a few minutes into the drive, he got the text: Billy was gone.

As a matter of habit, Anton usually parked his Jeep up on Delaware Avenue, right near the north barricade where Billy Evans lost his life. He lived only 15 minutes away, and he often felt, when he arrived, that he had never left work. He was still, in April, working a never-ending series of 12-hour shifts with rare days off. Especially after Evans died, a feeling of dread came over him with such force that he sometimes struggled to leave his car. He tried to summon reserves of discipline. “*May we pass every test,*” he’d say when he pulled in, to prepare himself for the grueling day ahead. It was something he and his mom, who raised him Baptist, used to say whenever he had a big exam or another challenge, and they always said it together, three times, half chanting, half praying. Pulling the key out of the ignition, he could sometimes say it only once before he felt something give way, the emotional equivalent of his knees buckling. He’d walk toward the Capitol, pacing himself as he neared the street he needed to cross. By the time the light turned red, he had wiped his face and prepared himself to enter the building.

Anton wondered how long he could continue on the job. He had always enjoyed perfect health, but now he was having heart palpitations several times a day that forced him to stop whatever he was doing; more than once he wondered if

he could be having a heart attack. His sleep was erratic, his blood pressure and cholesterol sky high.

Like many other officers, he found it a boost to morale when Caroline Edwards returned to work in May. Because of her injuries, she was assigned to a desk job, but she had also taken on an additional role that was natural for her: She was becoming a peer counselor, someone in whom officers could confide. She had already been functioning informally in that capacity, reaching out to Nicole's husband to offer whatever she could share about traumatic brain injuries and sending Shannon Terranova, the grieving former wife of Billy Evans, thoughtful gifts for their children.

Work was like one vast crime scene they all had to keep revisiting, day after day. Informal memorials for Billy Evans and Brian Sicknick had been set up on two separate tables, with fresh flowers and photos and badges, that everyone passed in the hallway as they walked down to reach the Capitol Police locker room. Sicknick had served on the mountain-bike unit that patrolled around the building, and his bicycle was placed in front of the display. Jason DeRoche, a Capitol Police officer for 18 years who drove to Massachusetts for Evans's funeral, was already angry about the events of the 6th, and he became even more so after the death of his friend. He decided to join a lawsuit brought by seven officers against Trump for his role in the Jan. 6 attack.

Gowdy had returned to work from medical leave just a few days before the attack that took Evans's life. Walking by the display every day, seeing the smiling, proud faces of Sicknick and Evans, was excruciating for him, a reminder of what partisan warring had wrought. He used to love being a Capitol Police officer, had considered that position to be the greatest accomplishment of his life. Working in the Capitol Visitor Center had been his favorite assignment; he loved meeting the tourists, making them feel welcome, and had even learned to say, "Please take off your belt" in Mandarin, which never failed to make Chinese tourists laugh. But now that he was back, he viewed everybody through new, suspicious eyes, especially anyone wearing a MAGA hat. He felt uncomfortable being back in Washington. Everywhere he went, he looked at the people milling around and wondered: "Were you there on the 6th? Was it you?"

On May 28, Gonell was lying in bed, his foot elevated after an operation, when he saw Harry Dunn on CNN. He was

paying a visit to the Senate, along with Sandra Garza, the longtime partner of Brian Sicknick; Sicknick's mother; and Michael Fanone, a Metropolitan Police officer who fought alongside Gonell at that crammed doorway at the lower west entrance of the Capitol. Seeing Fanone was emotional for Gonell: Fanone relieved Gonell on the 6th, taking over

the precise spot where Gonell was standing before he headed back into the building for water and reinforcements. Just moments later, Fanone was dragged into the crowd and tased, suffering a heart attack as a result, as well as a traumatic brain injury. Had Fanone not taken his place, Gonell might have been the officer who was tased, who could have suffered a heart attack, or worse, for all he knew.

Dunn and the others were there that day to try to visit Republican senators, hoping to persuade them to support an independent commission that Speaker Nancy Pelosi and other key House members had negotiated to investigate

the Jan. 6 siege. Ten senators would be enough to overcome a filibuster from a party eager to consign the events of that day to the past. In every office, the Republican senators told the officers how tragic they found the Jan. 6 attack, shook their hands and made eye contact, thanked them for their service. As Fanone recounted his experience of the attacks, Senator Lindsey Graham of South Carolina struck Garza as so bored and distracted that she made clear her irritation. Garza, along with Sicknick, was a Trump supporter and had doubts about the validity of the election before the 6th, but her opinion of Trump had radically changed after Sicknick's death. "I said, 'I feel like you're being very disrespectful, and you're looking out the window and tapping your fingers on the desk,'" she recalled. Another senator at the meeting tried to tell her she was misreading Graham's body language, which only infuriated her more.

Dunn found the senators' failure to commit to what seemed like the minimum they could do equally enraging. There were no cameras there, so couldn't they just tell him straight: Were they going to vote for this thing or not? Graham, who had made a big show of how angry he was about the violence on the 6th, indicated that he would be voting against the independent commission. Senator Tim Scott, also in the room, told the officers that while he and Graham agreed there should be accountability for the attack on the Capitol, they didn't like the vehicle that was being used to drive to the destination, as Dunn recalled. It was typical political talk, the officers thought, and sure enough,



Sgt. Aquilino Gonell at a physical-therapy session for injuries he suffered in the attack. Credit: Philip Montgomery for The New York Times

“Some Republicans realized that the more they leaned into their denials, the more they saw their poll numbers rise.”

the independent commission failed to overcome a Republican filibuster in the Senate, leaving Pelosi with little other option than to appoint a select committee dominated by Democrats to carry out the inquiry.

Gonell, watching the news, seeing the dejection in the body language of the five people leaving the Senate, was suddenly overwhelmed with emotion. His wife, hearing the sound of him sobbing, came running in, fearing that he'd fallen and reinjured his foot. That was it, he told her. For months he'd been saying he wanted to speak out about the 6th. His wife was a private person and thought that going public could open them to harassment, maybe even worse. But this hypocrisy — the refusal to support the officers who had ensured those same senators' safety — was more than he could silently stand by and take. He had been diagnosed with post-traumatic stress disorder and was clearly depressed; if he could speak his mind, he thought, his recovery might begin.

After the vote that day, he reached out to Dunn, who was at a store when he got Gonell's call and walked the aisles in circles as he listened to the sergeant in tears on the other end of the line. Gonell apologized to Dunn for not joining him sooner. He knew how hard it must have been to be the lone voice of the Capitol Police. Dunn put him in touch with his own lawyer and with CNN. *“As courtesy and respect,”* he wrote to his supervisor, *“making you aware that earlier today (Friday afternoon) I conducted an interview with cnn regarding my experience and ordeal I went through. These last few days has been very hard for me emotionally after seeing Officer Sicknick family literally begging these people to support the commission. I felt I couldn't stay quiet anymore.”*

A month later, Gonell, Dunn, Fanone and Officer Daniel Hodges of the Metropolitan Police were asked to testify before Congress about the attacks. The hearing on July 27, the first of the House select committee investigating the Jan. 6 attack, was a somber and emotional affair. The officers

entered the room, one by one, stately in their decorated dark blue uniforms. The lawmakers played graphic video showing the violence the officers endured, eerie and disturbing footage that filled the small room. Hodges described how the rioters called him a traitor and how one tried to gouge out his eye. Fanone told of how he was beaten and tased until he was unconscious and how, to this day, he believes

that he is only alive because he pleaded with his assailants, telling them he had children. Dunn, tearing up, told of the racist abuse he endured. Gonell, still recovering from his injuries, described the fight as a *“medieval battle.”* If Dunn was persuasive because he was so naturally telegenic, Gonell had a different power onscreen, a humility and indignation that was equally affecting.

Going in, the officers felt hopeful that their open accounting of the facts of Jan. 6 would refute the right-wing conspiracy theorists; instead they would be attacked as *“crisis actors”* faking their tears. Representative Adam Kinzinger, an Illinois Republican and member of the committee,

tearfully credited the men with successfully fighting off the mob, clearing the Capitol and ensuring that no member of Congress was injured. He called the officers heroes. *“You guys may individually feel a little broken,”* he said. *“You guys all talk about the effects you have to deal with, and you talk about the impact of that day. But you guys won. You guys held.”* He added, *“We are only here now because you guys were here then.”*

But while the members of the committee were visibly affected, afterward, Gonell felt, some Republicans realized that the more they leaned into their denials, the more they saw their poll numbers rise. The divisions that had devastated the country, that had literally left him and so many others wounded, were just useful tools, with politicians grabbing whatever was on hand that they could use as weapons in their own daily fights.



Sandra Garza, the longtime partner of Brian Sicknick, an officer who died the day after the attack.
Credit: Philip Montgomery for The New York Times

On Nov. 2, Caroline Edwards, still on desk duty because of her injuries, was working the phones in an office at the Capitol when she started to feel faint — so faint that her husband heard a call go out over the radio: A 31-year-old female working in the office needed medical assistance. Edwards had been pushing herself of late, working on a master’s degree in intelligence analysis at Johns Hopkins University while still serving at the Capitol, though with reduced hours because of her injuries. Her doctors had not figured out how to prevent her fainting spells. But that day marked the first time she’d fallen so ill on the job. A colleague, noticing that she was fading in and out of consciousness, called an ambulance; to Edwards’s mortification, she was taken out of the building on a gurney. A memo went around to ranking officers, apprising them of what happened, an unnerving reminder that the suffering that befell them on Jan. 6 still had many of them in its grip. It was as if the person who was there to help the officers move forward was embodying, in plain sight, just how difficult that was proving to be.

Gonell returned to work the day after Edwards’s brief visit to the hospital. He was already feeling apprehensive; he sensed there were officers who resented how outspoken he had been about his anger toward Trump and other Republicans who played down the seriousness of the attacks. Some colleagues greeted him warmly; others were cold, their reserve speaking volumes. One night, he rounded a bend and saw two flagpoles without flags leaning in a corner — weapons, he was sure, left over from the 6th. Standing outside the Capitol one night this December on duty with Hoyte, who had three bulging discs and a shoulder tear, he wondered aloud how many officers were questioning whether they were willing to risk their lives should Trump ever summon his followers to the Capitol again. *“I don’t want to see a plaque right here,”* he said, hitting the smooth surface of the building. *“In memory of Sgt. Aquilino Gonell. In honor of Officer Lennox Hoyte.”*

Many of the officers who served under Gonell were no longer working the midnight shift, or at the Capitol at all. Tricoche left the force in May, shortly after his attempt on his own life. He tried to go back after taking some time to recover from his depression, but he lasted a shift and a half before informing his sergeant — Gonell was not yet back —

that he was done. Gowdy resigned in June, transferring to an administrative job in the federal government and moving to Maryland to live with his fiancée. And yet even in December, far from Washington and police duty, the effects of his concussion still plagued him. Once known for his mild disposition, he was now unsettled by the smallest disruptions.

A loud crowd at a restaurant didn’t just irritate him; it made him angry, with an ugly, jagged feeling that would have been alien a year before. *“The insurrection made me realize how people aren’t always doing things for the best of the people,”* he texted to Tricoche. *“I am not sure what the future looks like for this country.”* Anton, who still talks with Tricoche every night, quit in July. He remained in Washington but made a point of avoiding the sight of the Capitol whenever he drove by.

Nicole’s husband was one of a handful of officers still on medical leave in November. He and Nicole were deeply private people devoted to family, church

and their children’s team sports. They were Republicans, and Nicole was frustrated by the narratives of the Capitol Police that were dominating the news: The force seemed to be represented by officers who struck her as Trump-hating radicals on the left, or else were portrayed as lax extremists who supported the rioters. She and her husband voted for Trump and still would again if he were the Republican nominee, but that did not mean they were not outraged — disgusted — by him and by the rioters. Even so, she believed that to focus on Trump would be to distract from the people who had most betrayed her husband: the Capitol Police leadership, who dared to send her husband into battle, as she put it, without so much as a helmet.

Her husband was still in physical therapy, recovering from two separate operations on his foot. The stuttering, the migraines, the brain fog were still too overwhelming for him to think about returning to work, no matter how much he missed it, and the therapy for that also demanded his time. He tried to cope with his grieving over Evans’s death by being there as much as he could for Evans’s children and their mother, Shannon Terranova, now parenting their two grieving children entirely on her own. He joined Terranova and her son for a haircut and a Slurpee, stepping in for a father-son ritual. That, too, was bittersweet. At times, Nicole felt that their house was tense with her husband’s sorrow — for his friend, for his former self. On the 6th, he had left his weapon at the Capitol, and there were days when she took great comfort in knowing that gun was far from their home.



Caroline Edwards at the Capitol.
Credit: Philip Montgomery for The New York Times

“Capitol Police management says commanders have taken a number of steps to address the glaring flaws that were laid bare on Jan. 6.”

In December, the Capitol Police Department was still reeling from the aftermath of the attacks. *“Almost a year out, it’s common for officers to still be struggling,”* said one ranking officer (who asked for anonymity to speak freely without fear of reprisal). *“The most challenging part of my job is trying to help those officers.”*

The department’s inspector general, Michael Bolton, was completing a yearlong investigation into the myriad failures of the Capitol Police. At a hearing on Dec. 7 held by the Senate Rules Committee, which has been conducting a review of the agency, Bolton told the lawmakers that *“much work still needs to be addressed”* in the areas of training, intelligence, overall culture and planning operations, adding that this work would require *“hard changes in the department.”*

“They lost so many of their fellow officers, including those who sadly died by suicide,” Senator Amy Klobuchar, the Minnesota Democrat who is the chairwoman of the committee, said that day. *“This police department, like many across the country, is facing staff shortages, and we must fill those jobs.”* Senator Roy Blunt, a Missouri Republican, noted the increased workload that each remaining officer endured while the department failed to retain others. *“We have more overtime than the officers or their families want them to have,”* he said. *“You’re going to have people working harder and longer hours than you want them to work.”*

Capitol Police management says commanders have taken a number of steps to address the glaring flaws that were laid bare on Jan. 6. The agency has allocated some \$4 million on peer-support counseling (more than half of which must be reimbursed to the U.S. Marshals for its support after the 6th), more than \$3 million for retention bonuses to try to keep officers from quitting and more than \$2 million for tuition credits that they hope will serve as another incentive to stay. The force has hired six new *“wellness specialists.”* It has also begun sharing intelligence with the rank and file — after its three different intelligence units failed to share throughout the department warnings of potential violence in the buildup to the attack — and spent \$5 million on new equipment, including more gas masks, tactical vests, protective equipment and shields. But the agency has failed to execute a vast majority of improvements recommended by

the inspector general, with only 30 of 104 recommendations implemented, Bolton reported at the hearing. Troubling risks remain, not only to the force but also to lawmakers and to the Capitol itself.

Bolton told the senators that morale was still an issue. *“I think the officers are in that wait-and-see mode,”* he said. *“They want to see what else are we going to do. And they do recognize it does take time. But also they are watching leadership, and watching the community at large. How are we going to move forward?”*

Anton, now unemployed and living off his savings, did not need to watch a hearing to know the state of the Capitol Police; texts and Instagram messages kept him apprised. *“The closest thing to an all out attack took place and nothing has changed,”* a friend wrote him in November. *“No hope.”*

Tricoche had decided to return to college to study creative writing. But Anton was still trying to figure out what his next move might be, or even who he might be. The American flag, a symbol that once moved him deeply, now made him feel empty whenever it caught his eye, and it was everywhere in Washington. He had seen for himself how it could be imbued with any evil meaning its carrier intended. He didn’t even trust his own interpretation of what the flag had meant to him. Those people frothing at the mouth, risking their own lives to take over Congress, which is what he heard them screaming in the Rotunda they wanted to do? They thought they knew what the flag stood for, too.

When he was a kid, Anton had always loved comic books, the dark complexity of Spider-Man, the up-from-Brooklyn fight of Captain America, the guilt they feel that even they can’t save everyone. He thought a lot about one comic in which Spider-Man just up and quits because he can’t take it anymore. He loved it when those books reached into the psyches of those heroes, the way they asked themselves, *“What am I actually doing?”* That’s what he was asking himself now. He would never call himself a hero, but he identified with what other people considered heroics — going above and beyond to try to right the world’s wrongs. He had tried to do just that, all his life, and now here he was, at age 34, having come out worse, way worse. Still, that was all

he knew how to do: fight the bad guys, put out fires, wield a gun. He was applying for alphabet-soup federal jobs (C.I.A., A.T.F., E.P.A.). But sometimes he thought he'd rather use his skills providing security — like a mercenary — for anyone who could pay well, just so long as they had no ethos, no code of conduct, no statement of higher principles — no illusions about a higher cause or the virtues of that employer.

He would spend Christmas with his parents, who now lived in North Carolina, and to whom he was still very close. He thought about his mother when he was fighting in the Rotunda — had hoped that if he died that day, he'd at least get to be some kind of Casper the Ghost, floating above and looking down to see her. Her experience was one reason he wanted to serve his country in the first place. She had come home on Sept. 11, a day that brought the country

together, but even so, every year, she struggled on the anniversary. How would he feel on the anniversary of Jan. 6, a day of tragedy that should have united the country but had only driven people further apart? He was glad he would not be there at the Capitol for the tributes, the memorials, the media blitz. He'd brace himself, he thought, and handle it by telling himself what his mom always said she told herself each anniversary of Sept. 11: *"I just have to get through this day."* ■

If you are having thoughts of suicide, in the United States call the National Suicide Prevention Lifeline at 800-273-8255 (TALK) or go to [SpeakingOfSuicide.com/resources](https://www.speakingofsuicide.com/resources) for a list of additional resources.

Philip Montgomery is a photographer whose current work chronicles the fractured state of America. His new monograph of photography, "American Mirror," was published in December.

New Lifeline

New Mental Health Crisis Dialing Code Launched July 16

THE 988 SUICIDE AND CRISIS LIFELINE

(Lifeline) launched nationwide on July 16.

Similar to dialing 911 for medical emergencies, people in emotional distress or suicidal crisis can call or text 988 and be connected immediately to trained counselors who will listen, provide support and connect them to resources if necessary.

The three-digit dialing code is new, but the Lifeline is not. Previously known as the National Suicide Prevention Lifeline, callers only reached the **24/7 national crisis hotline by dialing 1-800-273-8255 (TALK)**. The easy-to-remember dialing code (988) is meant to replace that number; however, callers will still be connected to the same services, regardless of which number is used. The Lifeline provides services in both English and Spanish.

"We have a three-digit number for medical emergencies; we need a three-digit number for psychological emergencies—and that's what this is." - John Draper, executive director, Lifeline

The Lifeline

Since 2005, the Lifeline has been a network of roughly

200 crisis centers funded by the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration. Since its founding, the Lifeline has received more than 20 million calls from people in distress looking for help when they needed it most. Nearly 2.4 million calls occurred in 2020 alone, illustrating America's current mental health crisis.

Spreading the Word About 988

Suicide is the second leading cause of death among preteens and adults aged 25 to 34, according to the Centers for Disease Control and Prevention. The Lifeline is a direct connection to compassionate, accessible care for anyone experiencing mental health-related distress, including thoughts of suicide, mental health or substance use crisis, or other emotional struggles. People can also call the Lifeline if they are worried about a loved one who may need emergency support.

Just as Americans know to call 911 in a medical emergency, it's vital to spread the word about 988 in your own state. This new three-digit dialing code could provide immediate support during someone's darkest hour. ■

Scholarship Application

The Utah Highway Patrol Association (UHPA) will be granting several \$1,000 scholarships to children of members (including deceased) of the Association. Applications should be submitted to UHPA by **April 30** each year. Awards are made in June.

Applications must be sent to:

UHPA
Attn: Scholarship Committee
PO Box 571466
Murray, UT 84157



Rules for Participation in Scholarship Competition

- Must have a 3.0 or better grade point average and be a high school graduate or college student.
- Must attend an accredited college or university.
- Parent must be a member (minimum 2 years) of the UHPA. (first generation)
- Must be enrolled in at least 12 credit hours per semester or be a full-time student.
- Must submit an essay of 250 words on your goals and why you are the best candidate to receive this scholarship.
- Applicant may major in any subject.
- Must submit photograph.
- Winners may re-apply for the scholarship each year.
- First time applicants will be given first priority.

Rules for the Awarding of a Scholarship

- Winners will be awarded \$500 per semester.
- To receive payment, a report card or college transcript must be submitted with the application, to the UHPA Presidency, for verification of grade point average.
- High school transcripts will be accepted for first semester payment.
- Scholarships will be awarded at the UHPA Retirement Dinner in June of each year.
- Winners may have their photo and essay published in the Utah State Trooper magazine.
- Any applicants who have been denied a scholarship shall have the right to appeal to the UHPA Board of Directors at their next regularly scheduled meeting. Applications for appeal shall be made through their respective representative. The decision of the UHPA Board of Directors shall be final.
- The Board of Directors would like to advise you that this is not made in the form of a loan, but is to help further your education. If during the course of your lifetime, the aid that you receive from this award has helped to bring you financial and material success, it would be appreciated if you would donate back to the scholarship fund any amount that may be within your means. In this way the future generosity of successful recipients will enable other young people to attend college as well. We congratulate you and wish you the best of luck in your educational endeavors.

— Board of Directors, Utah Highway Patrol Association (Revised Nov. 18, 1998)

20 UHPA Scholarships will be awarded at the annual Business/Retirement Banquet.

Contact your Area Representative for further information forthcoming

APPLICATION ON REVERSE

Scholarship Application Form and Cover Sheet

2021-2022 Academic Year

Return by April 30, 2023

Applicant Name: _____

S.S.N.: _____ Phone: _____

Home Address: _____
STREET CITY/TOWN ZIP

Year Applying For: _____

Cumulative GPA in High School or College (attach transcript or last report card): _____

College or University: _____

College Major: _____

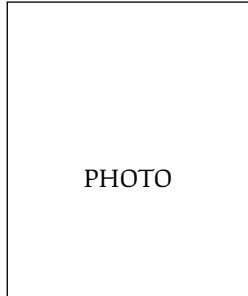
Vocational Goal: _____

Parent/UHPA Member: _____ Phone: _____

Parent's Address: _____
STREET CITY/TOWN ZIP

List the scholarship(s) and the amount(s) you will receive or have received: _____

Make a list of extracurricular activities, elected offices you have held, significant Projects you have been involved in, and any work/volunteer experience that you might have. Attach Photo.



Applicant Signature: _____ Date: _____

If you are awarded a scholarship, you may want to announce this award in your hometown newspaper. In listing your newspaper, you give Utah Highway Patrol Association this permission. Name of newspaper:

Name of newspaper: _____

Address: _____

Applications must be returned by April 30 to:
UHPA, Attn. Scholarship Committee, PO Box 571466, Murray, Utah 84157



2022

SCHOLARSHIP AWARDS



Applicant Name	Member	Applicant Name	Member
Buck, Braden	Lt. Terry Buck	Little, Jessica	Capt. Steve Winward
Carlson, Whitney	Sgt. Roy Carlson	Livingston, Haylee	Tpr. Dustin Livingston
Cornia, Kara	Sgt. Jared Cornia	Oman, Madison	Tpr. Levi Oman
Cox, Garion	Lt. Jacob Cox	Omanb, Stevie	Tpr. Levi Oman
Cox, Kaelynn	Sgt. Benjamin Cox	Perkins, Kaylee	Tpr. Brad Johnson
Daems, Emily	Tpr. Jeff Daems	Plank, Elisen	Sgt. Jeffrey Plank
Haycock, Ally	Sgt. Mason Haycock	Simmons, Drake	Capt. Chris Simmons
Johnson, Autumn	Tpr. Brad Johnson	Stevens, Saige	Sgt. Jeffrey Stevens

RETIRED



TPR. RICHARD BEVERIDGE - 32 YEARS



TPR. DAVID SHIERS - 32 YEARS



MAJ. SCOTT STEPHENSON - 27 YEARS



TPR. SCOTT BAKER - 23 YEARS

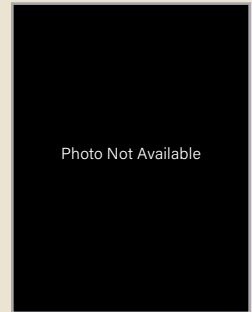


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TODD HOHBEIN - 22 YEARS
DEPUTY FIRE MARSHALL



TPR. MICHAEL FREEMAN - 20 YEARS

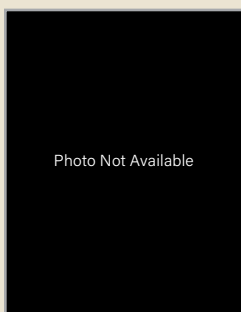


Photo Not Available

COY PORTER - 11 YEARS
DEPUTY FIRE MARSHALL



TPR. RONALD SKEEM - 7 YEARS*



Photo Not Available

SCOTT LAURITZEN - 6 YEARS*
BASIC TRAINING SPECIALIST



TPR. JEFFREY ADAMS - 4 YEARS*

* Prior Agency Experience



The 24/7 Sobriety Program

BY SGT. BRIAN SPILLAMN, 24/7 SOBRIETY PROGRAM, STATEWIDE COORDINATOR

As Troopers with the Utah Highway Patrol, we have all seen the devastating effects caused by those individuals who choose to drive impaired.

DUI ENFORCEMENT CONTINUES TO BE A top priority as we look at new ways to reduce DUI recidivism and fatality rates. One of these ways is the statewide implementation of the 24/7 Sobriety Program.

The 24/7 Sobriety Program was created over twenty years ago in South Dakota. Due to the success of the program in reducing overall DUI crime rates, the National Highway Traffic Safety Administration endorsed the program and it is now being rolled out across the country.

The basic premise of the program is that DUI offenders can reinstate their driver license and avoid jail time if they are willing to submit to daily alcohol and/or drug testing. As long as they stay sober, they can drive legally, maintain their employment and avoid the possibility of further sanctions associated with driving on a suspended license. The program also ensures public safety by making sure the participants are not continuing to drive while under the influence of alcohol and/or drugs.

The program is successful due to the combination of daily face to face contact with law enforcement combined with the threat of immediate sanctions if they fail.

Alcohol testing is done in one of two ways. One option is for the participant to appear at a jail facility twice a day, approximately 12 hours apart, and submit to a breath test on a portable breath tester. The other method is for the participant to wear an ankle monitor that tests for alcohol transdermally every 30 minutes.

If the participant tests positive for alcohol, they are immediately taken into custody and required to be incarcerated for a predetermined amount of time. The first failure results in an 8 hour sanction. The second failure results in a 16 hour sanction and the third results in a 24 hour sanction. On the fourth failed test, the participant is taken into custody until they can appear before the judge. They are then removed from the program and all of the previous driver license sanctions and jail time will be reinstated.

The program is designed to be run by each individual county throughout the State. This is due to the necessity of being able to take someone into custody in the event of a failed breath test. The program is an offender pay model. The participant must pay 2 dollars per breath test for a total of 4 dollars per day. The transdermal ankle monitor costs 10 dollars per day. The fees are split between the county and the State to offset the operating costs associated with the program.

The program is successful due to the combination of daily face to face contact with law enforcement combined with the threat of immediate sanctions if they fail. This combination has resulted in a 99.5% daily testing compliance rate.

All DUI offenders are eligible for the program regardless if they have previous DUI arrests. The only prerequisite for the program is that the participant must be able to reinstate their driver license. If the participant's driver license is suspended for reasons other than the current DUI arrest, those sanctions would need to be completed before they would be eligible for 24/7. If a person refuses to submit to a chemical test at the time of the DUI arrest, they would not be eligible for the program.

In 2018, The Utah Legislature authorized the Department of Public Safety to initiate a pilot program in Weber County. The pilot program proved to be a great success with

over 100 participants. Participants provided great feedback regarding the program as they recognized the secondary benefits of staying sober. They experienced improvement in their family relationships, employment and overall productivity. They also expressed a new sense of optimism as they went back to hobbies that were previously put off in order to go to the bar. More feedback included the improved relationship with law enforcement as they interacted with jail personnel in a positive manner.

Based on the success of the pilot program in Weber County, the legislature authorized the program to go statewide in 2021 through UCA 41-6a-515.5. The program was added as a sentencing option for DUI offenders found in UCA 41-6a-505. Since that time, the Department of Public Safety has been working with each county to implement the program.

Currently, there are 8 counties that are up and running across the State. They are Cache, Weber, Davis, Utah, Summit, Sevier, San Juan and Washington counties. Several more counties are in the process of standing up their programs.

While the 24/7 sobriety program is still in its infancy, all indications are that it will continue to be a great success. It strikes a much needed balance of holding offenders accountable for their actions, while allowing them to stay productive and out from under the criminal justice system for extended periods of time. If you have any questions about the program or would like to know where your county is at in the process, please feel free to reach out to me. ■



BoDell Hunsaker Benson (wife of Ralph Benson)



BoDell Hunsaker Benson, 92, passed away peacefully Monday, September 12, 2022. BoDell was born January 28, 1930 in Newton, UT. She married Ralph Benson on March 29, 1947. She worked for the Grand County Sheriff's Department, Grand County Clerk's Office and retired from the Utah State Archives in 1988. ■

Bruce N. Brown



Bruce Brown, age 65 passed away January 18, 2022. He was born June 12, 1956 to Steve and Allie Brown in Price, Utah the 2nd of 4 children. He grew up in Loa, Utah. He later served in the Rome, Italy mission for the Church of Jesus Christ of Latter-day Saints. ■

Gerald Wayne Burgie



Gerald Wayne Burgie, 83, died May 20, 2022, at his home in Santa Clara. He was born May 6, 1939, in Ogden, Utah, to Don L. and Verda Hope Burgie. He married Colleen Earl in August 1966 in the Salt Lake City LDS temple. Gerald worked for the Highway Patrol for 16 years as a radio technician. He also worked for Deseret Manufacturing as a maintenance supervisor for 12 years. ■

Robert (Bob) Norman Dahle



Robert (Bob) Norman Dahle, age 85, passed away on August 1, 2022. He was born on March 11, 1937, in Logan, Utah. He married Ol-

lie Lou Anderson on September 22, 1955. They lived in Clarkston where they were blessed with five children.

Bob joined the Utah Highway Patrol in April 1967. In 1985, he was promoted to Sergeant and transferred to the UHP Training Section in Salt Lake City, Utah.

When Bob was promoted to Lieutenant, he was made Director of the Training Division and was there for seven and a half years. He also served as Section Lieutenant of Davis County. Then he was promoted to Captain at Headquarters in Salt Lake City.

Robert established the first Accident Reconstruction Team for the UHP in the state of Utah. He was the first Certified Accident Reconstruction Specialist in the State of Utah. He also put together the first accident reconstruction team for the State of Utah.

Bob's expertise was used for court cases in Utah, Idaho, Wyoming, California, Washington and Canada. He also supervised the first DUI Squad for the state. He was awarded "Trooper of The Year" in 1982. He retired from the Utah Highway Patrol in 1997 after thirty years of service. ■

Ned Lee Deuel



Ned Lee Deuel passed away April 15, 2022. He was born November 8, 1931. Ned served his country in the U.S. Army from August 1952 – August 1960. Ned married LaJean Marie Thornton in American Fork, Utah, January 3, 1953. Ned and LaJean settled in Payson, Utah, where they brought up their five children: Myron, Gwen, Karen, Darwin, and Gerald. ■

Lyle Osborne Evans



Lyle Osborne Evans, 93, passed away August 28, 2022. He married Shirley May Rowley on November 26, 1947. His greatest enjoyment was being a member of the Utah Highway Patrol. He started with

the Patrol in Price working in the Weigh Station. But he wanted to be "on the road" so he soon transferred to Green River. He was awarded the Purple Heart for actions and injuries received in the line of duty. After 5 years; he transferred to Fillmore, Utah. Through dedicated service and hard work, he rose to the rank of Sergeant. ■

Nancy Jean (Swanson) Evans (wife of Ralph Nolan Evans)



Nancy Jean Swanson Evans passed away April 4th, 2022. She was born October 11, 1944 in Minneapolis, Minnesota. After a brief service in the US Air Force, she moved from Minneapolis to Utah to attend Weber State College, where she met her husband of 56 years, Ralph Nolan Evans. ■

William Kent Glanville



Born January 23, 1947, in Ogden, Utah. His youth was spent growing up on Monroe Avenue, playing baseball at the park close to his home. Dad was an excellent ball player; his position was catcher and with his small stature and fast legs he was a natural! He attended Ogden High School, participating on the baseball team and earned a letterman sweater for his athletic ability on the team. ■

Mavis (Morrison) Kotter (wife of Ralph Kotter)



Mavis Morrison Kotter, 95, passed away peacefully on March 15, 2022. She was born on January 14th, 1927. She was the 4th of 6 children. She has many fond and loving memories of her "growing up" years in Monroe. Mom graduated from South Sevier High School and attended one year at BYU. She married Ralph on April 21st, 1949, in the Manti Temple. ■

Bruce Boyd Johnson



The world lost a most genuine and authentic human being doing exactly what he loved, riding with freedom on his dual sport motorcycle. Bruce died on June 1, 2022. Bruce B. Johnson was born March 14, 1950. Bruce was a 30-year veteran of the Utah Highway Patrol. Bruce loved law enforcement, and within a few years of teaching police science and assisting in running the Utah State Crime Lab. He attended the police academy in Salt Lake City and became a law enforcement officer. Bruce took a job in Logan, Utah as the city criminalist and also as a street officer for North Logan and Hyde Park. One of his greatest accomplishments during this time was the establishment of the Drug and Alcohol Task Force for the five county Northern Utah area, Southern Idaho, and Western Wyoming. Bruce spent nearly 35 years fighting the war on drugs in the DEA received many awards and recognitions. ■

L. Del Mortensen



Laurence Delbert Mortensen, passed away January 29, 2022. Born May 14, 1940, in Murray, Utah. He was raised in the Rose Park neighborhood of Salt Lake City where he met Kathleen Healey on his return from National Guard training in 1961. After a two-year courtship they married on May 10, 1963, in the Logan Utah Temple. ■

June Della Bolinder Naylor (wife of Dick



Naylor) June Della Bolinder Naylor, 87, passed away on September 24, 2022. She was born on July 13, 1935. June married George Richard Naylor on June 14, 1952, and recently celebrated 70 years of marriage. June was able to work at Thiokol and also as a Deputy Clerk for Brigham City Court. ■

Edward Mark Nielsen



Edward Mark Nielsen of St. George, Utah, passed away July 30, 2022. Mark was born on July 28, 1940, in Salt Lake City, Utah, to Edward P. and Delilah S. Nielsen. Mark graduated from South High School, where he met his sweetheart, Connie Hollands. Mark and Connie were married and were proud parents of four boys. Mark and Connie enjoyed 41 years of marriage until Connie's unexpected death in 2001. Mark served four years in the Army Reserve and more than two decades with the Utah Highway Patrol. ■

Karla Peck (wife of Jay Peck)



Karla Jean Berry Davis Peck, 88, passed away on May 23, 2022. She was born April 17, 1934, in Cedar City, Utah to Glade Albert Berry and Alenna Williams Berry.

She married Kent Ford Davis, in 1951, in the St. George LDS Temple and were blessed with two beautiful children.

The couple were later divorced and Karla later married Jay Douglas Peck, in 1994. Jay had four children that came into her life, Jaylynn, Tamara, Mark, and Sherry which completed her family. ■

Don Proctor



Donald Kidd Proctor passed away on May 19, 2022. He was born March 24, 1936, in Tooele, Utah to Max Kidd and Dorothy Mary Proctor. He was an accomplished all-around athlete, lettering in five sports. Donald served in law enforcement for 38 years. He worked for Tooele City, Utah Highway Patrol, served eight years as Tooele County Sheriff, and worked for the U.S. Marshal's Service as court security. He also worked 15 years as Tooele Justice Court clerk. ■

Hume LaRell Sparks (father of Terry Sparks)



Hume LaRell Sparks was born to Benjamin Hume and Gladys Hansen Sparks on January 13, 1928, in Ephraim Utah. He died on June 3, 2022. He was raised in Ephraim where he attended Ephraim High School and graduated from Snow Collage with an Associates of Science degree. After graduating, he was drafted into the army during the Korean War and was sent to Germany and served there for 18 months. When he returned home from Germany, he began a 33-year career at Hill Airforce Base. In the early years of working there he met his beloved wife, Lucy Cherril Tucker, they got married in the Manti Temple on 24th of June 1955. They had 4 boys. ■

Marie Curtis Taylor (wife of Roger Taylor)



Marie Curtis Taylor, age 79, passed away peacefully January 5, 2022. Marie was born July 9, 1942, in Aurora, Utah, the oldest of 6 children born to Max J Curtis and Beth Marie Sorenson Curtis. Marie married Roger George Taylor, September 7, 1963, in Aurora, UT. Roger joined the Utah Highway Patrol and they lived in Gunnison and Price, then finally settled in Aurora, where they raised their three children: Kurt, Lorie, and Holly. ■

Garth Toone



Garth Fisher Toone passed away at home surrounded by family in West Jordan, Utah on January 31, 2022, from congestive heart failure. He was born June 28, 1952, in Logan, Utah to Darrel Bennett and Mildred Fisher Toone. He was raised in Grace, Idaho and Mesa, Arizona. He married Pamela Kay Rast February 15, 1975, in the Provo Temple. ■

A reader's guide to straightforward and inspiring books

Workquake

By Steve Cadigan

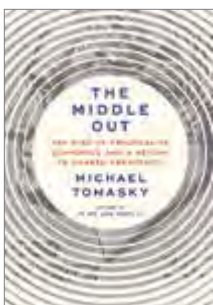


The future has never been more uncertain for both employers and employees. They face the same profoundly unsettling dilemma: neither knows what skills they need to develop for the future. Futurists and the media tell us that over 50 percent of jobs today will soon be replaced by automation and AI. Turnover is higher than it has ever been.

The percentage of the workforce that is actively disengaged has never been higher. The shelf lives of certain skills are diminishing rapidly. Longstanding industries and industry leaders are being disrupted. These staggering changes are challenging our concepts of what a career really looks like today and how we should build organizations going forward. This is the workquake. It's time we change the conversation. It's time to talk about how being human has never been more critical and how we have more agency in applying our talents than at any other time in history. We need to have more real and honest conversations about how to build a better model of the future of work, one in which both employers and employees feel safe and energized. COVID-19 has presented us the ideal opportunity to tackle this important challenge. *Workquake* is an attempt to articulate a compelling vision for the future of work through a number of stories, case studies, and author Steve Cadigan's own experiences. ■

The Middle Out: The Rise of Progressive Economics and a Return to Shared Prosperity

by Micheal Tomasky



In the first half of the twentieth century the Keynesian brand of economics, which saw government spending as a necessary spur to economic growth, prevailed. Then in the 1970s, conservatives fought back. Once they got people to believe a few simple ideas instead—that only the free market could produce growth, that taxes and regulation stifle

growth—the battle was won. The era of conservative dogma, often called neoliberal economics, had begun. It ushered in increasing inequality, a shrinking middle class, and declining

public investment. For fifty years, liberals have not been able to make a dent in it. Until now.

In *The Middle Out*, journalist Michael Tomasky narrates this history and reports on the work of today's progressive economists, who are using mountains of historical evidence to contradict neoliberal claims. Their research reveals conservative dogma to be unfounded and shows how concentrated wealth has been built on the exploitation of women, minorities, and the politically powerless. Middle-out economics, in contrast, is the belief that prosperity comes from a thriving middle class, and therefore government plays a role in supporting families and communities. This version of capitalism—more just, more equal, and in which prosperity is shared—could be the American future. ■

The FBI Way: Inside the Bureau's Code of Excellence

by Frank Figliuzzi



Frank Figliuzzi was the “Keeper of the Code,” appointed the FBI's Chief Inspector by then-Director Robert Mueller. Charged with overseeing sensitive internal inquiries and performance audits, he ensured each employee met the Bureau's exacting standards. Now, drawing on his distinguished career, Figliuzzi reveals how the Bureau achieves its extraordinary track record of excellence—from the training of new recruits in “The FBI Way” to the Bureau's rigorous maintenance of its standards up and down the organization.

All good codes of conduct have one common trait: they reflect the core values of an organization. Individuals, companies, schools, teams, or any group seeking to codify their rules to live by must first establish core values. Figliuzzi has condensed the Bureau's process of preserving and protecting its values into what he calls “The Seven C's”. If you can adapt the concepts of Code, Conservancy, Clarity, Consequences, Compassion, Credibility, and Consistency, you can instill and preserve your values against all threats, internal and external. This is how the FBI does it.

Figliuzzi's role in the FBI gave him a unique opportunity to study patterns of conduct among high-achieving, ethical individuals and draw conclusions about why, when and how good people sometimes do bad things. Unafraid to identify FBI execs who erred, he cites them as the exceptions that prove the rule. Part pulse-pounding memoir, part practical playbook for excellence, *The FBI Way* shows readers how to apply the lessons he's learned to their own lives: in business, management, and personal development. ■

Two Wheels Good: The History and Mystery of the Bicycle

by Jody Rosen



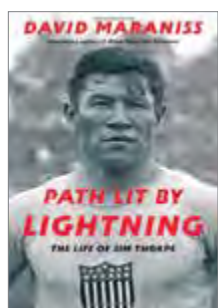
The bicycle is a vestige of the Victorian era, seemingly at odds with our age of smartphones and ride-sharing apps and driverless cars. Yet we live on a bicycle planet. Across the world, more people travel by bicycle than any other form of transportation. Almost anyone can learn to ride a bike—and nearly everyone does.

In *Two Wheels Good*, journalist and critic Jody Rosen reshapes our understanding of this ubiquitous machine, an ever-present force in humanity's life and dream life—and a flash point in culture wars—for more than two hundred years. Combining history, reportage, travelogue, and memoir, Rosen's book sweeps across centuries and around the globe, unfolding the bicycle's saga from its invention in 1817 to its present-day renaissance as a "green machine," an emblem of sustainability in a world afflicted by pandemic and climate change. Readers meet unforgettable characters: feminist rebels who steered bikes to the barricades in the 1890s, a prospector who pedaled across the frozen Yukon to join the Klondike gold rush, a Bhutanese king who races mountain bikes in the Himalayas, a cycle-rickshaw driver who navigates the seething streets of the world's fastest-growing megacity, astronauts who ride a floating bicycle in zero gravity aboard the International Space Station.

Two Wheels Good examines the bicycle's past and peers into its future, challenging myths and clichés while uncovering cycling's connection to colonial conquest and the gentrification of cities. But the book is also a love letter: a reflection on the sensual and spiritual pleasures of bike riding and an ode to an engineering marvel—a wondrous vehicle whose passenger is also its engine. ■

Path Lit by Lightning: The Life of Jim Thorpe

by David Maraniss



Jim Thorpe rose to world fame as a mythic talent who excelled at every sport. He won gold medals in the decathlon and pentathlon at the 1912 Stockholm Olympics, was an All-American football player at the Carlisle Indian School, the star of the first class of the Pro Football Hall of Fame, and played major league baseball for John

McGraw's New York Giants. Even in a golden age of sports celebrities, he was one of a kind.

But despite his colossal skills, Thorpe's life was a struggle against the odds. As a member of the Sac and Fox Nation, he encountered duplicitous authorities who turned away from him when their reputations were at risk. At Carlisle, he dealt with the racist assimilationist philosophy "Kill the Indian, Save the Man." His gold medals were unfairly rescinded because he had played minor league baseball. His later life was troubled by alcohol, broken marriages, and financial distress. He roamed from state to state and took bit parts in Hollywood, but even the film of his own life failed to improve his fortunes. But for all his travails, Thorpe did not succumb. The man survived, complications and all, and so did the myth. ■

Summary of Not One Inch: America, Russia, and the Making of Post-Cold War Stalemate

by M.E. Sarotte



Not one inch. With these words, Secretary of State James Baker proposed a hypothetical bargain to Soviet leader Mikhail Gorbachev after the fall of the Berlin Wall: if you let your part of Germany go, we will move NATO not one inch eastward. Controversy erupted almost immediately over this 1990 exchange—but more important was

the decade to come, when the words took on new meaning. Gorbachev let his Germany go, but Washington rethought the bargain, not least after the Soviet Union's own collapse in December 1991. Washington realized it could not just win big but win bigger. Not one inch of territory needed to be off limits to NATO.

On the thirtieth anniversary of the Soviet collapse, this book uses new evidence and interviews to show how, in the decade that culminated in Vladimir Putin's rise to power, the United States and Russia undermined a potentially lasting partnership. Prize-winning historian M. E. Sarotte shows what went wrong. ■

Past and Present

History and Value behind the Utah State Trooper Badge

THE UTAH HIGHWAY PATROL HAD ITS beginning in 1923, ensuring public safety throughout the state. Under Title 53, Chapter 8, the Utah Highway Patrol is defined under 53-8-101 to 53-8-303. You can find complete details of the Highway Patrol's responsibilities in the Utah Criminal and Traffic Code.

The Utah Highway Patrol has a long and proud history in which it has contributed to the success of the Great State of Utah. Our mission is to provide professional police and traffic services and protect the constitutional rights of all people in Utah.

Mormon pioneers, traders, trappers, explorers, and others were instrumental in the development of the West. Spanish explorers appeared in the area in 1776. The Dominguez-Escalante expedition came as far north as Utah Valley in an attempt to find a practical overland route to Monterey, California. Their account provides the first written description of the Intermountain region.

The center of the badge contains the first territorial Coats of Arms, adopted by Brigham Young and the L.D.S shortly after they arrived in 1847. The Utah state coat of arms appears in the state seal and the state flag. The beehive was chosen as the emblem for the provisional State of Deseret in 1848 and represented the state's industrious and hard-working inhabitants and the virtues of thrift and perseverance. The sego lilies on either side of the beehive symbolize peace. The Utah territory existed from September 9, 1850, until January 4, 1896. The Utah territory was admitted to the union as the 45th state. Encircled are the words Utah Highway Patrol, the flagship agency within the Utah Department of Public Safety.

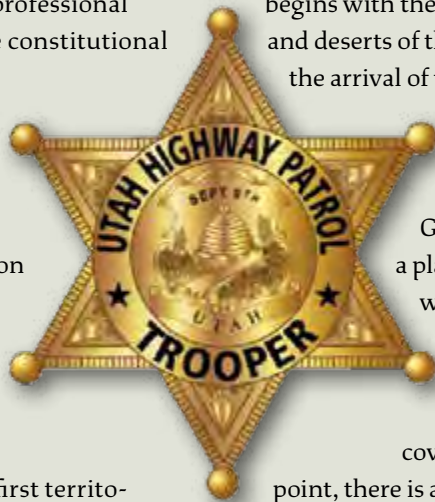
There are two stars in the circle, one represents the Utah State Constitution, and the other represents the Constitution of the United States of America. At the bottom of the circle is the rank of the officer wearing the badge. The outer edge of the ring is the rising sun, giving light to

each new day of service to the people of Utah. The Highway Patrol badge has a history for our people from time to the present. The six points of the star represent six men who were significant figures in early regional history: Etienne Provost, Chief Washakie, Peter Skene Ogden, Captain Benjamin Bonneville, Father Jan DeSmet, and John C. Fremont. Six arrowheads recognize the American Indians who were the caretakers of the land, keeping the earth in balance as they and their ancestors had done for six thousand years. It begins with the native people of the valleys, mountains, and deserts of the Western part of North America. On

the arrival of the pioneers, six Indian nations existed in the Utah area. The Northwest Shoshone, Northern Utes, Southeast White Mesa Utes, Navajos Dine', Paiutes, and Goshutes. To the Indians of Utah, this was a place for hunting, fishing, gathering, and worship. These were sites where People could contact the supernatural through ceremonies to invoke protection and sustain life through holy means—a covenant based on respect. At the end of each

point, there is a small ball, six in total, representing six values; Integrity, Service, Knowledge, Professionalism, Teamwork, and Courage. The inner edge is often referred to as the Star of David, representing strength and unity. The outer edge represents the sworn oath, obligations, responsibilities, and faith the State Trooper accepts to serve the people in the Great State of Utah.

Badges are essential to the community because the badge indicates to the citizen that the person wearing the badge is a law enforcement officer and is there to "Serve and Protect." A wearer is a person of integrity, character, and courage. From the Utah State Trooper's view, this is significant and worth remembering; perspective matters. The badge determines our vision of traditional history and values. It also educates one in the past into the present and establishes pride through truthful meaning for the future. ■





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