COMPENDIUM: COMMUNITY POLICING
AND PROCEDURAL JUSTICE IN JAILS PART 5.7

CASE STUDY

Sheriff's Anti-Trafficking Initiative (SATI)

Suffolk County (New York) Sheriff's Office









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Suffolk County (New York) Sheriff's Office

Current Sheriff: Dr. Errol D. Toulon, Jr.

Number of beds/inmates: 176 human trafficking victims identified from the jail population and served since 2018

Overview

The Suffolk County (New York) Sheriff's Anti-Trafficking Initiative (SATI) was created in response to the prevalence of human trafficking in Suffolk County. Long Island is especially impacted by human trafficking, ranking among the top 20 jurisdictions in the nation where human trafficking is rampant according to the U.S. Department of Justice. Although there have been some notable labor trafficking cases, the majority are sex trafficking cases, which primarily impact women.

Since 2018, SATI has been tackling the issue of human trafficking from a correctional standpoint. As shown in table 1, all the confirmed victims of human trafficking in Suffolk County since the inception of the program have been women, whereas the vast majority of traffickers have been men. Many human trafficking victims are, at some point or another, arrested for prostitution, landing them in jail. However, the majority of the victims passing through the jail were remanded facing other charges such as the possession of controlled substances and burglary-related charges.



Suffolk County Correctional Facility Lit Up in Blue to Support Human Trafficking Awareness Month (January 2021)

	Female	Male	
Gang-related traffickers*	1	52	
Gang-related victims*	20	0	
Traffickers in custody	1	15	
Traffickers not in custody	12	119	
Traffickers with identifying tattoos	0	30	
Victims in custody	8	0	
Victims not in custody	247	0	
Victims with identifying tattoos	60	0	
Total confirmed traffickers	13	134	
Total confirmed victims	255	0	

Table 1. Suffolk County human trafficking statistics since inception in August 2018

*Gang-related means the traffickers or victims were themselves involved in or associated with a gang; gang-related traffickers is not meant to imply that those traffickers trafficked gang-related victims, and gang-related victims is not meant to imply that those victims were trafficked by gang-related traffickers.

Data provided by SATI, February 2022.

How is the Suffolk County Sheriff's Office addressing incarceration of trafficking victims?

SATI's work is geared toward the identification of these women within the jail population so that they can be redirected from the jail to a trafficking court judge in the hopes that they can break free from the trafficking cycle. Accordingly, the three main goals of SATI are to (1) identify children or adults actively at risk in the community now as victims of human trafficking and alerting law enforcement partners, (2) identify and support trafficking victims currently in the jail to get clean and healthy and develop a plan for breaking out of "the life," and (3) identify traffickers and develop actionable information that can aid in prosecution.

Given the scope of the problem, the Suffolk County Sheriff's Office, along with the Empowerment Collaborative of Long Island (ECLI), realized that a concerted effort would be needed to address this problem and that jail staff could play a vital role. At the time, few resources were dedicated to human trafficking by sheriffs' offices, and the jail's role primarily consisted of a few deputies assigned to task forces focused on street work. However, the frequency with which trafficked women end up in jail presents a good opportunity for jail staff to help victims and develop intelligence that could aid in the prosecution of traffickers. Recognizing the demand and significance of the work jail staff were doing, Sheriff Errol D. Toulon, Jr. directed the creation of SATI in 2018.

"As sheriff, I have made it my mission to get to the root causes of crime and recidivism and believe as a profession we need to take a hard look at why people end up in the justice system and how we can intervene to improve people's lives. Incarcerated women commonly report addiction and mental health issues, domestic violence, and traumatic incidents in their lives. Many of these women, and some men, have also been crime victims of human trafficking. Once we identify these victims, it opens up a great opportunity to provide human services and gather intelligence to aggressively target and prosecute human traffickers."

- Dr. Errol D. Toulon, Jr., Suffolk County Sheriff

How does SATI exemplify the principles of community-oriented policing?

Community-oriented policing is a philosophy that promotes organizational strategies that support the systematic use of community partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues (see figure 1).

Problem solving. SATI addressed the problem that trafficking victims were being processed as criminals.

How does SATI combat human trafficking?

Sitting within the Sheriff's Intelligence Division, SATI operates as a unit in the Suffolk County Jail and takes a three-pronged approach to combating human trafficking (see figure 2 on p. 8). The first prong in the approach is victim identification in the jail population, including safe placement in facility housing and treatment referral. The second prong consists of agency coordination with strategic partners, including working with advocacy groups who can best address the victim's needs while in custody, assist in discharge planning, provide support after discharge, and work with the district attorney's office to route victims who are jailed to the county's trafficking court; informing parties about the T-Visa option; and assisting with filing orders of protection. The third prong is focused on intelligence development and investigation support, including developing and

Figure 1. Community policing components



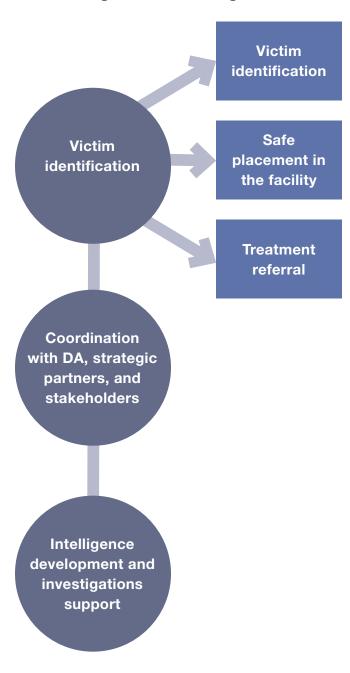
Source: COPS Office, "About the COPS Office," accessed December 9, 2021, https://cops.usdoj.gov/aboutcops.

passing on information and actionable intelligence to other law enforcement agencies and to aid in the investigation and prosecution of traffickers. The agency also provides a resource guide to participants (see cover in appendix A).

Assessment tools. SATI relies on a series of in-house screening tools administered during inmate intake interviews. The screening tools, which include the Human Trafficking Screening Form (see appendix B on p. 13), are designed to help the booking officer identify human trafficking red flags. The booking officer then forwards the form(s) to the SATI for further investigation and follow up. During interviews, SATI staff use the SATI Comprehensive Interview Form to guide the interview. Both the screening form and interview form were created using questions recommended by the Blue Campaign¹ of the U.S. Department of Homeland Security's (DHS) Office of Partnership and Engagement—which is aligned with the DHS Center for Countering Human Traffickingand consistent with research by the Polaris Project.2

Since its inception in 2018, the screening and interview process has been used to identify areas of treatment need and service referral for jailed victims as well as to gather intelligence. SATI personnel then rely on existing collaborations with advocacy groups that specialize in victims of human trafficking to match victims to an array of services such as providing food, clothing, and shelter; tattoo removal; legal advocacy; counseling; education; transportation assistance; and job training.

Figure 2. SATI's three-pronged approach to combating human trafficking



^{1.} The Blue Campaign is a U.S. Department of Homeland Security national public awareness campaign designed to educate the public as well as law enforcement and other stakeholders on how to recognize indicators of human trafficking and how to respond. For more information, see: https://www.dhs.gov/blue-campaign/about-blue-campaign.

^{2. &}quot;Our Work," Polaris, accessed June 3, 2022, https://polarisproject.org/our-work/.

Implementation considerations

Partnerships and community engagement. The success of SATI's work relies extensively on partnerships and community engagement. In the jail, SATI works closely with the classification, internal security, gang intelligence, and analytic units. External law enforcement partners include the Suffolk County Police Department's Human Trafficking Investigations Unit, the district attorney's office, the Federal Bureau of Investigation, and the Suffolk County Probation Office, and Homeland Security Investigations, the investigative arm of DHS.³ SATI also works very closely with community partners including advocacy groups, nongovernmental organizations (NGO), and the ECLI, which specializes in trauma-informed care.

"One of the principal objectives of SATI is to ensure that all victims that pass through our facility are identified, have access to the services they need to recover, and are supported throughout their long-term journeys as survivors."

SATI program coordinator

Staffing and staff training. The SATI staff includes two full-time investigators and relies on many others working in the jail as well as external law enforcement and non-law enforcement partners. As a serious crime and grave violation of human rights, human trafficking investigations require specialized

training. SATI staff have completed more extensive and focused training, including (a) basic criminal investigations, (b) interviewing techniques and advanced interrogation, (c) the Homeland Security's training on Human Trafficking, and (d) victim-centered approaches and have also attended conferences of the International Association of Human Trafficking Investigators. Staff work closely with the booking officers to instruct them on how to question victims, what kinds of red flags to look for in an inmate's belongings such as multiple hotel keys and multiple cell phones, and the various types of tattoos and branding that could be found on an inmate's body. SATI staff also make presentations to correctional supervisors, investigators, new recruits, and civic and religious organizations on the prevalence and signs of human trafficking.

Partnerships and community engagement. The success of SATI's work relies extensively on partnerships and community engagement. Within the jail, SATI works closely with the classification, internal security, gang intelligence, and analytic units. External law enforcement partners include the Suffolk County Police Department's Human Trafficking Investigations Unit, the District Attorney's Office, the Federal Bureau of Investigation, Suffolk County Probation Office, and Homeland Security Investigations. SATI also works very closely with community partners including advocacy groups, non governmental organizations (NGO) and the Empowerment Collaborative of Long Island (ECLI) which specializes in trauma-informed care.

^{3.} For more information, see "Homeland Security Investigations," U.S. Immigration and Customs Enforcement, accessed June 3, 2022, https://www.ice.gov/about-ice/homeland-security-investigations.

Figure 3. Sample SATI map

Number of victims and traffickers by area in which they reside

TraffickerVictim



Source: Suffolk County Sheriff's Office; @ Microsoft Corporation

Public awareness. Several posters, brochures, and flyers have been produced to make the program better known (see appendix C on p. 14). Among these documents are a brochure providing phone numbers for individuals to contact if they suspect someone is a trafficking victim (figure C1) and flyers that were developed for parents of potential trafficking victims as prevention tools (figure C2), including one geared at tips for parents and youth (figure C3).

Does SATI work?

Since its inception, SATI personnel have conducted more than 2,000 interviews, identifying 255 victims and 147 traffickers. While most of these individuals were previously known to other agencies, several—both victims and traffickers—were not. This information, coupled with other data mined during interviews, provided new information as well as actionable intelligence pertaining to drugs, gangs, weapons, and other crimes that has led to more than 300 referrals for various services. The sheriff's office collects and tracks data sets from a variety of

sources, which helps provide a broader view of the actual impact that the crime of human trafficking has on Suffolk County and the Long Island community and can help identify trends and patterns. The sheriff's office has created a poster to help individuals self-identify as victims as well.

To assess progress, SATI staff collect information regarding mental health disorders, drug dependency and drug of choice, age data, citizenship, ethnicity, gang affiliations, and criminal charges for both victims and perpetrators. In addition, SATI tracks which services are requested most frequently by the trafficking victim population, which informs the types of referrals that are made.

SATI also documents the criminal intelligence gathered, including agencies to which the intelligence is referred.

SATI staff is supported by an analyst who maps the locations of victims and traffickers, hotels used for trafficking, and locations of drug activity and overdoses (see figure 3).

Replication. While Suffolk County personnel did not formally document how they navigated the implementation of SATI, this review is intended to highlight key components of the program they think can be helpful to jurisdictions facing similar problems. Representatives of the Suffolk County program believe that this strategy is scalable and can be replicated in any correctional facility or prison depending on needs and resources.

Essential aspects for replication include appropriate training for correctional staff, especially the staff responsible for booking and screening the inmates upon intake. Much of the training can be found online at the following federal sites:

- "Blue Campaign Training," U.S. Department of Homeland Security, accessed December 14, 2021, https://www.dhs.gov/blue-campaign/blue-campaign-training
- "Who We Are," National Human Trafficking Training and Technical Assistance Center, accessed
 December 14, 2021, https://nhttac.acf.hhs.gov/
- "Human Trafficking Awareness Training,"
 Federal Law Enforcement Training Centers, accessed December 14, 2021,
 https://www.fletc.gov/training-program/
 human-trafficking-awareness-training

Human trafficking succeeds in large part because traffickers often use covert measures, and as such it requires a trained eye to detect the signs. Jurisdictions interested in getting a sense of how prevalent trafficking is within their current jail populations will first need to ensure that officers are trained in human trafficking, victim-centered approaches, and targeted investigative interviewing. Once victims of trafficking have been identified, staff should assess needs using intelligence gathering and work to match victims to appropriate services to meet their needs.

A collaborative relationship with advocacy groups is a necessity for assisting the victims on their longterm journey to recovery after release. On the intelligence and investigative end, strong law enforcement agency partnerships are essential so that intelligence gathered from within the jail can be acted upon outside of the jail.

For more information about this program, please contact:

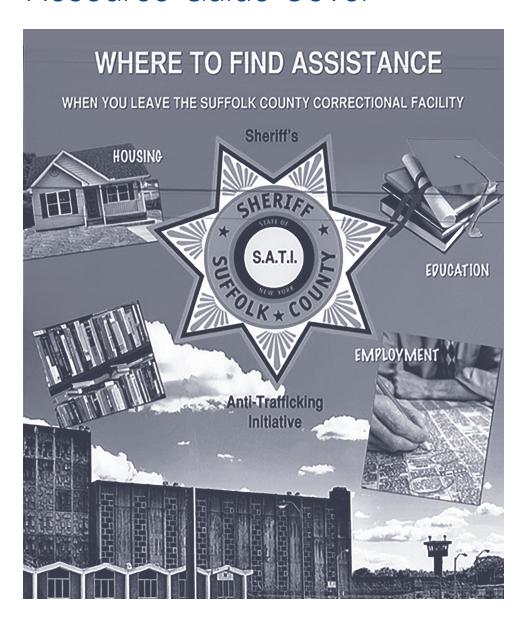
Name: Erin Meunkle

Title: Investigator Sergeant

Email: Erin.Meunkle@suffolkcountyny.gov

Phone: 631-852-3060

Appendix A. Resource Guide Cover



Appendix B. Human Trafficking Screening Form

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Justification:		Charges:					
		SCREENING QU	ESTIONS				
. Can you leave y	our job or si	tuation if you want?			Yes	No	
		nd go as you please?			Yes	No .	
. Where do you si							
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		on to eat, sleep, or go			Yes	No	
		ocumentation been tal or living conditions li		m you?	Yes	No	
		rs or windows so you		rt?	Yes	No	
 Have you been threatened if you try to leave your boyfriend/spouse, home or work? 						No	
0. Has anyone thre	eatened your	family?			Yes	No	
 Have you been j 					Yes	No	
		d of food, water, sleep			Yes	No	
		anything that you do r you wanted or needed			Yes	No	
	r asked you t	to have sex with anoth	er person?		Yes	No	
15. Has anyone ever asked you to have sex for something that you wanted or needed (i.e. money, food, shelter, drugs)?						No _	
6. Has anyone ever		tter, drugs)? al pictures of you and	or posted the	ose pictures	Yes	No _	
on the internet?							
rint Title, Name and Badg	e No.	SCREENING O	FFICER	Unic			
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Appendix C. Brochures, flyers, and posters

Figure C1. Anti-trafficking initiative informational brochure

HOW TO HELP

If you believe you have identified someone who is a trafficking victim, there are organizations that help victims and can get them critical services.

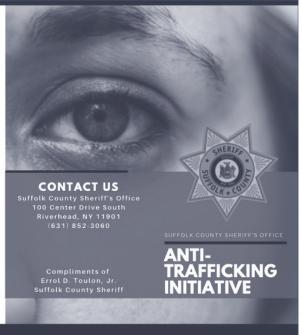
Local organizations can help to identify victims of human trafficking and get them medical attention, safe housing, food, and more. Below is a list of local organizations you can contact for assistance:

ECLI: (631) 913-8655 New Hour: (631) 901-1019 EAC Network (631) 439-0480

The National Human Trafficking Hotline is a 24/7 toil-free and multilingual. The hotline is equipped to handle calls within the U.S. from potential victims, community members, law enforcement, medical professionals, legal professionals, service providers, researches, students, and policymakers. (888) 373-7888.

To report suspicious non-emergency human trafficking activity, contact the Department of Homeland Security at (866) 347-2423.

For urgent or life-threatening situations, or if you suspect someone is in immediate danger, call 911. It is unsafe to attempt to rescue a human trafficking victim.



What is Human Trafficking?

Human trafficking is modern-day slavery that involves the use of force, fraud, or coercion to obtain some type of labor or commercial sex act. It is estimated that human trafficking generates billions of dollars of profit per year, second only to drug trafficking as the most profitable form of transnational crime.

Traffickers lure their victims by looking for people who are susceptible for a variety of reasons, including psychological or emotional vulnerability, economic hardship, lack of a social safety net, natural disasters, or political instability.

Many myths and misconceptions exist. Recognizing key indicators of human trafficking is the first step in identifying victims and can help save a life. Not all indicators listed are present in every human trafficking situation, and the presence or absence of any of the indicators is not necessarily proof of human trafficking.

I'M NOT FOR SALE

WHAT YOU SHOULD KNOW

WHAT DOES HUMAN TRAFFICKING LOOK LIKE? Human Trafficking affects men, women & children, and people of all races, ethnicities, and economic backgrounds. Human Trafficking victims may be forced to work in sweatshops, fields or farms, hotels, fisheries, or restaurants. They may be forced to become domestic laborers or jainitors and some are forced into prostitution, exotic dancing, or pornography while some way be forced into marriage.

WHERE DOES HUMAN TRAFFICKING OCCUR? Human Trafficking occurs all ove he world. In the U.S., human trafficking occurs in urban, suburban, and rural areas n every state. According to the U.S. Department of Justice, human trafficking occurs most frequently in New York State, after California, Florida, and Texas.

TRAFFICKING INDICATORS

- Is the person disoriented or confused, showing signs of mental or physical abuse?
 Does the person have bruises in various
 The person for the person are person as the person are person are person as the person are person are person as the person are person are person are person as the person are person ar
- Is the person fearful, timid, or submissive?
 Is the person often in the company of someone who seems to be in control of where they go or who they talk to?
 Does the person appear to have a much older boyfriend or "daddy" that seems to be a strange or uncomfortable relationship?
- Does the person appear to be coached on what to say?
 Does the person lack personal possessions or appear to not have a stable living.
- situation?

 Does the person seem to be abused or deprived of food, water, sleep, medical care, or other life necessities?

 Can the person freely contact friends or



Source: Suffolk County Sheriff's Office

Figure C2. Parental prevention flyer

10 WAYS TO PROTECT YOUR CHILD

FROM BECOMING A VICTIM OF **HUMAN TRAFFICKING**





#1. LISTEN & BE PROACTIVE: Talk to your teen and ask questions about how they feel about their peers and the people around them. Teens sometimes struggle with peer pressure, bullying, and other social pressures like drinking or using drugs. All of these issues may increase your teens vulnerability.

#2. ENCOURAGE EXTRA CURRICULAR ACTIVITIES & HOBBIES: Athletics, arts, and organized volunteer activities can all serve to help a child build their selfesteem, self-worth, and to develop empathy. Keeping your child active and busy leaves little room for your teen to get into trouble or be with the wrong crowd.

#3. TEACH MEDIA LITERACY: Teach your teen how to identify, analyze, and evaluate media messages in TV shows, movies, song lyrics, magazine articles & photos, apps, slogans, and social media posts. Teens should be able to understand that many images they see have been edited and do not represent a real or "healthy" body image.

#4. KNOW WHO IS REACHING OUT TO YOU TEEN: Knowing who your teen is talking to or regularly spending time with will help you protect them and allow you to give them guidance about someone who may be a negative influence. Traffickers often times have contacted their victims online through social media or in locations where teens gather.

#5. IT'S OK TO SAY "NO": Teach your teen that is always OK to say "NO" and there is no situation that is terrible you wouldn't be there to help. Have a contact plan that includes a way for vour teen to ask for help to get out of a bad situation without getting in trouble

#6. TEACH YOUR CHILD ABOUT SEX: By reinforcing and supplementing what your teen learns in school, you can help your teen develop important attitudes and information about healthy sexuality. Teens are naturally curious and are likely to search for information about sex online, and can be exposed to sexually explicit pornography either as a search result or by accident. Teach your child it is OK to say "NO" to sex and that it is not OK to have sex out of feelings of fear or obligation.

#7. SPEND TIME WITH YOUR TEEN: Teens require quality time with their parents so they can talk about what is going on in their daily lives. Spend time going for a walk, talking while cooking dinner, or volunteering together, which can also teach about empathy and perspective about other people's circumstances and suffering.

#8. KNOW WHERE AND WHEN YOUR CHILD GETS NEW THINGS: Sex traffickers will use the things your teen wants to lure them. Take a regular inventory of your teens belongings and ask questions if you see expensive new items that you didn't purchase or know your teen cannot afford.

#9. TEACH ABOUT THE WORLD: Traffickers will often use seeing the world or getting out of town as a lure with teens. Expose your child to other places, cultures, and languages so they don't feel isolated or ignorant about the world around them. Make sure your teen knows how to ask for help or contact you if separated from

#10. GET HELP IF NEEDED: If your child starts having depression, anger, anxiety, or other disruptive issues, get professional help. Ignoring your child signals may lead them further away and possibly lead to seeking comfort from a stranger.

For urgent or life-threatening situations, or if you suspect someone is in immediate danger, call 911.

It is unsafe to attempt to rescue a human trafficking victim.



Errol D. Toulon Jr., Ed. D Suffolk County Sheriff

Source: Suffolk County Sheriff's Office

Figure C3. Tips for youth and parents (flyer)



PARENTS SHOULD TRUST THEIR INSTINCTS. IF SOMETHING FEELS WRONG WITH THEIR TEEN, IT PROBABLY IS. "WHAT IF?" SCENARIOS ARE A GREAT OPPORTUNITY TO PRACTICE HOW TO HANDLE DIFFICULT SITUATIONS WITH YOUR TEEN. THESE "WHAT WOULD YOU DO?" CONVERSATIONS HELP EASE APPREHENSION ABOUT THE SUBJECT AND GET YOUR TEEN USED TO HANDLING SITUATIONS THAT MAY ARISE. YOU MAY HEAR SERIOUSLY?" BUT IT'S BETTER TO UPSET YOUR TEEN NOW THAN DEAL WITH A DANGEROUS SITUATION LATER.

WHAT WOULD YOU DO?

"WHAT WOULD YOU DO IF A GOOD LOOKING OLDER GUY CAME UP TO YOU AT THE MALLAND SAID YOU OUGHT TO BE A MODEL?"

"WOULD YOU GIVE SOMEONE YOU JUST MET YOUR CELL PHONE NUMBER OR ADDRESS?

"IS IT OK FOR STRANGERS TO TAKE PICTURES OF YOU?"

"HAVE ANY OF YOUR FRIENDS TALKED ABOUT HOW IT'S OK TO GET PAID TO GO ON DATES?"

"DO YOU KNOW WHAT SEXTING IS?"

RED FLAGS FOR PARENTS:

- MISSED A LOT OF SCHOOL WITHOUT YOUR PERMISSION OR RUNNING AWAY FROM HOME FOR PERIODS OF TIME
- •A NEW 'OLDER' BOYFRIEND
- SUDDEN POSSESSION OF EXPENSIVE CLOTHING, HANDBAGS, ELECTRONICS, ETC. THAT YOU DIDN'T PURCHASE AND THEY CAN'T AFFORD.
- SUDDEN CHANGE IN APPEARANCE
- •UNUSUAL NEW TATTOO
- UNEXPLAINED CASH
- •'SECOND' CELL PHONE IN THEIR POSSESSION
- •HOTEL ROOM KEY IN THEIR HANDBAG PROMISCUOUS BEHAVIOR OR WALLET
- POSSESSION OF A FAKE ID
- •REFERENCE TO A NEW 'MODELING' JOB •GANG AFFILIATION
- SUDDEN ACADEMIC DECLINE
- SUICIDE ATTEMPT

- SURPRISE CHANGE IN FRIENDSHIPS OR RELATIONSHIP
- •UNCHARACTERISTICALLY SEXUAL OR
- **•SIGNS OF PHYSICAL ABUSE OR** RESTRAINT
- •SUDDEN CHANGE IN BEHAVIOR •SEXUALLY TRANSMITTED DISEASE
 - USE OF TERMINOLOGY LIKE 'DADDY'
 - "THE GAME", "MANAGER", OR "TRICK"

For urgent or life-threatening sitations, or if you suspect someone is in immediate danger, call 911.
It is ureafe to attempt to rescur a human trafficking victim.

Errol D. Toulon Jr. Ed. D Suffolk County Sheriff



Source: Suffolk County Sheriff's Office

About the National Sheriffs' Association

The **National Sheriffs' Association (NSA)** is a professional association, chartered in 1940, dedicated to serving the Office of Sheriff and its affiliates through police education, police training, and general law enforcement information resources. The NSA represents thousands of sheriffs, deputies, and other law enforcement agents, public safety professionals, and concerned citizens nationwide.

Through the years, the NSA has provided programs for sheriffs, their deputies, chiefs of police, and others in the field of criminal justice to perform their jobs in the best possible manner and to better serve the people of their cities, counties, or jurisdictions.

The National Sheriffs' Association headquarters is located in Alexandria, Virginia, and offers police training, police information, court security training, jail information, and other law enforcement services to sheriffs, deputies, and others throughout the nation. The NSA has worked to forge cooperative relationships with local, state, and federal criminal justice professionals across the nation to network and share information about homeland security programs and projects.

The NSA serves as the center of a vast network of law enforcement information, filling requests for information daily and enabling criminal justice professionals—including police officers, sheriffs, and deputies—to locate the information and programs they need. The NSA recognizes the need to seek information from the membership, particularly the sheriff and the state sheriffs' associations, in order to meet the needs and concerns of individual NSA members. While working on the national level, the NSA has continued to seek grass-roots guidance, ever striving to work with and for its members, its clients, and citizens of the nation.

The NSA has through the years assisted sheriffs' offices, sheriffs' departments, and state sheriffs' associations in locating and preparing applications for state and federal homeland security grant funding. The NSA record and reputation for integrity and dependability in such public safety programs among government agencies is well recognized and has led to continuing opportunities to apply for grants on the national, state, and local levels as well as management of service contracts.

To learn more, visit the NSA online at www.sheriffs.org.

About the National Policing Institute (formerly known as the National Police Foundation)

The **National Policing Institute** is a national, nonpartisan, nonprofit organization dedicated to pursuing excellence through science and innovation in policing. As the country's oldest police research organization, the National Policing Institute has learned that police practices should be based on scientific evidence about what works best, the paradigm of evidence-based policing.

Established in 1970, the National Policing Institute has conducted seminal research in police behavior, policy, and procedure and works to transfer to local agencies the best new information about practices for dealing effectively with a range of important police operational and administrative concerns. Motivating all of the National Policing Institute's efforts is the goal of efficient, humane policing that operates within the framework of democratic principles and the highest ideals of the nation.

To learn more, visit the National Policing Institute at www.policinginstitute.org.

About the COPS Office

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has been appropriated more than \$20 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- More than 800,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office–funded training organizations and the COPS Training Portal.
- Almost 500 agencies have received customized advice and peer-led technical assistance through the COPS Office Collaborative Reform Initiative Technical Assistance Center.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.
- The COPS Office also sponsors conferences, roundtables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, https://cops.usdoj.gov.

Jails are communities in and of themselves, whose members are the individuals incarcerated and the correctional staff employed there; they are also part of the broader communities in which they are located, where the correctional staff live and to which the incarcerated population will eventually return. Community-oriented policing is as important in jails as it is in towns, cities, and counties; this compendium of community policing and procedural justice practices and programs, developed by the National Policing Institute and the National Sheriffs' Association, features research and promising practices as well as eight successful programs operated by seven sheriffs' departments that will be illuminating for other agencies nationwide.



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To obtain details on COPS Office programs, call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at **cops.usdoj.gov**.



National Policing Institute 2550 South Clark Street, Suite 1130 Arlington, VA 22202

For details about National Policing Institute programs, call 202-833-1460. Visit the National Policing Institute online at policinginstitute.org.



National Sheriffs' Association 1450 Duke Street Alexandria, VA 22314

For details about NSA programs, call 800-424-7827.
Visit the National Sheriffs'
Association online at **sheriffs.org**.