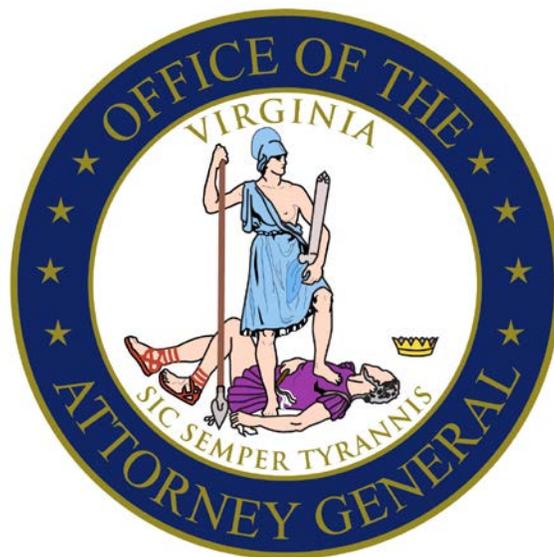




Virginia Triad Handbook

From the Office of

Attorney General Mark R. Herring





We wish to thank the National Association of Triads, Inc. whose 2008 Triad Program Manual formed the basis for this regionalized publication.



COMMONWEALTH of VIRGINIA
Office of the Attorney General

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Dear Friend of Triad:

There are more than one million older Virginians. Criminals prey on some of our most vulnerable citizens, our seniors, through frauds and scams, property and violent crimes, and abuse. As attorney general, I am committed to protecting our older Virginians and pledge my full support to Triad. Virginia's Triad partnerships are essential to protecting our elderly citizens from being victimized or abused.

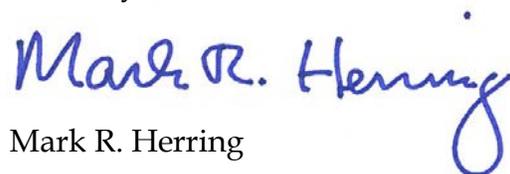
The success of Triad is based upon the partnership between the Office of the Attorney General, police chiefs, sheriffs, older Virginians, and senior service providers. Triad provides a forum to exchange information and forge community solutions that combat crime through education and prevention.

More than 226 cities, counties, and towns have signed Triad cooperative agreements in Virginia. Our shared goal is to eventually have partnerships in every locality in the Commonwealth.

Mary Vail Ware serves as the Director of Triad in the Office of the Attorney General. She coordinates our statewide efforts to enhance existing Triads and expand the program concept to other areas of the Commonwealth. Mary Vail can be reached by calling (804) 786-2071. If you are interested in learning more about Triad activities, please contact her at seniors@oag.state.va.us.

Thank you for your dedicated work on behalf of our Commonwealth's senior citizens. I am excited about the opportunity to work with you to ensure the continued success of Triad and to help keep Virginia a safer place for us all!

Sincerely,

A handwritten signature in blue ink that reads "Mark R. Herring".

Mark R. Herring

10 tips for starting a Triad partnership in your community

1. Identify *the catalyst!* One *leader* in the community must be willing to carry the torch and reach out to other agency/organization leaders, asking them to join a partnership to keep seniors safe. This person is usually in a prominent position, such as the sheriff, a police chief, the Commonwealth's Attorney, or other elected official.
2. Sign *a Triad Agreement*. Usually, about 5-8 community leaders and Attorney General Mark R. Herring will sign a Triad agreement, an official document that indicates they and their respective agencies will participate in Triad for the good of the community.
3. Establish *a SALT (Seniors And Law enforcement Together) Council*. Each agency in a community that works with, or for, the elderly should have a representative on the council. This is usually about 10 to 20 persons, including one from each agency that signed the Triad agreement and others from community entities that have mutual responsibility for helping seniors.
4. Locate *the seniors*. Members of the SALT Council need to ascertain where the seniors are in any given community, that is, where they live, shop, where the shut-ins are, and so forth. The easiest and most accurate way to do this is by contacting the aging office for your jurisdiction, whether that's a locally-run office or Area Office on Aging.
5. Conduct *a Senior Survey*. One very important early step is to develop a survey to capture seniors' crime concerns and crime fears. Your local college or university may be able to help design the survey, or you can simply have the SALT Council do it collectively. Then, the survey must be effectively distributed and collected! Senior Centers, Meals on Wheels, and churches are some good possibilities.
6. Review *the Results*. The SALT Council must review the survey to see what seniors want and need. Be mindful that the things seniors say they fear may not be reflected in crime stats. For instance, seniors may be afraid of home invasions, but the crime stats may show that your community does not have a problem with that. Nevertheless, the survey is the first tool for SALT Councils to use in developing programs and activities.
7. Develop *Programs and Activities*. Now it's time to consider what programs a SALT Council should undertake. Remember, start small and grow! Consider instituting a monthly lecture program at the senior center. Each month the Council invites a different speaker to share information important to seniors in your community. At this point, the SALT Council should be discussing who could be invited, topics and issues to try to address.
8. Assess *the SALT's capacity*. Your Triad will only be as good as its volunteers! So, assess the capacity of those volunteers, exploit their skills and interest, and be careful to assign tasks to people who want to do those tasks. And remember, too, that every activity and program has requirements. Somebody must be willing to do what's asked of him or her. A chain is only as strong as its weakest link.
9. Implement *programs and activities*. This is where the rubber meets the road! With the all the planning activities behind, your Triad should launch its first activity. If applicable, be sure to invite the signers, city dignitaries, and, most of all, seniors.
10. *Attract Attention!* Success fosters success. But the public must know about your successes! Involving the media long before you need them is a good plan. Consider having a media representative on your SALT Council, but, at a minimum, be sure to invite them to a SALT Council meeting, and to your event.

For more information, contact Virginia State Triad Director Mary Vail Ware at (804) 786-2071 or send her an email: seniors@oag.state.va.us.



Triad Testimonials

“Our SALT Council is comprised of several seniors as well as several who provide services to our seniors. Getting all these people in the same room with one common goal that being servicing our senior community is priceless.”

- Chief Deputy Tim Gleeson, Alexandria Triad

“Our Triad has been so instrumental in bringing crime prevention information to our seniors through many presentations. The Triad has also been so instrumental in increasing the quality of life for the senior involved in our Adopt-A-Senior Program.”

- Deputy Jim McLaughlin, Hanover/Ashland Triad

“Our crime prevention efforts work to reduce the fear level among our senior citizens of being victimized. By educating seniors about personal safety, home security, fraud prevention, Identity Theft prevention, etc., seniors are empowered with knowledge & confidence in these areas. The Triad partnership has brought about a better line of communication between seniors and law enforcement.”

- Captain Sid Foster, Matthews County Triad

“Members of the Petersburg Triad have an opportunity to attend monthly meetings, to participate in many interesting activities, to go on trips, to receive helpful information and to become acquainted with and socialize with other seniors in the community. I think Triad is great for seniors.”

- Arlene L. Anderson, Petersburg Triad

“The seniors now feel a connection with the Sheriff’s Office and are comfortable calling in any suspicious things they see in the community. The File of Life Program makes the seniors feel secure about getting the right treatment, medically, in the event of an emergency.”

- Elaine Anderson, Orange County Triad

“Triad has been a true asset to Buchanan County. It has brought our Senior Citizens and Law Enforcement together, teaching them to work as a team for the safety and enhancement of our communities.”

- Vicky Jones, Buchanan County Triad

“Since Triads inception in 1999, the seniors of the City of Norfolk have been impacted in a big way. They have been able to see how working closely with law enforcement has been able to empower them to become more aware of the world around them, and take advantage of the services and programs available to them. It has allowed our law enforcement officers to become familiar with the seniors we work to protect, and for them to become familiar with us. Triad has been a win-win situation for all involved.”

- Capt. Steve Duke, Norfolk Triad

Introduction

Purpose of Handbook

This handbook is designed to assist those law enforcement officers and senior citizens interested in implementing a comprehensive crime prevention partnership for older persons. This guide explains what Triad is, why it is needed, and how to start a Triad.

Triad: A Concept in Action

Triad means a three-way commitment among the chief of police, sheriff and older or retired leaders in a city, county or town. They agree to work together to reduce the criminal victimization of the elderly and enhance the delivery of law enforcement services to older persons.

A major purpose of **Triad** is to develop, expand and implement effective crime prevention and education programs for older community members. Activities center on both pre-victimization (preventive) and post-victimization (victim/witness assistance) aspects.

Triad's work to improve the quality of life for seniors. By providing an opportunity for the exchange of information between law enforcement and older persons, **Triad** can also focus on reducing unwarranted fear of crime.

Triad's Beginnings

Three national organizations agreed that the crime-related needs of the elderly could best be met by a cooperative effort. The Triad relationship was cemented when the three - American Association of Retired Persons (AARP), International Association of Chiefs of Police (IACP) and the National Sheriffs' Association (NSA) signed a cooperative agreement in 1988.

The Triad Logo

The Triad logo illustrates the partnership's joint leadership. The three triangles signify cooperation on the national level and the working relationship among local Triad leaders.





CHAPTER ONE

Why Triad is Necessary

Consider the elderly resident of a quiet suburban neighborhood – victim of a stroke, partially blind and using a white cane – who was mugged twice, once in his own front yard during daylight hours.

Consider the 81-year-old woman pushed to the ground as her purse was snatched at a shopping mall. She feels fortunate that she received only scrapes and bruises and no broken bones. But she is now afraid to go out alone; her independence and self-confidence have been stolen.

Consider the 67-year-old man who lost half of his life savings in a fraudulent stock transaction.

And consider the elderly widow who paid a \$1,000 deposit to roofers who left and never returned to do the job. In a world that is often unfair, to be older and victimized seems among the cruelest of the inequities. Today, approximately one of every six Americans is facing the realities of aging. Their situations vary, as do the ways they deal with growing older.

Regardless of their circumstances, most senior citizens say they worry about crime. Many fear they may become victims.

As a group, seniors can be a powerful and active force. As individuals, they can be vulnerable and may need help.

The vulnerability of some of its members sets this population apart from other age groups also concerned about crime. This vulnerability requires an innovative community-wide approach to the singular problem of the elderly and crime. Fortunately, large numbers of active and capable older adults are willing to invest time and energy in this community-wide approach. This approach is called **Triad**.

Who are the Elderly?

One could say the elderly are the same as everyone else, only older. It is important to remember that older people are not a breed apart and must not be thought of as other than an integral component of the general population. But, they do have special needs, the way the very young or juveniles have special needs.

In a heretofore youth-oriented society, the focus has been on understanding the young. But, the shift in population numbers changes the playing field. The present and future effects of the expanding number of older persons cannot be over-emphasized.

A child may describe “older persons” as white-haired, stooped, hard of hearing, spending their days in rocking chairs or slumped in front of TV sets. Some adults also share this perception of the aged. Regrettably, many of the elderly themselves embrace the stereotypical view held by a sizeable segment of the general public.

Attitudinal studies reveal that some older Americans believe aging “happens to someone else.” Older people who are healthy, active and alert see themselves as different from others in their same age bracket. There is no such thing as a typical older person; an older person could be housebound and ill or a vigorous tennis player.

Chronological age can be quite misleading; the majority of those 65 or older describe themselves as healthy and enjoying life. A significant number of seniors continue to work and are active in their communities in paid or volunteer capacities.

Generalizations are no more valid when describing the aging than when used in connection with other categories. But, whatever the physical and mental condition, an older person can become a crime victim – as can anyone of any age.

The difference lies, in part, in the effects of the crime. Whatever the reasons leading to victimization, the results could have lasting and unhappy consequences for the older person whose resources – physical, emotional, and financial – are limited.

The elderly may not recover with the same agility as in years gone by. A broken hip as the result of a mugging, the frightening encounter with a criminal bent on harm, or the loss of savings to a con artist may diminish the quality of life to the point of overshadowing all that has been pleasant. Some older people may live the last of their years in fear and distress. Time can heal, if there is time.

What are the Crimes?

Many of the crimes committed against the elderly reflect what is happening to the country’s population in general.

While many types of crime could involve any age, a few categories – frauds and scams, purse snatching, pick-pocketing, theft of checks from the mail and crimes in long-term care settings – claim more older than younger victims, according to AARP studies. One category, elder abuse, finds all of its victims in the older population.

But whatever the offenses, when the elderly are victimized, this adds another cruel dimension to the crimes. The litany of brutal and heartbreaking crimes against the elderly is almost endless. Virtually every community can contribute such distressing accounts.

It is this litany that causes many of the elderly to fear crime, even if they have not been victimized. Some seniors take sensible precautions and then get on with their lives. For others, the fear of crime alters their lifestyle and even governs their existence. If this is an extreme reaction, and based on imagined rather than actual situations, it is no less debilitating and stressful.

The fear of crime is a disturbing element in the existence of many older people.

Triads – through the cooperative efforts of law enforcement professionals and community leaders – are geared to deal with crime and the fear of crime.

Violent Crimes

A nation beset by increasing numbers of crimes seems both aghast at the prevalence of violence and increasingly resigned to the rising toll.

But even a public jaded by daily reports of murders, rapes, assaults, and drive-by shootings takes note when the victims are found among the most vulnerable: the very young and the elderly.

Crimes involving children are noted with heightened distress, as are assaults against older people.

Reports of rapes of elderly women or the robbery and beating of a frail senior citizen spread rapidly through the older community and affect this population dramatically.

Although statistics show that violent crime against the elderly is rare as compared to other age groups, many older people fear physical harm. Many older people, aware of their diminished strength and mobility, realize that chances of outrunning or fighting off an attacker would be slim.

Property Crimes

Burglary, theft and vandalism plague neighborhoods and homes in urban, suburban and rural areas. These crimes affect individuals of all ages, but can be especially distressing for older people.

The invasion of one's living quarters and damage to possessions may be economically and emotionally destructive. Individuals whose security and well being are tenuous or whose ability to replace stolen or damaged property is limited may be seriously affected by property crimes.

A prominent U. S. senator recalls the burglary of his mother's apartment. The loss of possessions was less destructive than the fact that she never felt secure in that apartment after the incident.

Some older persons indicate that they do not report crimes and suspicious activities because they fear retaliation. If vandalism has occurred, they may fear a repeat. Defacing a building, damaging lawn and plants or automobiles...all of these can be seen by many of the elderly as a personal attack.

Frauds and Scams

Loss of money can be critical for anyone with limited financial resources. For many older persons, it can be devastating. Unfortunately, some of the elderly are particularly susceptible to fraudulent schemes. While it is difficult to draw general conclusions about such a large group, there are various factors (and combinations of factors) that can lead to victimization – especially when they are combined with reduced mental and physical abilities. These factors include:

- ***Loneliness:*** Those older persons who do not have a chance to talk with others as much as they wish may be receptive to a friendly, smooth-talking con artist.

- **Grief:** An older person who has lost close friends or relatives to death may be seeking companionship.
- **Loss:** An older person deprived of friends, family, job, or routine may become depressed and can, in some instances, be a target for swindlers.
- **Sensory impairment:** Older people with poor eyesight or hearing loss can become easy marks for con games such as those involving fraudulent contracts with small print.
- **Illness:** An older person who is ill and in pain may grasp at the promise of a miracle cure.
- **Vanity:** The reluctance to exhibit characteristics of aging may make older persons vulnerable to products and schemes to “cure” aging or the symptoms of aging.
- **Limited Income:** The older retiree who is on a fixed income and alarmed about unforeseen inflation may take risks when apparently easy money is offered.
- **Mistrust of banks:** Some older persons may keep substantial amounts of cash at home, wanting their resources readily accessible. They may retain a post-Depression era concern about bank failures, worry about more recent accounts of depositors losing money and find it difficult to get to the bank. This money could be lost, not only through frauds and scams, but robberies and burglaries as well.
- **Isolation:** Some elderly people who live alone may be unequipped to deal with home repairs. Lacking a readily available second opinion, they may succumb to the offers of the proverbial dishonest roof repairer or driveway resurfacers.

Elder Abuse

Although it is generally recognized that elder abuse may be vastly underreported, some authorities suggest there could be as many as 2.5 million incidents of abuse of older persons in any given year. Mistreatment occurs both in domestic and institutional settings.

As the older population increases, it is likely the incidents of mistreatment also will grow.

While there is no consensus about definitional terms, which vary from state to state, abuse is generally classified as physical, psychological, material, or financial, and abandonment.

The abuse can also take the form of self-neglect, which is often the result of diminished mental or physical ability or social isolation. Cases in this category are often difficult to identify.

Although the criminal justice system is actively involved in prevention and prosecution of child abuse cases, awareness of and protocols for dealing with abuse of the elderly may not be as well defined in some jurisdictions. Despite the number of estimated cases, abuse of the elderly remains a hidden problem in many areas. There are numerous established procedures for intervention and treatment within the social services network, but fewer exist in the criminal justice system.

The 1998 National Elder Abuse Incidence Study, funded in part by Administration on Aging, found the following:

- 551,011 persons, aged 60 and over, experienced abuse, neglect, and/or self-neglect in a one-year period;
- Almost four times as many new incidents of abuse, neglect, and/or self-neglect were not reported as those that were reported to and substantiated by adult protective services agencies;

- Persons aged 80 years and older, suffered abuse and neglect two to three times their proportion of the older population; and
- Among known perpetrators of abuse and neglect, the perpetrator was a family member in 90 percent of cases. Two-thirds of the perpetrators were adult children or spouses.

Many mistreated older persons may feel that they do not have any options other than remaining in neglectful or actively abusive situations. Some of those elderly persons, dependent upon others and mistreated, indicate feeling unwanted, sad, lonely and helpless. They often have no one in whom to confide and trust.

Some researchers suggest that passive neglect occurs more often than that which is intentional. The failure to provide proper nutrition or to administer medication can lead to serious health problems. Passive neglect has left seniors in unclean, poorly heated housing, existing on inadequate diets. They may also be dirty and ill-groomed because, without help, they can no longer maintain proper personal hygiene. The caregivers appear to ignore their spoken or unspoken requests for physical and emotional support.

An abusive situation within a family can be quite difficult for outsiders to detect. Some of the abused may feel that such situations are family matters not to be dealt with by outsiders. Shame and lack of alternatives play parts in ongoing unreported abuse.

Inter-family abuse may be physical, psychological or economic. It ranges from criminal assault to neglect, and may result from the frustration and stress of the caregivers – spouse, child, grandchild or other relative. Some studies cite the abuser's resentment, which may stem from past events or the present situation, as one of the causes of mistreatment. Techniques and methods used when dealing with other ages may not necessarily be effective with the elderly. Some characteristics of aging demand special attention. Triad – a cooperative community effort – was designed to provide special attention.



CHAPTER TWO

Starting a Triad

Agreeing

The first step in forming a Triad involves the chief law enforcement leaders within a city, county or town. It is understood that older people in both the incorporated and unincorporated areas need many of the same services. In most cases, law enforcement leaders means the sheriff and police chiefs within the jurisdiction. Whether these individuals work together on a regular basis or rarely, this is an opportunity for them to help develop and support a partnership that can enhance the security and well being of the area's elderly.

The process begins when someone sees the concept as valuable to the community, takes the initiative, makes the calls and explains what Triad is and what it can do. For example, a chief of police may contact other chiefs within the county, the sheriff, and someone to represent older residents. This representative may be an AARP leader or another senior with experience, knowledge of the community and the ability to get things done. This representative could also be someone who works with the elderly. Or a sheriff could be the one to take the initiative and make the first call, as could a senior in the community.

Send the names, addresses, phone numbers and email addresses of these persons to the state Triad Director, who will schedule a date and time for a Triad Cooperative Agreement to be signed by the Attorney General. The agreement form can be found in Appendix A. The signing offers an ideal opportunity for media coverage, not only of the cooperative agreement but also of a community focusing on the crime-related needs of the elderly.

Meeting

Following the signing ceremony, scheduling of the first Triad meeting would be the next logical step. The goal of this meeting is to agree to work together to assess the needs of older citizens in the county and enhance the delivery of those services, especially those relating to crime. The stage is set for communication based on talking and listening and hearing. And communication is the linchpin of a Triad. This is the time to emphasize to all those attending that the Triad approach offers a unique opportunity to effect positive change in the realm of criminal victimization and safety – especially when all agencies work jointly and cooperatively.

Topics to be considered for discussion at the preliminary meeting might include:

- The growth of the elderly population in the area;
- How calls for law enforcement service are affected by changes in the population;
- The number of older persons who may not know how or where to obtain services they need;
- Benefits to law enforcement officers who are able to refer older persons to needed services;
- Ways of providing law enforcement officers with the necessary information regarding the elderly;
- Learning to communicate with older people without frustrating both parties;
- How a common strategy for working with the elderly benefits law enforcement, other service providers, older residents and the entire community; and
- The importance of the interchange afforded by a senior advisory council consisting of law enforcement leaders and older persons.

Getting Underway

The establishment of this senior advisory council is the very important next step. It is time to consider potential members for the council and set a date for the first council meeting. This process is discussed in detail in Chapter Three: Making Triad Work.

The strongest, most effective approach to reducing crimes against the elderly is the agreement to cooperate. Many law enforcement agencies have established a departmental policy on the Triad cooperative approach to crime and the elderly. A model policy is in Appendix B.

The three-way involvement of the police department(s), sheriff's office, and the community as represented by older leaders and those who work with seniors is powerful. Working together on Triad can lead to future joint endeavors of equal importance and benefit.

Variables

Population variables and law enforcement variables may present special challenges to this three-way approach. Some heavily populated counties contain dozens or even hundreds of municipalities. In other counties, there are a number of one or two-man law enforcement agencies.

A few counties have no police departments at all; the sheriff's department may share law enforcement responsibilities with the state police. In some jurisdictions, the sheriff is the principal law enforcement authority for the entire county. And some sheriffs' departments provide court security and civil process only and have no law enforcement duties; it is the police departments who handle all law enforcement.

Triad can accommodate any of these configurations. Its flexibility allows for necessary adjustments to meet various local divisions of responsibilities. Imagination and common sense can mold Triad to meet any county's requirements.

Although there is no cookie-cutter formula for replicating Triad activity and success, established Triads report some commonalities:

- Sheriff and at least one chief attend most senior advisory council meetings;
- Officers and Deputies provide guidance and support rather than chairing council meetings;
- Within the first few months, a survey of older residents is reviewed by the council and conducted with members' assistance;
- Monthly meetings of the council. Groups meeting only quarterly move slowly and rely more heavily on the support and involvement of law enforcement professionals;
- Triad-sponsored crime prevention seminars for older persons;
- Recruitment of senior volunteers to working within the law enforcement agencies;
- An effort to identify and publicize available programs that assist older persons; and
- Outreach to vulnerable seniors living alone.

Regardless of circumstances, a cooperative approach by law enforcement working with seniors can have tremendous impact. Even if individual chiefs or sheriffs choose only to initiate or expand programs and services to older persons on their own, at least the elderly will be helped. Perhaps only some of the elderly, perhaps only limited services, but helped nonetheless.

Progress from this point is in the hands of a group of individuals who know the community and understand many of the concerns of the elderly.



CHAPTER THREE

Making Triad Work

An advisory council is a key element in any Triad's success. This group is composed of older members of the community, people who work with the elderly and law enforcement personnel. In close collaboration with the sheriff and police chief(s), the council focuses on the crime-related needs of the older adult.

The open dialogue of this group begins the process of enhancing law enforcement's responses to the crime-related problems of older people. Chiefs of police and sheriffs hear first-hand from older residents about crime – and their fears about crime. Together, law enforcement and senior leaders explore unmet needs and concerns.

As Triad's role develops and expands, the council assumes an active and indispensable role. Council members learn of the availability of the programs that already exist and recommend additional strategies for either complementing existing programs or beginning new ones. The term, "coalition building" is frequently used to indicate this partnership approach to community issues and solutions.

Triads may accomplish their goals through one city, county or town-wide council or several, depending upon the size of the locality, the population and the wishes and needs of the area's citizens. Many Triads call the advisory group S.A.L.T., an acronym for Seniors And Law enforcement Together.

Representation

Because the S.A.L.T. Council has such a vital role, careful consideration of the composition of the initial group pays off in the long run. Diverse representation, reflecting the community from which members are drawn, is the key to success for most S.A.L.T. groups. Ideally, membership selection is based on leadership experience and familiarity with senior issues – and the amount of time and energy potential members have to give to this important effort.

Simply asking for volunteers who might like to be part of the Council may be less helpful and have unhappy consequences. Community leaders and agencies working with seniors can assist in suggesting who should receive the invitations. They may know who will work well together to accomplish mutual goals.

Potential members should not only be concerned about senior issues, but also know the community and how to get things done. They should be willing to roll up their sleeves and make things happen. It should be noted that volunteers fill many roles in Triad but only a limited number may actually be S.A.L.T. members.

Law Enforcement Members

It is important for the sheriff and chief(s) to be active executive participants and hear first-hand the concerns and needs of the senior community. If top law enforcement officers place a high priority on a dialogue and planning process that involves seniors, the importance of this program is underlined.

Other law enforcement representatives will probably include one or more staff members working with planning, crime prevention, victim assistance or seniors.

In counties with a large number of incorporated areas and many police departments, each department may rely on the input and support of a mini-S.A.L.T. group. Someone from each of these S.A.L.T. Councils may then attend the countywide meetings. Where there are a large number of chiefs, they may send one or two representatives to the countywide council. In doing so, all areas have the opportunity to participate in Triad plans and programs.

Other Members

At least half of the Council should be composed of older persons who represent various segments of community life and professionals who work with the elderly. These individuals must know the community and its resources. When a name comes to mind or is proposed, reflect on what this person can contribute in the way of ideas, action and attitude. The geographical area represented, as well as an appropriate ethnic and socio-economic mix, should also be considered.

Membership could be drawn from:

- ***The clergy:*** A representative of the ministerial association or a retired priest, minister or rabbi;
- ***The business community:*** A representative of a leading business or industry, the Chamber of Commerce, Better Business Bureau, or the Senior Core of Retired Executives (SCORE);
- ***Health care professionals:*** Include someone from the mental health field, hospital or auxiliary or a geriatric physician or retired doctor;
- ***Service or membership organizations:*** AARP, Retired Teachers unit representative, Jaycees, Kiwanis, Exchange Club or Federation of Women's Clubs. Be sure to include representative from the groups that are the most active in the community;
- ***Local agencies working directly with seniors:*** Public Housing Authority, Council of Governments, City/County Council, mayor's office or the Retired Senior Volunteer Program (RSVP);
- ***Aging Professionals:*** A representative from the aging network, including social services, adult protective services, nutrition ties, Agency or Council on Aging, senior centers or others; and
- ***Media:*** A representative from local newspapers, radio or television stations.

S.A.L.T. Council members can be more effective when they have a working knowledge of the role of the police and sheriffs' offices with whom they are now involved. Departmental personnel can acquaint "civilian" members with the principles and working of the system along with the mandates and activities of individual departments. Touring the agencies can serve to familiarize Council members with the system and, in turn, introduce personnel to the Triad program leaders.

Social service providers and others with specialized knowledge of community facilities and programs may be willing to conduct training for all Council members – law enforcement and civilian. A format for orientation is included in *Chapter Six: Fostering Understanding Through Triad*.

If the tasks of the S.A.L.T. Council are to assist, communicate, suggest, coordinate, and collaborate, it may be sensible to start as a small group, with no more than ten members. Additional members can be added as needed. When inviting potential members to participate, it is wise to define their roles, limitations and the general aim of the Council. A letter of invitation explaining the role of the S.A.L.T. Council may clarify these issues, as well as adding significance to the establishment of the Council. A sample letter is included as Appendix C.

Role of the S.A.L.T. Council

The S.A.L.T. Council's main function is to act as an advisory group for the area's law enforcement personnel. The focus is on crime and security issues as related to the elderly. The Council discusses programs and recommends those which will benefit seniors. The group is also concerned with ways of involving older volunteers in the achievement of its objectives.

Meetings should offer an opportunity for frank discussion. Ideally, the Council should be a working group, as well as the source of ideas. The sessions will also bring together those who provide services and programs and those who are affected by them. A few S.A.L.T. groups have formalized their purpose and role with model policies or bylaws. Samples are included as Appendix D and Appendix E.

Activities of the S.A.L.T. Council

Each Triad pursues issues and activities appropriate for the particular community and the needs of seniors there. In some areas, the crime problems are intense and could be the sole focus of Triad. In other locations, reassurance programs and volunteering in law enforcement agencies may take priority. The following illustrate some areas of involvement for S.A.L.T. groups:

Survey of Seniors

Determine the crime-related concerns of older persons in the community.

Don't just assume that you know what criminal activities and fears are affecting older adults – *ask them*. A survey of the county's older persons is one of the first items of business for most Triads. Sample surveys are included in Appendix F and may be adapted to meet local needs. Such questionnaires should be easy to read, short, simple to complete and printed clearly. If they can be distributed, filled in and collected on the spot, the process will be simplified.

A survey subcommittee composed of S.A.L.T. Council members can adapt and modify the generic survey form. The Council as a whole can then review it. The survey committee can also recommend ways of administering the questionnaire, and assist in distributing surveys and tabulating the completed forms.

To reach the greatest possible number of older or retired residents in the county, strive for wide distribution of the questionnaire:

- Include the form in newspapers, senior papers or bulletins of any organizations willing to assist;
- Distribute at libraries and senior centers;
- Handout during meetings of religious groups and civic organizations;
- Ask Meals on Wheels volunteers and other service organizations to distribute and collect surveys; and
- Request that utility companies include surveys with monthly statements

Directory

Inventory existing programs

Locating or preparing a listing of available services and programs for seniors is a natural activity for this group. A directory subcommittee may then recommend to the Council that some programs be expanded and others developed. And a subcommittee can help locate capable people to participate.

Council subcommittees can be the movers and doers of a Triad. It is efficient to assign specific tasks to these smaller groups. Remember that the full Council cannot attack every task. Council subcommittee plans and recommendations provide the foundation for the Council's decisions and actions.

Additional Programs

Take part in planning and implementing additional crime prevention programs or services.

In many areas, law enforcement agencies may feel they lack staff to expand such programs. Council members and other Triad volunteers can work with professionals and agencies within the area to make this possible and provide assistance not previously available.

Many localities already benefit from services of various agencies, which help crime victims; it is never the intent of Triad or the Council to duplicate efforts. But filling in the gaps is one of Triad's specialties. For example, the Council may work on methods of identifying elderly victims who may not be reporting crimes, and develop strategies for discovering how this population can be better served.

If there is a victim assistance program in the community, what provisions are made for assistance to older victims by seniors? Could a component just for senior victims be useful throughout the area? These are among the questions that must be asked before the Council moves to put new or different programs into place or expand an established one.

Evaluation

Monitor and review the impact of Triad activities

The work of a Triad evolves as circumstances change. Some Triad partnerships may need to adjust their focus and direction as they evaluate their success. Modification may be necessary to address diverse ethnic and socio-economic groups as well as varied geographic areas. Chapter Eight: Evaluating Triad covers this subject in more detail.

Information Sharing

Act as informal liaison

The Council can provide an ongoing channel for information exchange between the community's seniors and law enforcement.

Education

Become more fully informed about the criminal justice system.

To appreciate and understand the role and the limitations of law enforcement, a S.A.L.T. group needs a working knowledge of the responsibilities and activities of their law enforcement agencies. (See Chapter Six: Fostering Understanding Through Triad for discussion of the Citizen Police Academy.)

Advocacy Group

Become an informed support and public relations group for law enforcement

Having learned about the authority, responsibilities and limitations of law enforcement, members will be able to help their colleagues, clients and friends better understand criminal justice issues. They can be an important source of information about the abilities of, and constraints on, criminal justice professionals.

Advisory Group

Serve as an advisory body to law enforcement

While the Council has no authority and is certainly not intended as a citizen review board, the different perspectives of its members can provide officers with valuable insights. The group can also act as a sounding board for law enforcement on a number of subjects.

Volunteers in Action

Provide hands-on involvement

The entire Council will be more effective if senior volunteers in the group are active in the speakers' bureau, can introduce and field questions at crime prevention programs, and assist with distribution of surveys and literature. The S.A.L.T. Council that is a working group as well as an advisory board is truly a valuable asset to the entire community.

Reassurance

Take part in locating and expanding reassurance programs

Older volunteers who are part of a reassurance program report deriving "immense satisfaction" from their work with seniors who benefit from and appreciate this service. Such programs are discussed in Chapter Five: Elements of Triad.

Crime Reporting

Assist with strategies to increase crime reporting

Volunteers can answer a "senior line" in law enforcement agencies. The senior-to-senior approach may encourage reluctant older callers to report suspicious activities or crimes. They can also get additional information through callback contacts with crime victims. The older volunteer has proven to be especially

helpful with those who contact law enforcement with unrealistic expectations or those who are chronic callers. The volunteer can be a helpful and patient listener for some callers previously considered nuisances.

What the Council is Not

The Council's activities can be wide-ranging but there are some lines it does not cross. This group is not a review board, nor is it a policy-making body for law enforcement agencies. The S.A.L.T. Council is not involved in the operation of a law enforcement agency, and has no authority over agency personnel. Members have no supervisory or sworn authority.

S.A.L.T. Council Meetings

When to Meet?

Most councils schedule meetings for the same time each month. Initial meetings may take place more often than once a month as objectives are established, a plan of action is devised and Triad activities get underway. Daytime hours are best for some older persons, many of whom prefer not to drive after dark or be out at night.

Where to Meet?

Meetings may be scheduled at the same location each time. It is likely that one of the agencies will have a more convenient meeting room than the others and this may be the deciding factor. To learn more about the operations and limitations of the other agencies, however, meetings might alternate between police and sheriff's offices.

In some cases, the most convenient location could be a senior center, library, community center or church hall. Some S.A.L.T. groups schedule occasional meetings in different parts of the city and county so it is easier for seniors in those communities to attend.

Who Chairs?

Leadership by a capable older volunteer is desirable. If the sheriff, police chiefs and other professionals can act as resource members rather than actively presiding, the Council may be able to balance "ownership" of the group. Then the chief, sheriff or officers assigned to work with this group can provide technical and managerial guidance without running or appearing to control the meetings.

What is the Best Format?

Most meetings are divided into information and planning segments. Typical agenda items include:

- ***Crime Update*** on recently reported crimes affecting seniors and reminders of seasonal crime awareness (home repair frauds in the spring, home invasions or break-ins when doors and windows are open in summer, holiday shopping problems, etc). While a law enforcement representative may provide actual crime

statistics, older members have the opportunity to bring up the senior community's perceptions and concerns about crime.

- **Reports from committees** on new and ongoing activities;
- **Informative programs** such as crime prevention presentations;
- **Short-term plans** for S.A.L.T. activities; and
- **Long-term goals** to reduce crimes against the elderly and the fear of crime.

A sample agenda for a S.A.L.T. meeting is included as Appendix G. Meetings can be as formal or as informal as the group wishes, but most Triads have found some pre-structuring of the meeting to be helpful and time saving.

Supplies

Nametags, agenda and Triad information packets at each place lead to smoother meetings, particularly when newcomers, visitors and speakers are present. Some groups put refreshments at the top of this list.

Visitors

In order to encourage input from more seniors, some meetings may occasionally be held at a retirement home, a senior club (such as Golden Agers), a senior center or a service club.

Publicity

Members of the press may be invited regularly or periodically and their aid sought in publicizing the work of the Triad. Reporters for local magazines, newspapers, radio or TV stations, or publications especially for seniors could be invited to join the S.A.L.T. Council as regular members.

Media support can be a tremendous help. Publicity alerts capable would-be volunteers as well as companies and organizations that could contribute to the Triad's success. Most communities have print media and at least one radio station. Articles and programs on crime, crime prevention and elder abuse keep these issues before the public.

Success

When a S.A.L.T. Council meets regularly, when the atmosphere of the meeting affords an opportunity for all members to contribute, when members have increasing understanding of the duties of law enforcement and when planning and action follow discussion, the group will grow in interest, energy and activity. Success in one meaningful activity will lead to identifying and tackling the next.

Although law enforcement executives, crime prevention officers and others have already developed numerous strategies to reduce crime, the S.A.L.T. Council can bring fresh perspective to issues of crime and fear of crime among older citizens. New recommendations and participation by this new group of interested individuals may be extremely helpful.

Ten Tips for S.A.L.T. Councils

1. Start with a small number of participants. The group can be expanded as need and opportunities arise.
2. Foster involvement and efficiency by creating subcommittees to handle planning and activities.
3. Select a capable senior to chair meetings.
4. Hold a brief planning session before each meeting so that the chairperson and at least one law enforcement leader can review the agenda and determine the desired goals for the meeting.
5. Keep the goal of crime prevention in mind when planning the agenda.
6. Remind the group of the need to evaluate all efforts, even informally.
7. Try to include all members, giving them the opportunity to participate and provide input. In groups such as advisory councils, silence may not be golden.
8. Plan meetings during daylight hours if possible.
9. Establish a regular meeting day and time and try to stick with it. End meetings on time with follow-up assignments clearly spelled out for subcommittees.
10. Invite members of the media from time to time so that S.A.L.T. activities may receive appropriate publicity and the crime prevention message can reach the public as often as possible.

These suggestions are offered merely as a starting point; only the interests and imagination of the participants will limit the impact of a Triad. A vital, lively group representing various segments of the community and involving respected, experienced older persons can be the catalytic force for change. It is an instrument through which the quality of life for present and future seniors is enriched and improved.



CHAPTER FOUR

What Triad Can Do

When a 70-year old man is the victim of a vicious attack after refusing to give up this wallet, Triad's victim assistance program helps him through the ordeal, from emergency room to courtroom.

Before sending a large advance fee to a company selling timeshare vacation condos by phone, a 65-year-old retiree hesitates. She refers to information distributed during a Triad crime prevention presentation warning against just such a venture.

A frail and crippled widow will no longer be mistreated by her nephew because her newly assigned Triad buddy notices the bruises and reports the abuse.

A fiercely independent 90-year-old man who lives alone won't lie helpless for hours after a fall. Failing to get a call from him at the usual time, the volunteer receiving reassurance calls contacts his neighbor. A deputy sent to investigate finds the man immobilized by a broken hip.

These are only a few of the ways Triad aids the elderly. There are as many others as the imagination of Triad leaders can devise.

The primary purpose of Triad is to prevent crimes against older persons, but operations focus on both pre-victimization (crime prevention) and post-victimization (victim assistance) and may include other issues and needs.

Victims of Crime Act (VOCA) funding is available in every state for compensation and victim assistance. Law enforcement agencies and older persons carry out many programs jointly. Ideas from seniors as well as their time and efforts as volunteers are vital to Triad success. Triad believes that involving experienced, capable older people in solutions to the community's crime problems can provide significant help to law enforcement.

What impact does Triad have on the criminal victimization of the community's elderly?

The Older Victim

In any discussion of criminal victimization of older persons, the following questions are inevitably posed: just how many older people are crime victims? how many are victims of violent rather than non-violent crimes?; and why is fear of crime an issue?

According to the Bureau of Justice Statistics, older persons are not the most frequently victimized segment of the population. For example, violent crimes most often happen to men aged 18 to 25. The statistics, however, do not reflect the differences in lifestyles and the frequent risk-taking, which more readily expose young males to harm.

Statistics are figures and, if victims are to be understood and helped, they must be seen as more than just numbers on a page. It is important to consider these aspects:

Impact

The victimization of an older person frequently has far-reaching consequences. The older victim who is injured during the commission of a crime (a bone broken during a purse snatch or robbery, for example) will almost certainly recuperate more slowly than someone younger. The physical and emotional trauma may lead to permanent incapacity.

Income

Financial loss, whether the result of a street robbery, a burglary, telephone fraud, real estate scam, or other crime may mean the difference between a comfortable existence and deprivation of food, medicine or heat. Many older persons live on fixed incomes, and the unexpected loss of money can do irreparable damage to a limited budget as well as emotional well being.

Independence

The victimization experience may fracture an older person's already fragile sense of security. Fighting to be independent as age-related physical, financial, and emotional struggles take their toll, an older victim may even lose the will cope with future problems. The crime may prove to be the last straw in the battle to remain independent, emotionally or financially.

Quality of Life

Recovering from victimization and considering either the possibility of another incident or the consequences of a foolish decision, older victims may become increasingly reclusive and cease to participate in activities beyond their own doors. Embarrassed, distressed, with self-confidence shattered, the individual may lock the door and lose touch with the world outside.

Secondary or Vicarious Victimization

Older persons hearing or reading of crimes against their contemporaries may become frightened and abandon their usual pattern of visiting friends, going to worship, shopping and participating in community activities.

Victim Assistance

A natural activity for Triad is a victim assistance program. Offering information and support for older victims is a legitimate and important component of Triad. But first Triad must find out who actually needs help – a task complicated by the unwillingness of some older people to report crimes.

Estimates vary, but some indicate only 50 to 60 percent of elderly victims report crime to law enforcement. Some older people justify their failure to report victimization by saying they feel the police cannot or will not do anything, that the police are too busy with other things, or that the crime is not worth reporting. Some older people aren't sure just what constitutes a crime and feel that succumbing to a fraud was merely a bad business decision. Others are embarrassed for family or authorities to know they have been conned by a high-pressure salesman presenting an offer too good to refuse.

Through the S.A.L.T. Council, discussed in detail in *Chapter Three: Making Triad Work*, seniors are told why it is important that they report crime. They learn what constitutes a crime, and not only why but when and how to report. They are informed about what law enforcement will do and about anonymous reporting programs such as Crime Stoppers.

If a victim assistance program is already underway in the community, the Triad may be able to expand the program, involving older volunteers to assist and support older victims. The volunteers may be just the right people to deal with not only the known victims but also unrealistic or chronic callers to law enforcement agencies. Their insights and experience may be particularly helpful.

The S.A.L.T. Council can establish a committee to recruit older persons in the community with the ability and experience to counsel and work with victims. With sufficient training, these individuals can aid the professional staff. Providing such peer assistance recognizes the fact that some older victims may feel more comfortable discussing their victimization and any resulting problems and concerns with a person close to their own age. In some cases, former victims may be able to work through a distressing experience by helping others in similar straits.

Few citizens, young or old, understand the workings of the court system and know what to do if and when their cases reach this stage in the criminal justice process. Another senior able to share experiences, provide information and offer support could ease an elderly person's path through the system. The Attorney General's Victim Notification Program is a helpful resource that is widely used.

In certain circumstances, it may be appropriate for the victim assistance volunteer to:

- Visit a crime victim to listen, share experiences, and offer understanding and moral support;
- Act as liaison to providers of services needed immediately, such as lock or window replacement;
- Assist in obtaining appropriate counseling;
- Serve as mentor and guide through the criminal justice system's proceedings, including accompanying victims to court or hearings;

- Recommend involvement in Neighborhood Watch; and
- Take part in a callback program where those who have reported a crime receive follow-up telephone calls informing them of the investigation's progress. At the same time, the volunteer may be able to gather additional information about the crime.

The crimes that produce these victims are varied but each one falls within a category. Triad can help the senior citizen reduce the chance of victimization in any of these classifications.

Violent Crime

In today's violence-ridden world, criminals sometimes target even the elderly. Like children, they are relatively defenseless and may attract certain types of predators.

Triad crime prevention programs address personal safety, demeanor, avoiding high-risk situations, and taking sensible precautions to reduce the chances of becoming crime victims. Crime prevention presentations and information will take into account the types of problems being experienced in the area.

Property Crime

Citizens can be encouraged to take steps to make their property less attractive and available to thieves and vandals. The message to seniors from a trained senior volunteer can be especially effective. Marking valuables with an exclusive identifying number (Operation Identification) is one relatively simple step citizens can take. The unwary older person with a wallet visible in a back pocket or a purse dangling over the arm may attract human predators. Many seniors carry a significant amount of money as well as treasured pictures or important papers in their wallets and purses. Triad presentations illustrate ways to carry money safely. Officers and volunteers encourage older persons to leave most valuables at home and even to find alternate ways of carrying money such as wrist wallets and fanny packs.

The stealing of checks from mailboxes is all too common. Social Security checks, delivered at set times, are temptingly available to thieves. Representatives of Triad encourage citizens to make use of direct deposit to their banks rather than having the checks delivered by mail.

Triads make every effort to let citizens know what they themselves can do, conveying accurate information without unduly frightening them about crime. The goal is to foster caution and safe habits, not paranoia.

Elder Abuse

Among the most difficult victims to identify and help are those who suffer from elder abuse. Underreported and often considered "hidden," abusive situations may nevertheless surface when Triad groups survey the crime-related problems and needs of older residents of their areas.

Among the strategies to reduce cases of abuse, Triad may foster buddy networks. Buddies are paired in a relatively informal way. Volunteer buddies may be friends, acquaintances, or someone unknown to the elderly individuals. The buddy system is an effective tool for detecting and preventing the mistreatment of older people.

Religious organizations and AARP chapters are among the groups to approach for help and involvement.

Whether abuse is noted as a statistically significant problem for a community or not, a Triad may want to make abuse awareness a topic for examination by seniors and law enforcement officers. Abuse prevention education should accompany information about detection, assistance and prosecution. Triads may want to make abuse prevention a regular topic for presentations and discussion.

Professionals and trained volunteers have a role to play in abuse prevention. Health care, mental health, or certain social service agency personnel, law enforcement officers and volunteers can provide helpful information. Joint presentations by professionals and volunteers are particularly effective.

Frauds and Scams

Knowing the prevalence of schemes to defraud the elderly; a logical emphasis of a Triad is an ongoing program to inform seniors about such activities. Through the efforts of crime prevention officers and trained volunteers, seniors learn about the nature of frauds and scams and how to recognize those who perpetrate them.

Many more citizens need to know what constitutes a fraud and what activities are criminal. Articles, brochures, and presentations – with follow-up bulletins and reminders – can be made available to individuals and senior organizations. Many agencies already provide this information, but may intensify their efforts with the help of Triad.

In addition, interaction with law enforcement personnel is extremely important. Officers ask older people to call their police and sheriff's departments when they suspect someone is attempting to defraud them. Some may be reluctant to do so. But older people who have met and talked with these officers are more comfortable calling for advice and more likely to report such incidents.

When fraudulent operators have invaded the area, the S.A.L.T. Council and others working with law enforcement can help alert the community. A forewarned citizenry can make a con artist's life downright difficult.

Seniors are encouraged to adopt a prepared or "canned" response to unsolicited offers that sound suspicious. Having a ready answer will lessen anxiety as well as vulnerability. The elderly will be better able to resist high-pressure sales pitches when armed with replies such as:

- "Leave your number and I will get back to you after I check with (the Better Business Bureau, police department, relative, attorney, etc.)."
- "Send (or leave) some literature and I will consider it."
- "I no longer respond to telephone solicitations."
- "I have to consult my (husband, wife, brother, daughter, attorney) before I make that sort of decision."
- "If I have to give you an immediate answer, the answer will have to be 'no'."

Increasingly, citizens are instructed not to make any transaction in which they give their credit card numbers over the telephone unless they themselves have placed the call. Fraudulent use of credit cards has become far too common.

These are a few of the ways Triads combat crimes against the elderly. Each Triad may find that other problems and other situations will give rise to different approaches.

Disaster Preparedness

It is this adaptability that allows Triad to develop disaster preparedness plans tailored to the area's probable needs. When disaster or weather-related emergencies threaten or strike, older persons are among those who become worried and even frightened. Past storms as well as earthquakes and floods have affected older people and heightened problems of remaining independent in their own homes.

Triads in disaster-prone areas may consider establishing an emergency preparedness subcommittee to make plans for older residents when special preparations or evacuation are warranted. Whether needs are related to disaster preparedness or crime prevention, Triads' assistance to seniors is conducted chiefly on the local level.

Local Triad

The real impact of most Triads is delivered through a local core group of the sheriff, police chief(s), and community leaders, who may have a leadership role with an AARP chapter or Retired Teachers Association. The first local Triad was established in St. Martin Parish, Louisiana, under the leadership of Sheriff Charles Fuselier working with four police chiefs in the county. Shortly thereafter, Louisiana chiefs of police, sheriffs, and AARP leaders signed the first statewide agreement to make the Triad concept a priority.

State Triad

The first 14 states to sign cooperative agreements similar to the national agreement were Arkansas, Colorado, Florida, Georgia, Illinois, Indiana, Kentucky, Louisiana, Nebraska, New Jersey, North Carolina, South Carolina, Texas, and Washington. Virginia's first Triad agreement was signed in 1995.

On the state level, the Virginia Triad Director within the Attorney General's Office concentrates on training and providing advice and technical support. Regional and statewide training conferences are regularly scheduled, making training available to law enforcement and senior service providers on the process of aging, expanding services to older citizens, group facilitation, community organization and other relevant topics. Thus, a core of knowledgeable deputies, officers and providers can be developed and expanded.

Statewide resources are noted and publicized. The issue of needed legislation can be addressed. A statewide SALT Council of law enforcement, AARP and social service agencies identifies issues that affect seniors. Model programs in the state are located and made known to all.

Regional Triad

Especially where a regional planning group exists, Triad activities are conducted for an entire area, sharing information and programs among several cities, counties and towns. Senior leaders from nearby municipalities and counties meet with their law enforcement leaders to plan crime prevention programs to be replicated locally.

Regional or multi-county Triads, such as the Battlefield/Piedmont Regional Triad in central Virginia, present programs, resources and information, which then are shared in the individual counties. This regional Triad meets regularly. Each participating locality sends at least one representative to the regional S.A.L.T. group meetings.

Triad succeeds wherever law enforcement professionals and community leaders agree to cooperate to accomplish a mutually beneficial goal: reducing crimes against older persons and improving the sense of security and quality of life for these individuals. State and regional efforts enable local Triads to do more with and for older people to reach this goal.



CHAPTER FIVE

Elements of Triad

Triads get underway by concentrating on the needs and concerns of seniors as indicated by the initial survey. Most start with one or two programs. They then expand their scope of activity as the law enforcement departments and the S.A.L.T. groups get more involved.

With the advice of the S.A.L.T. Council, Triads prioritize the activities or programs most needed in a community. It is not expected that any Triad will pursue all of the programs listed in this handbook. Starting with the most pressing activity, Triads build from there.

Combating Vulnerability

Law enforcement leaders and S.A.L.T. Council members develop plans together to help seniors realistically assess their risks of victimization and reduce chances of being crime victims.

When expanding existing crime prevention programs, or adding new ones, consider the following: Crime statistics for reported elderly victimization – area by area is feasible. It is extremely helpful to know and be able to tell seniors what crimes are occurring – and when and where. This supplies seniors with factual information, which helps to dispel unwarranted or exaggerated fears.

Accumulating information about reported crime by examining the results of the survey of the perceptions of the elderly community. Surveys can indicate whether this is a large problem; sample surveys are in Appendix F. Planning a vigorous community education campaign to reach seniors with positive crime prevention information – briefly, clearly, and frequently. Where individual agencies already sponsor ongoing crime prevention programs for elderly citizens, the S.A.L.T. Council can look at ways of expanding those efforts as a Triad.

Getting the Crime Prevention Message Across

The crime prevention message, communicated in a variety of ways and repeated often, has the best chance of being retained. To change behavior and affect the safety and well being of a community's older persons, a concentrated and continuing effort is essential. Remember that it is equally as important to inform people about what crimes and behaviors should concern them as what they probably need not fear or worry about. Consider the following methods and opportunities to get the message across:

Print media: newspapers, community bulletins, papers for seniors, retired veterans, educators and employee bulletins – whatever is available.

S.A.L.T. speakers' bureau: members of the S.A.L.T. Council and other seniors recruited and trained to deliver crime prevention messages tailored for the community. Role-playing and humor may illustrate and dramatize a very serious topic. AARP chapter meetings, religious groups, community groups, senior meal sites and a myriad of other gatherings provide forums.

Crime prevention events: Special programs and morning or all-day events for seniors highlight not only the types of crimes plaguing older persons but techniques for preventing victimization. The Triads in Orange County, Florida, and Tulsa, Oklahoma, have sponsored Senior Safety fairs with a variety of topics. The Ascension Parish, Louisiana event is titled a Crime Prevention Expo, and in Frederick County, Maryland, it is a Senior Summit.

Crime prevention messages are a regular part of the weekly Senior Safe Walks in Bridgeport, Connecticut, where safety information rounds out the morning. In San Juan County, New Mexico, this is a River Walk event. A crime prevention message may be piggybacked onto other outings or social events for older adults. Senior centers serving meals may provide a ready audience at lunchtime. Crime prevention officers and AARP planners note that offering refreshments along with a brief program garners a receptive audience. At senior centers in Albemarle County, Virginia, the monthly crime prevention events are called C.O.P.S. (Crime and Older Persons Safety).

Triad calendar: The Triad in Monmouth, County, New Jersey, prints a special calendar for seniors that features safety and crime prevention tips for each month. Community sponsors absorb the cost of printing.

Public Service Announcements (PSA's): Whether sophisticated professionally-produced messages or less formal productions, radio and television send out the word about crime prevention. Kentucky's regional Triad asked the local community college to produce PSA's explaining Triad and its crime prevention emphasis. Both Triad and the students were pleased with the project.

Neighborhood Watch groups: Seniors involved in community crime prevention spread the word to their peers. Many such groups are led and sustained by retired persons. Marion County, Oregon, has expanded Neighborhood Watch to increase attention to elderly neighbors. They are also involving more older persons as the eyes and ears of law enforcement, observing and reporting suspicious activities – and many older persons are taking leadership roles in the program.

Senior centers and retirement communities: Most places where seniors reside or gather are pleased to put practical programs on their agenda. The entire program may focus on law enforcement, crime, crime prevention, or all three. This is a natural opportunity to reach seniors and answer their questions.

Public housing projects: City government, social services, law enforcement, and housing administration officials share a deep concern about crime problems in public housing. Older persons are frequently trapped in living arrangements that are not only unsatisfactory, but also unsafe. In high-risk areas, delivering a crime prevention message needs to be strengthened by concrete strategies for older persons' safety. Several Triads plan to recruit police officers to live in senior housing, where they will have some crime prevention assignments but chiefly provide a deterrent presence.

Inner city elderly: For those older persons living in dangerous areas where crime and violence are a dramatic and frightening part of life, a number of programs are underway. For a start, seniors are cautioned about current crime problems and advised about keeping doors well locked and not admitting anyone without proper credentials. They may be supplied with a whistle to blow when threatened by or observing a crime. They may also benefit from a volunteer escort service. In some cities, carefully selected youth accompany the elderly on errands. Churches in some high-risk areas hire off-duty policeman to protect members of the congregation as they go to and from services.

Safe Walks: Experts advise that walking is a safe and beneficial form of exercise, contributing to reduction in blood pressure, tension, stress, stiffness, etc. In some neighborhoods; however, walking can be dangerous. The Bridgeport Triad-sponsored Senior Safe Walks are popular. Begun as “Walk on the Wild Side,” these weekly activities take place at the zoo in good weather. Parking and admission are free to seniors on walk mornings, when as many as 130 older residents gather for exercise, socialization and a crime prevention message.

Other Triads may choose to sponsor or co-sponsor senior walks in a park or mall. This opportunity not only provides an audience for brief crime prevention presentations but also fosters a relationship between law enforcement and older persons.

Local hospitals or other organizations may agree to co-sponsor and organize these walks. Sponsors may agree to provide juice or fruit, or seniors take turns bringing such refreshments. While Triads do not focus primarily on socialization and health issues, S.A.L.T. Councils may see value in such activities.

Senior Safe Shopping: Co-sponsored by Triad and local grocery store chains, this program involves providing safe transportation for seniors to buy groceries. In some cases off-duty police officers escort seniors into the store, where clerks trained in communicating with the elderly await them. Chairs and refreshments may also be provided.

Vital Information About Seniors

Refrigerator Cards

Originating in Monmouth County, New Jersey, this idea has caught on and spread across the country. A brightly-colored card displays vital health information. The cards, which are printed and distributed by Triads, are designed to provide quick access to names and numbers of persons to contact in an emergency. The name and number of the senior’s doctor, health care plan, allergies, and a listing of current medications are highly visible. See Appendix H for a Refrigerator Card illustration.

File of Life

Another version of this idea uses an envelope, also to be placed on the refrigerator and mounted magnetically. Along with medical information, the envelope can contain a copy of important papers such as a living will.

Older Persons Referral Card

These cards are carried by law enforcement officers as a handy way of referring older persons in certain circumstances to needed services. In Volusia County, Florida, where they Triad-sponsored cards were developed, officers are instructed to pay particular attention to older citizens appears to be in need of services, even those beyond the normal focus of law enforcement.

The officer who observes someone seeming to be inappropriately dressed or poorly nourished, for example, fills in the card to be turned in at the law enforcement agency at the end of his shift. A system is in place to notify him about the help obtained for the older person. A copy of the card is included in Appendix I.

Programs such as these address more than crime. They relate to the total quality of life. They reduce criminal opportunities while meeting the needs of older adults to feel safe and to know that help is available when they need it.

Reassurance Programs

Adopt-a-Senior

Begun in St. Martin Parish, Louisiana, the idea of having law enforcement officers “adopt” a vulnerable senior has been replicated in several other areas. It provides a lifeline for numbers of the isolated elderly as well as furnishing adopted “grandparents” for many officers.

The law enforcement officer visits his or her assigned seniors at least once a week and makes a weekly telephone call as a friendly check on their well being. Suggested guidelines are in Appendix J.

Senior Buddy System

Elder abuse, believed by many to be as much of a problem as child abuse, strikes at far too many helpless older adults. While the social service and criminal justice systems wrestle with effective responses to the problem, Triad focuses attention on ways of preventing elder abuse with seniors joining law enforcement professionals in a cooperative approach. Adults are encouraged to plan for their later years and to develop support networks on which they can rely. Some homebound seniors; however, may not have a viable support system.

Seniors in frequent touch with friends and neighbors are less likely to be victimized. They lessen the chances of vulnerability if they have individuals in whom they can confide. Establishing a Senior Buddy chain may provide one such reassurance program. In some cases, it could literally be a lifesaver. It is comforting to know that friendly persons are aware of one’s situation and potential problems. In some cases a Senior Buddy system can be instrumental in actually preventing or stopping financial, physical or psychological abuse and neglect or even self-neglect. Volunteer buddies are able to recognize and respond to changes in health, well being, mental attitude or financial situation.

Telephone Reassurance

Telephone contact programs are successful in many communities. They become Triad activities when the law enforcement agencies take a role in sponsoring the program through the S.A.L.T. Council. Many older

individuals' safety and sense of security would be increased by a daily telephone call. Participants may be located through senior groups, media articles, the Area Agency on Aging and referrals from friends, neighbors, relatives and Older Person Referral Cards, among other sources. In virtually every community where this program is used, it has saved lives.

Some areas use automated calling systems. However, the value in providing a chance for a homebound person to chat briefly with a real live person should not be underestimated. Senior volunteers can play an important role, making or receiving calls at the law enforcement agency or other suitable locations. Whether the call originates with the volunteer or whether seniors call in at a scheduled time must be decided. Some see value in the older adult taking the initiative and making the effort to place the call. A model application for telephone reassurance is Appendix K.

The S.A.L.T. Council may decide to establish a subcommittee for reassurance programs, such as Adopt-A-Senior, telephone reassurance and recruiting and assigning buddies. Senior organizations including the Area Agency on Aging, Meals on Wheels, Adult Protective Services and others can identify individuals who could benefit from such programs.

The S.A.L.T. committee may assist in locating existing programs and community and religious groups willing to get involved. Part of the Council's role is to inform seniors about programs available to them, and see that those who need or want to participate know how to do so.



CHAPTER SIX

Fostering Understanding Through Triad

Law Enforcement officers and older citizens may not often have the opportunity to interact and get to know each other. The elderly may only have contact with officers when there is a problem – not always a time for the officer or the senior to appreciate each other's finer points and a possible time for impatience, misunderstanding, and miscommunication.

To provide better law enforcement service to a community's older residents and to make senior citizen-police officer encounters a more satisfying experience for both, Triads arrange for each to learn about some characteristics, roles and limitations of the other. Employing the theory that familiarity and education lead to better understanding, Triads plan the following:

Training for Officers

Stereotyped ideas about older persons are common. Many young officers, particularly those with infrequent contact with older relatives or neighbors, know little about the process of aging. They may not be skilled in communicating with older persons. Whether responding to a call for service or delivering a program to a group of seniors, officers can be much more effective when they realize how aging may affect some older persons' vision, hearing and depth perception. Knowledge of a number of other factors will affect the success of the communication.

Some officers also may not appreciate the impact which fear of crime has on older persons – or the reasons behind certain actions and behaviors that may seem strange.

While it is difficult to draw general conclusions about such a large group of people, some older persons have characteristics that make them particularly susceptible to specific kinds of crime and fraudulent schemes. These characteristics reflect a variety of circumstances but include some common factors.

More of those working with senior citizens need to have factual information about aging and the elderly. To render better service to a community's older persons with fewer frustrations on both sides, departmental personnel receive training on the aging process and victimization of the elderly.

The community relations officer, training officer, senior resource officer or any number of other persons with an interest in older people could obtain materials from AARP or other sources to conduct this training. A doctor,

nurse or social worker skilled in dealing with the elderly may be willing to conduct a session or two. This training may be offered at a state training academy, as in-service training or even as roll-call training.

What Do Officers Typically Know about Older People?

If the general impression is that most elderly persons are stashed in nursing homes, are nearly all deaf, in poor health or a drain on society, the quiz in Appendix L may reveal misconceptions.

Subjects to be incorporated into training for officers might include:

- The process of aging
- Communicating with older persons
- Impairments: Being aware of possible problems with vision and hearing and making adjustments if necessary. And, bearing in mind that some older persons have excellent vision and hearing, they would resent being shouted at.
- Medication: The effects of medication, mixing medications, or failure to take the appropriate dosage.
- Detecting possible elder abuse.
- Factors contributing to criminal victimization.
- The effects of criminal victimization.

Victimization and Its Effects

It is important to realize that people do not automatically become gullible or unintelligent as they grow older. The circumstances affecting their lives as they age may heighten some seniors' likelihood of becoming victims. Older adults who are lonely, unused to coping with home repairs, experiencing the loss of family, friends and meaningful activities, or trying to stretch a meager pension could be targets.

As mentioned in Chapter Four, "What Triad Can Do," some reports indicate that older persons are not the most heavily victimized segment of the population – particularly by violent crime. The outcome might be different if all types of crime committed against the elderly were reported and tabulated. Certain crimes do indeed affect the elderly more frequently than other age groups: pickpockets, purse snatches, theft of checks from the mail and criminal fraud.

The effects of crime may be severe for the older victim. The fact of being victimized as well as the consequences of the experience devastate many older persons. They have a difficult time recovering from the experience whether the crime has involved personal injury or not.

Officers who understand that older victims may be badly traumatized can bear this in mind when taking a crime report, investigating the crime, or referring victims for assistance.

Crime Reporting by the Elderly – Why or Why Not?

Those working with older persons may be frustrated to learn how many may not report victimization. The amount of money involved, clues as to who committed the crime or the feeling that reporting will not aid in the apprehension of the criminal affect reporting.

Some law enforcement officers faced with reporting problems divide the issue into three categories: non-reporters, chronic callers, and those who expect miracles from the police. Some of those elderly persons who do not report indicate that they feel that either the police will not or cannot do anything about it, or that the crime isn't worth reporting. They may also indicate that their problem seems small compared to the serious crime problems the police confront every day – or that the deputies are too busy to deal with such relatively insignificant matters.

What the non-reporters see as possible barriers to reporting must be considered. For example, would they be embarrassed if neighbors observed a uniformed officer at their door? Might they fear the police? Could they be hesitant about becoming involved with the judicial process? Do they not know about anonymous reporting programs such as Crime Stoppers?

There could be a dozen rationales, some appearing to law enforcement personnel as less than substantial. No matter how these reasons are perceived by others, some elderly persons see them as sound and they constitute a real, if irrational roadblock. They cannot be discounted if the victim is to be reached and helped.

On the other hand, some older persons tend to call law enforcement for assistance for all sorts of problems. They call about problems, real or exaggerated, with neighbors, with loud noises, unwanted telephone calls and many other subjects. Some chronic callers may contact law enforcement agencies repeatedly.

These individuals may be lonely or fearful or even losing perspective about the world in which they live. It may be hard for busy dispatchers and officers responding to repeated calls for service to be patient with these persons. Some of these individuals could be victims of Alzheimer's Disease. This is another subject about which every officer needs to be informed.

Alzheimer's Education

Alzheimer's Disease (AD) afflicts an estimated four million middle-aged and older adults in the United States. It often affects the patient's behavior and leads him or her into contact with law enforcement officers. As more people live to advanced ages, the susceptible population will increase.

It is important for every officer or deputy to realize the symptoms and behaviors that may indicate this illness and affect the behavior of some individuals they encounter.

Alzheimer's is a progressive, irreversible disease that affects the brain. It results in progressive loss of mental faculties such as memory, learning, attention and judgment.

Individuals suffering from AD may exhibit memory loss, decline in ability to perform routine tasks, disorientation, behavior change and loss of language skills. Many mildly and moderately impaired AD patients appear as alert and physically fit as anyone else their age, however:

The following behaviors typical of some Alzheimer's victims may bring a patient into contact with law enforcement:

- Wandering: A patient may wander away from his caregivers and become lost. Because of the progressive loss of memory, he may become lost quite near his home. The disease affects the associative capability in the brain that normally allows people to relate to landmarks to a familiar world.
- Indecent exposure: AD patients may develop repetitive behaviors such as fidgeting with buttons and zippers. An AD victim who zips and unzips his pants or unbuttons a blouse in public may simply be fidgeting.
- Shoplifting: AD patients, suffering from forgetfulness, may forget to pay for things. They simply forget they have picked up an item, that they are in a store, or that it is necessary to pay.
- They may also forget their pocketbooks or how much money they had with them. Confronted with a charge of "shoplifting" they may become confused and accuse store personnel of stealing from them.
- Appearance of intoxication: Several symptoms and behavior patterns of AD victims may give the appearance of intoxication. Confusion, disorientation, problems with short-term memory or language or coordination, all of which might indicate intoxication, may be Alzheimer's symptoms.
- Victimization/false report: Those afflicted with AD may prove to be easy prey for con-artists and muggers.

On the other hand, AD patients may get the idea that they have been victimized. They may report a crime that has not occurred – even implicating friends or family members. Typical of this type of report is an "intruder in the house" who turns out to be a spouse; reported thefts of articles which have been lost, mislaid or given away; and accusations that money and property have been stolen by friends, family and caregivers.

- Problems behind the wheel: Many AD patients no longer have valid driver's licenses. However, when memory, judgment, and problem solving abilities are impaired, those AD patients who continue to drive may be involved in accidents. They may also get lost and "wander," even driving hundreds of miles from home with no idea of how to get back. In other situations, individuals may forget where they have parked a car and then report the vehicle as stolen.
- Failure to pay bills: They may also come to the attention of the criminal justice system because of evictions, repossessions or termination of utility service as a result of forgetfulness or inability to handle the payment process.

Behaviors that may indicate Alzheimer's include:

- The repeated question: AD patients may ask the same question over and over. A confused person may repeatedly ask an officer, "Why are you here?" or "What time is it?" This simply indicates forgetfulness of the situation and the passage of time.
- Inappropriate reactions or expressions: Although the AD patient may appear healthy and normal, the facial expression may be blank or inappropriate to the situation. For example, the AD patient may talk about a serious incident while smiling.
- Inappropriate dress: An AD patient may wear clothing inappropriate to the weather and season, mismatched or inside-out clothing or even pajamas in public during the day. In the absence of other apparent causes of confusion and disorientation such as a blow to the head, physical trauma and/or alcohol abuse, the unusual clothing may indicate a victim of AD.

- Delusions: A delusion is a persistent incorrect belief that remains fixed in spite of all rational evidence to the contrary. Deluded AD patients could appear convinced that they are victims of a crime – even accusing a close relative of being a thief.
- Short-term memory problems: The classic symptom of AD is loss of memory. Short-term memory could be totally eliminated, while recall of events long past may be vivid. Realizing that everyone forgets some things at some times, particularly in stressful situations, it is important to be aware that AD patients forget, forget that they have forgotten and will not be able to recall what they have forgotten. They may forget events which occurred only minutes before. Although a patient's name is stored in long-term memory, some AD patients may be unable to recall where they live, where they were going, and where they have been even a short time before.
- Problems with language: AD patients may ramble on in a confused manner because the brain is sending confused or incomplete messages to the voice center. They may also lose the ability to understand what they hear. Lack of comprehension and confused speech may indicate AD; the patient may appear to be lying or even taunting a law enforcement officer.

An officer who is aware that older persons with unusual behavior could be AD patients will want to keep the following techniques in mind:

- Check for an ID bracelet indicated Alzheimer's Disease.
- Speak slowly, clearly, in a reassuring tone with simple words and sentences. Deal with one step or idea at a time.
- Speak directly to the patient in a non-confrontational fashion.
- Take charge of the situation in a calm manner similar to that used with a lost or distressed child.
- Remember, if there are no positive signs of alcohol or drugs, an older person may be an Alzheimer's patient.

Local Alzheimer's Association chapters offer a variety of educational programs and may be able to assist law enforcement agencies as well as families with training and information. If there is no Alzheimer's Association chapter in the area, Triad volunteers might develop a referral list of health care professionals and institutions familiar with AD.

Training for Citizens

In this era of greater civilian-police cooperation, as the community oriented policing concept receives increased attention, it is important for older persons to know more about the criminal justice system. This includes the law, the courts and the world of law enforcement. Members of the S.A.L.T. group especially can be more effective if they understand more about the system.

Older persons who hitherto have had little contact with law enforcement may need to learn what law enforcement can be expected to do and what officers cannot do. The Citizen Police Academy is a good program to combat ignorance about the criminal justice system. A S.A.L.T. Council speakers bureau can carry on further criminal justice education.

Educating citizens about law enforcement and the court system can be an important aspect of Triad. More and more law enforcement agencies are sponsoring an informative academy or "rookie school." Conducting the training as a Triad, with all agencies participating, can make it especially useful to the community at large.

The significance of Triad is enhanced when S.A.L.T. members and others involved realize that the criminal justice system is participatory in nature. Each citizen shares in the responsibility to prevent crime, reduce criminal opportunities and cooperate with law enforcement in the preservation of enacted law. Realizing that the criminal justice system itself does not make laws but simply upholds them can lead to a new appreciation of the duties and limitations of law enforcement.

A Citizen Police Academy can be informal or highly structured. Some Triads make this a part of regularly scheduled S.A.L.T. Council meetings. Other departments that have initiated academies as part of their Triads have scheduled the law enforcement education as a series of weekly sessions separate from the council meetings themselves.

Topics usually covered include law, law enforcement (structure and duties) and the Judicial System.

One established Triad suggests that the academy be the first order of business for a new S.A.L.T. Council so citizen members understand the law enforcement agencies with which they are now working. Others indicate law enforcement education is essential before volunteers begin their work within the law enforcement agencies. Therefore, consider scheduling a citizen police academy as soon as possible after establishing the S.A.L.T. group. It will be helpful if both seniors and professionals working with seniors receive this training.

The S.A.L.T. Council may be involved in setting up additional police academies for citizens, particularly for those senior volunteers who will be working in the departments and in S.A.L.T.-sponsored crime prevention/victim assistance programs. Logically, law enforcement education should be offered to the volunteers before they begin their work within the law enforcement agencies.

If enlightenment leads to greater understanding and appreciation, this opportunity will be valuable indeed. The frustration of the frequent question, "Why don't the police just..." may be alleviated when the facts are more clearly understood.

How to Start a Citizen Police Academy

Citizens are invited by the chief(s) of police and sheriff to participate. They fill out an application and sign a liability waiver if the departments have decided to add a ride-along portion. A background check is performed on each prospective participant. A sample application and liability waiver are included in Appendix M. Each student receives an outline covering the purpose, schedule and activities. The objectives are outlined as:

- Providing an atmosphere for the exchange of information
- Providing students with insight into law enforcement training and duties
- Explaining departmental policies and procedures in order to promote understanding and dispel misconceptions and
- Targeting public safety issues, for understanding and future involvement by citizens as appropriate.

Topics to Cover:

- Responsibilities of police and sheriff's agencies – similarities and differences
- Officer Training
- Patrol procedures
- Crime Scene investigation
- Narcotics and vice investigation
- Crime prevention
- Traffic accident investigation
- Duties of the highway patrol
- Firearms training, safety and deadly force issues

Consider conducting some sessions at the police department and others at the sheriff's office. Also consider inviting state police or highway patrol to attend at least one session. Ask several officers to assist in conducting the training. This has the benefit of introducing citizens to a number of different law enforcement professionals. Meeting the S.A.L.T. Council members and citizen volunteers in these sessions will lead to increased departmental acceptance of Triad and a volunteer program as well.

When the Citizen Police Academy is conducted as a separate program (rather than a part of S.A.L.T. Council meetings), a graduation ceremony with certificates and recognition may be worthwhile. Hopefully, the program will be repeated semi-annually or quarterly as part of ongoing community relations and education. Numerous departments throughout the country have recommended this program. Several chiefs and sheriffs have termed it "time well spent."

The DeSoto, Texas, and Bridgeport, Connecticut Police Departments and the Union County, North Carolina, Sheriff's Office supplied information, suggestions and procedures concerning the Citizen Police Academy. The Alzheimer's Society also furnished material for part of this chapter.



CHAPTER SEVEN

Senior Volunteers

“I was looking for something to do when I retired. I’ve found such interesting volunteer work; I like being with people and a worthy cause. As you know more, you’re more useful – it’s contagious!” This 70-year old woman, and others like her, are making a difference in their communities. All across the country, numerous programs and organizations have come to depend upon older people and value their services.

Many law enforcement agencies are enthusiastic about their volunteers because capabilities can be expanded without increasing the paid staff. Officers note that seniors can be especially faithful and often tireless assistants who bring maturity and experience to a task.

Of course, the advantages for persons with time and experience to share are obvious. “It gives me a place to go to and come from every day,” an elderly man stated. “And I’m helping.”

Recruiting

Triad provides an avenue for recruiting and training qualified volunteers. These volunteers can work within the law enforcement agencies and/or participate in crime prevention, victim assistance and other activities of the Triad.

Finding, enlisting, managing and keeping volunteers are largely matters of resourcefulness, tact and persistence. Screening volunteers and selecting the right people for the jobs are among the initial steps. Making the volunteers feel involved, needed, and important to the effort should be considered part of the process.

Numbers of older persons find themselves as busy after retirement as when they were holding down full-time jobs. However, others may want to be involved as volunteers in some meaningful work. Results of an AARP survey about volunteering revealed that many seniors didn’t volunteer because “nobody asked me.”

Involvement must make sense and seem worthwhile. It is important to explain clearly what the volunteer job is and what it is not. Obviously, volunteers will not be vigilantes or para-police.

Good recruiters help prospects imagine themselves enjoying the experience and making a difference. They present the opportunities both realistically and enthusiastically. To be effective, they must be sold on the worth of the program themselves.

The S.A.L.T. Council can play an important role in identifying prospective volunteers. Community groups, civic and charitable organizations, service clubs and professional groups are often pleased to have someone from the speakers' bureau outline opportunities for participation in a practical and worthwhile endeavor. A personal invitation to volunteer and play a role in Triad can be especially effective. S.A.L.T. members probably know likely volunteers among their friends and acquaintances. Members may also do some recruiting in organizations to which they belong.

The one-on-one approach is usually more successful than issuing a blanket invitation. However, there are numerous ways to spread the word that volunteers are needed. These may include:

- Local newspapers (crime prevention articles, advertisements and letters to the editor),
- Local radio or television (talk shows and public service announcements);
- Community newsletters;
- Bulletins and newsletters of religious groups;
- Pre-retirement seminars;
- Displays in merchants' windows;
- Flyers placed in public libraries, waiting rooms, etc.
- Bulletin boards where seniors shop or gather; and
- Meetings of neighborhood or condominium associations, civic groups, services clubs and seniors' organizations.

The Retired Senior Volunteer Program (RSVP) is a good source of volunteers in many communities. RSVP also provides liability coverage for volunteers and, in some localities, a modest stipend to the volunteer.

The Henrico County Triad/S.A.L.T. Council gets many of its volunteers from graduates of the county's Senior Police Academy. When this 11-week course (Monday mornings from 9 to noon) wraps up, graduates are asked if they would like to join the S.A.L.T. Council. At last count, they had 150 members, with 40-50 attending monthly meetings! (*Call 804-737-3049 for more information*).

After volunteers are recruited, some education concerning the problems of law enforcement and the elderly will begin. They will learn about them problems, and how volunteers can be part of the solutions. They become a positive link between law enforcement and the community. Their suggestions and input will be solicited, listened to, and implemented whenever appropriate.

Older people volunteer for a number of reasons. Many say they are interested in:

- Changing a bad situation;
- Solving problems;
- Working with a group;
- Bettering the community;
- Having a feeling of accomplishment; and
- Easing loneliness.

What Can Volunteers Do?

Older volunteers can be of service and support law enforcement in a variety of ways.

Within Law Enforcement Agencies

Anonymous reporting; Administrative/clerical tasks; Bad check alerts; Civil process administration; Communications; Crime analysis; Crime prevention; Crowd and traffic control; Computer data entry; DIU data processing; Evidence packaging; Fraud alerts; Fingerprinting; Hunting safety instructors; Inventory maintenance; Investigative follow-up; Missing persons; Neighborhood patrol; Property records maintenance; Property recovery lists; Public relations/media; Search and rescue; Writing (reports, bulletins, etc.).

Within the Community

Block organizing; CB radio patrols; Court watch; Crime reporting; Educational presentations; Escorts for seniors/disabled; Literature distribution; Neighborhood dispute resolution; Neighborhood Watch programs; Pedestrian safety/training; Personal/home security; Property identification; Telephone reassurance; Vacant house checks; Vial of Life program.

Victim and Witness Assistance

Advocacy services; Compensation applications; Complaint referrals; Counseling, Court assistance; Crisis support; Emergency shelters; Impact statement preparation; Legislative watch; Pre-trial briefings; Transportation; Trial date notification.

What are the Benefits?

For Law Enforcement

Many officers who have worked with senior volunteers list the following as benefits for law enforcement:

- Relieves sworn personnel for other duties;
- Increases the level of service delivery to the community;
- Improves system efficiency;
- Increases flexibility;
- Provides new program opportunities; and
- Increases contact with law abiding citizens

For the Community

Leaders see the following as benefits for the community:

- Prompts understanding of law enforcement functions;
- Renews community pride;
- Facilitates property return to owners;
- Restores and/or enhances a feeling of community responsibilities;
- Helps alter attitudes and behavior – a two-way street;
- Establishes or broadens communication networks; and
- Prompts the development of new programs and activities.

For the Volunteer

Seniors see the following as benefits for the volunteers:

- Provides a chance to help others;
- Increases the scope of learning;
- Enriches daily living;
- Reinforces self-confidence;
- Develops latent talents;
- Provides fellowship and friends, and
- Gives the satisfaction of contributing to the community.

Before opening the door to volunteers, consider these steps: Departmental personnel should be prepared to accept the ideas. Tasks and supervisors should be identified. Screening procedures for the potential volunteers need to be established. Job descriptions must be written. Any liability/insurance requirements must be identified. A plan should be developed to acknowledge the contribution of volunteers.



CHAPTER EIGHT

Evaluating Triad

It is tempting to assume that since Triad is such a good idea it will work automatically, and the extent of its effectiveness needs never to be assessed. But evaluation is a necessary component of any successful Triad. In order to determine how well Triad is meeting the needs of both law enforcement and seniors throughout the county, it is essential that a plan for assessment be an integral part of the program from the start.

An evaluation should answer these questions:

1. Does the program do what you want done?
2. Is it being carried out the way you had planned?
3. Should it continue as originally begun, or change?

This information could be vital to participating law enforcement agencies that may be called upon to justify continued involvement. They may be able to obtain some funding assistance if they can demonstrate that the program is working well. At some point, a chief or sheriff may be able to build a case for community contributions or budget increases for a demonstrably successful program.

Planning for Evaluation

The best approach to a check-up process is to incorporate this procedure into the planning stages. From the start, Triad leaders should plan for an ongoing evaluation. Since a Triad is composed of: (a) members of the police and sheriff's departments; (b) older persons; and (c) community organizations, all of these groups should be involved when planning or evaluating takes place.

It may be possible to involve a professional skilled in designing and administering evaluations. Perhaps a community college class will conduct or assist with the assessment. In some cases, a member of the S.A.L.T. Council will carry out the evaluation. Whoever will be handling the Triad evaluation should be determined soon after the cooperative groups are formed.

Spend time planning the evaluation. In addition to deciding who will be responsible for accumulating which bits of data, consider the information you need, how you will collect it, and what should be assembled at the start of the program for comparison purposes.

Ideally, a single person or group will take responsibility for the evaluation. This can be an excellent opportunity to work with colleges, universities, high school social science classes, local businesses, or other organizations having research capability. Try for voluntary support and make every effort to enlist this evaluation partner early in this planning.

Establishing who will evaluate is critical. Those charged with the task should be as objective as possible, both in collecting information and in asking hard questions about the information and its meaning.

Timing

It is tempting to postpone dealing with evaluation until the program is well underway; or to assume that, without a big budget allocation, it can't be done. Unless you build in plans for appraisal from the start, however, you can miss measuring important changes brought about by your program.

Holding up a Measuring Stick

These questions can help you focus on what should be evaluated.

- Does the community know about your Triad?
- How many law enforcement people and seniors know what your Triad is and its stated purpose?
- Is there duplication of effort between Triad-sponsored programs and others in the community?
- Are the individuals who are representing Triad doing so effectively?
- Are the Triad goals being met?
- Are the goals specific and understandable?

Goals and Objectives

A program with clearly-defined goals and a consistent approach is not hard to evaluate. However, it is difficult to assess a poorly-managed program with vague goals that have been loosely designed. In the latter case, it may be difficult to know whether the program is working or not.

It should be possible to gauge progress if a Triad has set out to give older persons a role in: (a) reducing criminal victimization of elderly persons throughout the county; (b) providing crime statistics and crime prevention information to older persons in order to help change behavior and reduce unwarranted fear of crime; (c) starting or expanding – reassurance programs for seniors; and (d) educating law enforcement officers in dealing more effectively with older persons.

If the objectives are not clearly defined or are unrealistic (“make seniors’ lives safer” or “eliminate all crimes against older residents”) accurate evaluation AND success of the program may be elusive or even unattainable. If members of the “How’re We Doing?” committee take a hard look at the objectives early in the Triad’s

developmental stage, they may be able to distinguish which goals are doable and which might be too broad and/or ambitious.

Keeping Score

Program goals are discussed and agreed upon by the S.A.L.T. Council. Two or three members from this Council may be designated to spearhead and oversee the evaluation – their work to begin at the first meeting. They should be familiar with the goals and bear them in mind during subsequent meetings and planning sessions. They may consider themselves “scorekeepers” and, early in their Triad’s development, prepare a tally sheet to keep things on track. For example, an informal check-up sheet might read like this:

Program: Crime prevention presentations (initial programs planned for senior centers during March and April).
Topics: (personal safety, spring home-repair scams).

Objectives: (1) Inform seniors about crime-related scenarios and appropriate responses designed to reduce chances of being victimized. (2) Officer Jones to train Mr. Senior Volunteer to conduct similar presentations.

Participants: Officer Jones, Deputy Smith, and Mr. Senior Volunteer.

Notes about attendance, questions asked, level of interest exhibited and requests for future programs would be useful in establishing whether presentations are hitting the mark. Ideally, evaluators would attend one or more of the programs to determine interest and reaction.

An evaluation is designed to be useful. Program participants, volunteers, supportive agencies and groups and the media can all benefit from the findings. Colleagues become beneficiaries as well; your evaluation can serve those starting similar programs.

The purpose of the evaluation, of course, is to either confirm that the program’s objectives are being met or to highlight aspects that need to be changed. Some disclosures may be surprising but nonetheless valuable – possibly providing insights about events and attitudes. For example, you may learn that seniors are more concerned about the lack of safe and adequate transportation than crime. That information can be referred to appropriate agencies or volunteer groups.

It would be extremely useful to know whether those receiving Triad crime prevention information are more cautious now and less likely to respond to the offers of a con artist or place themselves at risk from other types of criminals. Interviewing a “control group” composed of those who attended Triad presentations and those who did not – can afford helpful comparisons.

Triad’s officer education programs can be assessed by pre-and post-testing. The level of an officer’s understanding can be evaluated by comparing his or her answers to questions about myths and facts of aging, communicating with older persons, officer referral cards and services for seniors in the community.

An officer’s ability to deal more effectively with the elderly will be harder to evaluate. Contacting older persons who have reported crimes and received departmental services as victims or witnesses may help to determine how sensitive department members are to the needs of older adults. Volunteers in the victim/witness program could carry out this portion of the evaluation.

Methods of Gathering Information

Questionnaires are often used. Written questionnaires should be brief, clear and easy to read. If multiple choice and yes/no answers are employed, little writing will be required from those queried. When questioning individuals over the telephone or in person, it is important to ask the same standard questions for comparison purposes.

The sample forms, illustrated here, may all be adapted to fit local programs being implemented.

1. I (am) (am not) aware that our police department and sheriff's departments are working together to reduce crimes against senior citizens.
2. I (have) (have not) attended one or more of their crime prevention programs in the last six months.
3. If a salesman or repairman whom I did not know appeared unexpectedly at my door, I (would) (would not) know how to determine if he was legitimate.
4. I would (feel comfortable) (hesitate) calling the police or sheriff's department if I saw something suspicious.
5. I (know about) (do not know about) the Senior Call In program at the police department.
6. I (know) (do not know) whom to contact about programs or services I might need.

A pre-determined number of seniors might be asked to complete similar simple forms six months after the Triad is up and running. Students or an AARP chapter might be willing to survey these residents. The following hypothetical situation in a fictitious community illustrates another method of measuring the success of an activity – from desired results to assessment of actual results.

Objectives:

Reduce the incidence of victimization and the level of fear among the elderly residents of Oakdale Manor; increase the number of elderly involved in civic activities.

Activities:

Conduct at least one personal safety and crime prevention presentation per week for an audience composed of older persons; establish volunteer escort service daily from 3:00p.m. – 7:00 p.m.; persuade city to route mini-buses through the area; install streetlights in five key areas.

Determining Results by Measuring numbers and events:

Actual count of reported crime incidents involving elderly victims before Triad efforts starts, and at six month and one year points;

Number of crime prevention presentations and numbers of persons addressed;

Number of bus routes rescheduled and changes in ridership; and

Number of new streetlights installed.

Measuring Attitudes and Activities

Pre- and Post-program surveys of older residents' attitudes and activities, both daytime and evening;

Residents' reports of attendance at evening events; and

Residents' reports of changed behavior as the result of crime prevention programs.

Tabulation of this information provides the basis for a realistic evaluation.

Other evaluation techniques can include interviews with participants, volunteers and program staff; analysis of existing data such as census information, crime reports and economic and social data gathered by local and state governments; direct observations by the evaluators; reviews of program materials and reports; and surveys of key groups. The police crime analysis unit could supply data on actual crimes in the area and volunteers could record meeting attendance.

A **Triad** not pleased by the results of its evaluation should not be discouraged, but increase publicity for program elements and explore new ways of reaching the older population.

Sample surveys are included in *Appendix F*. these may be adapted to suit your goals and program needs.

Key points to bear in mind about evaluation:

- Be sure it gets done.
- Plan for it from the start.
- Look at what place (process) and what happened (results).
- Assess changes in feelings and perceptions as well as facts.
- Use your results to improve the program.

(Much of this material in this chapter is based on a kit: "Taking a Stand against Crime and Drugs" from the National Crime Prevention Council.)



CHAPTER NINE

Avoiding Missteps

As Triads develop across the country, leaders have shared potential difficulties encountered and ways of either overcoming these difficulties or working around them. Realizing what a difference the Triad philosophy can make and how important it is to effect a cooperative approach, many believe it is worth any extra effort to get a Triad underway. A few suggestions to help you avoid missteps:

How to Involve Triad Partners

To interest the law enforcement partner, emphasize the advantages to the cooperating agency.

Indicate ways the Triad approach will benefit both the citizens served and the department he or she heads. Emphasize the benefit to seniors in both incorporated and unincorporated areas. It seems unfair for only some parts of the county to benefit.

Discuss the mutual advantage in sharing resources – crime prevention programs, materials, ideas and even volunteers.

Mention the aspects of Triad into which he or she will have input, such as selection of S.A.L.T. Council members. The department might even decide to have its own senior advisory council, which would then be represented in the city or countywide Council.

Point out that continuing to do “business as usual” will also mean problems as usual, crime and fear as usual. Present Triad as a shared opportunity to effect positive change. The benefits and the credit will be shared as well.

Reassure him or her that the S.A.L.T. group is purely advisory and voluntary, and in no way a review board. Ask a senior leader to accompany you to strengthen your invitation for participation or to make a separate appeal in person.

To interest senior or AARP partners, emphasize the opportunities to help older people.

Ask about older citizens' crime and security-related worries.

Cite local statistics and tell them about suspected crimes victimizing seniors, even unreported crime.

Indicate the role older persons will play in this Triad, as partners in making the community safer and more secure. Triad, in large measure, is a program *for* seniors and *by* seniors.

Mention specific areas of involvement and even leadership in Triad though membership on the S.A.L.T. Council and volunteering: surveying seniors, forming a plan for expanded crime prevention and reassurance programs, and learning more about the criminal justice system.

Invite older individuals who can make the Triad a success. This is best done in person or by telephone, with a follow-up letter to add an element of commitment and importance.

Contact those seniors who have requested crime prevention programs or home security surveys for their organizations or themselves. They are already interested in this subject.

Communicate your own hopes for this program, as older persons add their strengths to those of law enforcement.

Remember there are older persons in the community who will take part and make this Triad succeed – you just need to locate and include them.

Budget

Some Triads have been concerned about cost and point to law enforcement budgets already stretched to the limit. However:

Most Triads have little or no budget;

Seniors volunteer their time and can provide much of the leadership;

Service organizations, learning of a program involving both seniors and law enforcement, are usually pleased to provide some support;

Hospitals and medical associations want to see safer, healthier seniors. They often cooperate, adding crime prevention to healthcare events and lending a hand in other ways as well;

Firefighters, libraries, educational institutions, church-affiliated organizations, civic and Masonic groups are often very supportive, and;

Organizations to whom seniors are important as clients or customers may offer in-kind or other support (Agencies on Aging, grocery stores, drugstores, etc.)

Manpower Constraints

The activities of many a Triad could consume all the time and energy of an officer from each department. If an officer is not available for this kind of involvement, choose capable seniors or retired officers who can take the lead. In many active Triads, the law enforcement officers serve in an advisory role, taking a back seat wherever possible. They suggest, encourage, help to plan, but do not lead the band.

Formula For Success

If the Triad cooperative approach seems reasonable and worthwhile, consider this formula:

- Experiment with it;
- Measure/evaluate the efforts and activities;
- Advertise the parts which succeed; and
- Enjoy the results

APPENDIX A

Triad Cooperative Agreement

Triad Cooperative Agreement of

Area, County

Senior Citizens Group(s)

County Sheriff's Office

Police Department(s)

Preamble

Major polls indicate that crime and the fear of crime impact severely on older Americans. Recognizing the challenging situation presented by a rapidly increasing number of older persons in the county, we desire to identify and offer ways of dealing more effectively with many of the problems faced by older citizens.

Because of the aging of the population and the increasing demands being placed on law enforcement agencies to meet the needs of the older citizens, it is important that the county's leading law enforcement agencies devote special attention to the needs of senior citizens.

Statement of Agreement

In light of the above, the American Association of Retired Persons, the Chiefs of Police of _____, _____, and _____ and the _____ County Sheriff's Office are determined to effect change. These groups and organizations agree that the nation's older population has special needs with respect to victimization and fear of crime, perceived and actual loss, and the sense of being alone and unprotected. We agree that these needs can and should be met by law enforcement agencies and the county's premier organization(s) of older citizens, working together at all levels of free societies.

We hereby commit to work together to enhance the quality of life of older persons. Our purpose is to heighten awareness among law enforcement practitioners of older persons' need for dignity and security and to focus our efforts on reducing criminal victimization through cooperative strategies, planning and programming. This initiative is designed to mobilize community resources to continually ascertain the needs and concerns of older citizens and to provide mechanisms for meeting those identified needs.

The sharing of resources is the first step in achieving an effective means of identifying available programs. This process will involve law enforcement practitioners as well as citizens of all ages in the development, implementation and evaluation of acceptable solutions. Together, we will strive for a renewed sense of responsibility for the security and well being of older citizens through public awareness, training, and the provision of criminal justice services.

Therefore, by agreement, the Triad will initiate the appropriate actions to achieve these objectives.

Accepted:

_____	_____	_____	_____
Name	Date	Name	Date
_____	_____	_____	_____
Name	Date	Name	Date

APPENDIX B

Model Triad Departmental Policy

Police Interaction with the Older Person

I. Purpose

The _____ Police Department/Sheriff's Office will take a leadership role in promoting recognition of a unique challenge, as well as the important source of support for law enforcement that the older person presents. Officers should be aware that the fear of crime and certain types of criminal victimization affect many of the elderly. For these reasons, officers shall take all necessary steps to ensure that the rights and protection guaranteed by law are available for the older citizen. The department /office will seek and use appropriate community resources to:

- Promote a cooperative expansion of crime prevention within the community;
- Provide educational programs to reduce fear and the opportunity for victimization;
- Rapidly and decisively identify and arrest those who perpetrate crimes against the elderly; and
- Involve older persons as volunteers in support roles in this process.

Crime, harassment and circumstances resulting in fear are serious. It is recognized that crimes against the elderly may be subtle or hidden. Some are victimized by family members, health care providers, or fraudulent business practices. Such acts cause some older persons to be reluctant to fully participate in the activities of the community and society.

The _____ Police Department/Sheriff's Office will maintain an advisory council whose membership will include a local AARP member, a crime prevention officer, a local clergy representative, a local social services representative and the Chief Executive Officer of any other interested area law enforcement agency. Additional relevant membership is welcome. The Council shall be named S.A.L.T. "Seniors And Law enforcement Together."

The purpose of the Council shall be to advise the Chief Executive Officers of local law enforcement of the needs and concerns of the older persons. It shall be a forum for communications and discussion between law enforcement and older Americans. The Council may develop its own agendas, focusing on crime and security-related concerns of older persons. The Council shall determine meeting frequency and the formality of goals, minutes, topics, projects, etc.

II. Definition

An older person is defined for members of the _____ Police Department/Sheriff's Office as a person who has attained the age of _____ years. (Local statutes may define applicable age.)

III. Policy

It shall be departmental/office policy to bring investigative and enforcement elements into prompt action following each reported or observed incident involving a victimized older adult. Emphasis should be placed on victim assistance and accessing community resources to assist the victim. Officers shall be alert to the quality of life for the older person and document and report substandard living conditions to the appropriate authority or supervisor.

IV. Procedures

When an officer determines that an incident involves an older person, that officer shall ensure that the following procedures are activated:

- A. The incident shall be fully investigated and documented;
- B. If circumstances threaten the older person's health, safety or welfare, the officer shall immediately notify his supervisor;
- C. Officers shall refer to the list of those social agencies that may play a supportive or resolution role in mitigating any immediate threat. (The department should prepare and update an appendix to this policy listing all relevant service providing agencies.)

- D. Initial response officers shall:
 - 1. Respond in a manner that is sensitive, taking into consideration the condition of a victim;
 - 2. Preserve the crime scene and evidence;
 - 3. Identify and interview witnesses;
 - 4. Initiate a follow-up visit by family, friend, police department or social service agency, if warranted, and request notification of final disposition; and
 - 5. Advise a police supervisor of additional assistance needed.
- E. The reviewing or notified supervisor shall:
 - 1. Ensure that immediate threats to health, safety or welfare are resolved;
 - 2. Respond to the scene if requested by the officer;
 - 3. Ensure that officer responsibilities identified above are met;
 - 4. Assure victims that the department will render appropriate assistance;
 - 5. Verify arrangements for any support person or agency to provide assistance;
 - 6. If warranted, arrange for increased patrol of the area to either prevent/solve crime and or reassure a victim; and
 - 7. Inform police administrator or his designee of any health, safety or welfare condition that may need follow-up attention.

V. Training and Records (Optional)

- A. The department shall provide periodic in-service training to patrol and investigative officers on topics relevant to the aging process, older American crime prevention, older American crime trends, and older American victimization.
- B. The department shall keep such records that will allow for analysis of victimization data so that appropriate countermeasures can be developed for reduced victimization.
- C. To the extent possible, it shall be the policy of the department to share knowledge and records of older American crime, abuse or neglect with other law enforcement and governmental social service agencies that have a legitimate interest in the case.

APPENDIX C

Sample Letter of Invitation

Dear _____:

I would like to invite you to serve on a committee of law enforcement personnel and seniors working together to make our city a safer place for our senior citizens.

A few weeks ago, Sheriff _____, Chief _____, AARP Representatives, and I signed an agreement that committed our county's law enforcement to work closer with senior citizens in addressing crime issues that affect the older residents of our area. Also, the State Sheriff's Association, the State Association of Chiefs of Police and AARP leaders have signed a Triad Agreement committing all organizations to work with senior citizens in their respective communities in reducing crimes against seniors.

If you agree to serve on the Senior Advisory Council with approximately fifteen other senior citizens, it would be necessary to have a couple of meetings within a month, and then meet once every month or two for about an hour. I plan to attend these meetings with Sheriff/Chief _____.

The seniors of our county are the fastest growing population group, and their needs must be addressed. A great number of our seniors are being victimized, and we in law enforcement need to do all we can to see that they live out their lives as crime-free as possible. In many areas of our county, senior citizens are afraid to walk the streets that they helped pay for. We need to take care of those who have taken care of us.

Sheriff _____ and I have selected you to serve on this committee, and we hope you will. We will try not to ask for much of your time, and I think you will find it rewarding. If you agree to serve, please call my office and let me know.

Respectfully,

Name _____ (Name and Title)

Senior Advisory Council Policy

S.A.L.T. Council of _____ County; and

Municipalities of _____ and _____

The Senior Advisory Council meets on the first Tuesday of each month at 1:00 p.m., alternating meeting locations among the _____ Police Department, _____ Police Department, and _____ Sheriff's Department. At least two meetings each year shall be held at the _____ and the _____, with all county seniors invited to attend.

Meetings:

Meetings are designed to be informative, with the S.A.L.T. Council Chairman officiating.

Agenda:

The agenda is determined by the chairman, working with the officers/deputies designated by the chiefs and sheriff.

Notification:

S. A. L. T. members shall be notified by call, card, or letter at least one week before the scheduled meeting to remind all members of the meeting date and place.

Minutes:

Minutes of the meeting will be recorded by a designated member of the S.A.L.T. group and prepared and distributed to all members not more than ten days following the meeting date.

Attendance:

It is expected that all S.A.L.T. Council members will attend the monthly meetings unless unavoidably prevented from attending. Those unable to attend will notify the chairman prior to the meeting time in order to continue participation on the Council.

Subcommittees:

Expanded community participation shall be encouraged by establishing subcommittees of the S.A.L.T. Council as needed. It is expected that subcommittees will be involved in period surveys of the needs and concerns of older citizens, crime prevention education, reassurance program development/expansion, victim services, and special projects.

APPENDIX E

Triad S.A.L.T. Council Bylaws

Article I. NAME

The name of this organization shall be the S.A.L.T. Council (Seniors And Law enforcement Together) of the _____ Triad.

Article II. PURPOSE

The purpose of the S.A.L.T. Council shall be to further the goals and objectives of the Triad, a joint venture between the County Sheriff's Office, the Chiefs of Police in the County and AARP to reduce the criminal victimization of older persons.

Article III. MEMBERSHIP

- A. The S.A.L.T. Council shall consist of up to twenty but not fewer than twelve members.
- B. Membership shall be ex-officio and at-large
 1. Ex-officio Members shall be the designated representatives of each of the Triad organizations:
 - a. _____ AARP
 - b. _____ County Sheriff's Office
 - c. _____ Chief(s) of Police
 2. At-large membership shall be open to representatives of community and civic organizations, service providers, and older citizens.
- C. Selection of S.A.L.T. Council members-at-large shall be made by a membership committee consisting of the elected officers and two members selected at the October meeting. Recommendations for membership may be made to the committee in writing.
- D. The regular term of office for members-at-large shall be three years. Membership shall be staggered so that one-third of the members complete their term each year. Term of membership shall begin January 1 and end December 31. Members unable to attend meetings regularly shall be automatically resigned and the vacancy filled by the membership committee.

Article IV. OFFICERS AND THEIR ELECTION

- A. The elected officers of the S.A.L.T. Council shall be the Chairman, Vice-Chairman, and Secretary/Treasurer.
- B. A five-member nominating committee shall be elected at the July meeting and shall present a slate of candidates for office at the October meeting. The committee shall elect its own chairman.
- C. The officers shall be elected from within the Council for a one-year term. The election shall be held at the October meeting, with those elected assuming office January 1. Officers may be re-elected to the same office for one succeeding term.

Article V. DUTIES OF OFFICERS AND MEMBERS

- A. Duties of officers:
 1. The Chairman shall preside at all meetings of the Council, shall appoint committee chairmen as needed, and shall serve as an ex-officio member of all committees with the exception of the nominating committee.
 2. The Vice-Chairman shall preside in the absence of the Chairman, and shall assume such other duties as may be requested.
 3. The Secretary/Treasurer shall maintain a membership list, ensure that minutes are kept of each meeting, send timely notification of all meetings to each member, and keep accurate records of any moneys under the jurisdiction of this Council.

B. Duties of members:

Each member shall be familiar with the purposes of the S.A.L.T. Council, shall attend all regular and special meetings of the Council, and shall serve on at least one standing committee.

Article VI. STEERING COMMITTEE

The Steering Committee shall be comprised of the elected officers, the chairmen of the standing committees, and the immediate past chairman of the Council. The Steering Committee shall have the authority to conduct the business of the Council between meetings and to fill by appointment any vacancy in office, pending the approval of the membership.

Article VII. COMMITTEES

A. Standing committees of the S.A.L.T. Council shall be:

1. Advisory
2. Crime Prevention
3. Legislation
4. Resource Coordination
5. Training
6. Victim Assistance
7. Volunteers
8. Membership
9. Nominating
10. Media or Promotional

B. Special committees may be appointed by the Council Chairman as needed.

C. Committees shall consist of the committee chairman, at least two Council members, and others as appointed by the committee chairman.

Article VIII. MEETINGS

A. The S.A.L.T. Council shall meet the first Tuesday of the month unless otherwise ordered by the Chairman with the approval of the Steering Committee.

B. Special meetings may be called at the request of the Council Chairman.

C. A quorum shall consist of one-third of the current membership. A simple majority of the voting members present shall be the voting rule.

APPENDIX F

S.A.L.T. Community Action Survey

AARP/Police Department(s)/Sheriff's Office

We need your help to assist us in taking positive steps to improve our community. Please answer each question by placing a check in the column that best describes your views. (Please complete this survey only once). To what extent does each of the following affect your life?

	Major Concern	Minor Concern	Very Little Concern
1. Fear of going out after dark?	_____	_____	_____
2. Fear of fraud or con artists?	_____	_____	_____
3. Vandalism in the neighborhood?	_____	_____	_____
4. Lack of public transportation?	_____	_____	_____
5. Sense of personal isolation?	_____	_____	_____
6. Fear of robbery (i.e. purse snatching)?	_____	_____	_____
7. Fear of burglary (home invasion)?	_____	_____	_____
8. Vendors knocking on the door?	_____	_____	_____
9. Neglect by family or friends?	_____	_____	_____
10. Fear of personal abuse?	_____	_____	_____
11. Other? _____	_____	_____	_____

Some suggested improvements in this community include the following:

Would these changes/additions improve your life?

	Very Much	To Some Degree	A Total Waste
1. Street lighting improvements?	_____	_____	_____
2. Expanded Neighborhood Watch Program?	_____	_____	_____
3. Public Transportation?	_____	_____	_____
4. Home Security Recommendations by Police?	_____	_____	_____
5. Group housing resident councils?	_____	_____	_____
6. Daily reassurance phone calls?	_____	_____	_____
7. Senior van available at night?	_____	_____	_____

In which section do you live: Northeast____; Northwest____, Southeast____; Southwest_____

Town of _____. Sex: Male___ Female___ Age: 55-65 ____; 65-75 ____; Over 75 ____

Optional Information: Your name and address might be helpful, but are not required:

Name: _____ Phone number: _____ Email _____

Address: _____

APPENDIX F (Continued)

Triad Quality of Life Survey

1. Which of these communities do you live in or closest to?(Triad to insert list of areas)
2. Do you live alone? Yes: _____ No: _____
3. Indicate in order of importance (1 being most important) the top 5 crime-related concerns in your area:

<input type="checkbox"/> Fear of Crime	<input type="checkbox"/> Burglary	<input type="checkbox"/> Solicitors/Vendors
<input type="checkbox"/> Vandalism	<input type="checkbox"/> Vacant/Abandoned House	<input type="checkbox"/> Purse Snatching
<input type="checkbox"/> Animal Problems	<input type="checkbox"/> Traffic Concerns	<input type="checkbox"/> Rape
<input type="checkbox"/> Victimization	<input type="checkbox"/> Fraud/scams	<input type="checkbox"/> Abuse/Neglect
<input type="checkbox"/> Residential Burglary	<input type="checkbox"/> Murder	<input type="checkbox"/> Assault
<input type="checkbox"/> Other	_____	

Comments: _____

4. Would you be interested in any of the following crime prevention programs?

Neighborhood Watch Home Security Survey Personal Safety Skills

Comments: _____

5. Would you be interested in participating in a volunteer program to assist law enforcement?

Yes No Please specify areas of interest:

<input type="checkbox"/> Neighborhood Watch	<input type="checkbox"/> Reassurance Visits	<input type="checkbox"/> Office Work
<input type="checkbox"/> Victim Assistance Program	<input type="checkbox"/> Home Security	

6. Do you need assistance in: Transportation/courier Shopping
 Running Errands Other

Optional Information, helpful but not required: Age: _____ Sex: _____

Name: _____ Phone number: _____

Email address: _____

Address: _____

Thank you for taking the time to fill out this survey. This survey will help your Triad and S.A.L.T. Council (Seniors and Law enforcement Together) to help you. Please return survey to (Name and address) or call (phone number) to have a S.A.L.T. volunteer pick it up.

APPENDIX G

Sample Agenda

Senior Advisory Council Meeting

Date, Time, Location

- I. Welcome – Chairman, Chief(s) and Sheriff or their representatives
- II. Introduction of Council Members and any guests
- III. Minutes of Last Meeting
- IV. Overview of S.A.L.T. Purpose and Activities to Date
- V. Crime Update (Current Statistics, Problems, Trends)
 - a. Reported Crimes
 - b. Input From Seniors – Unreported Crimes? Rumors? Fears?
- VI. Reports from Committees
 - a. Crime Prevention Presentations/Programs
 - b. Volunteers
 - c. Reassurance Programs
 - d. Victim Assistance
 - e. Training
 - f. Evaluation
- VII. Short Term Plans to Meet Needs of Older Residents
- VIII. Long Term Plans
- IX. Crime Prevention Information – Tips for S.A.L.T. Members, also to be shared with friends and acquaintances
- X. Other Concerns
- XI. Next Meeting

APPENDIX H

Sample Refrigerator Card

Triad

(Local Law Enforcement Agency)

REFRIGERATOR CARD

Name: _____	Date Card Completed: _____
Address: _____	Phone: _____
_____	Allergies to Medications: _____
_____	_____
Whom To Contact & Phone #:	_____
1. _____	_____
2. _____	Date of Birth: _____
3. _____	Social Security #: _____
Doctor's Name: _____	Major Illnesses: _____
Doctor's Phone: _____	_____
Health Care Plan: _____	_____
_____	_____
Medicare #: _____	Other: _____
OVER FOR MEDICATIONS	

APPENDIX I

Older Person Referral Card

Triad	
<i>"Seniors & Law Enforcement Together"</i>	
OLDER PERSONS REFERRAL CARD	
<i>(Name of Local Law Enforcement Agency (ies))</i>	
Name:	_____
Address:	_____
City:	_____ State: _____ Zip: _____
Phone #:	_____
Nearest Relative:	_____
Emergency Phone #:	_____
* * * * *	
<i>During the Course of my duties, I observed the above person in need of the following:</i>	
Food:	_____ Security: _____
Clothing:	_____ Heat: _____
Care Taking:	_____ Other: _____
Lighting:	_____ _____
_____	_____
Officer Signature	ID #

APPENDIX I (Continued)

Older Person Referral Card (Backside)

FOLLOW-UP	
Date:	_____
Referrals:	_____ _____ _____
Comments:	_____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____
_____	_____
Auxiliary Signature	ID#

APPENDIX J

Adopt-A-Senior Program

Definition:

The Adopt-A-Senior program is a Triad sponsored program, a joint venture involving the _____ Police Department, the _____ Sheriff's Department and the _____ Area Agency on Aging. It is intended to provide additional support and reassurance for older adults with special needs. Targeted for participation are those older persons with limited mobility or medical problems, those confined to their homes, and those living alone with limited family support in the area. This program is intended to supplement care already being provided by other persons and agencies.

Goal:

The Adopt-A-Senior Program is established to open lines of communication and cooperation among the law enforcement community, seniors and state and local agencies in order to maximize the use of available resources and ensure the needs of seniors are monitored and appropriate referrals made.

Implementation:

The following law enforcement agencies will provide officers who will adopt one or more seniors. Each officer will be provided background information on the older person, explaining any special needs or medical problems. The officer will then make arrangements to meet his or her senior(s). The officer should contact the referral agency in order to schedule the first meeting with advance notice. Some referrals may require that the senior's caseworker be present for the initial visit and introduction. After the initial visit, the officer should make arrangements for future visits – at least one per week. It is expected that the officer will also call his senior(s) at least once a week.

During each visit or phone call, the officer should be aware of needs or attention required for the senior of his household. In the event an officer feels that a referral is in order, the officer should fill out an Older Persons Referral Card to see that the Adult Protective Services, Senior Referral Program, or appropriate service agencies are made aware, as indicated. Officers participating in the Adopt-A-Senior program should be aware of the special needs and problems facing their senior(s) in order to treat these seniors with compassion, care, and concern.

This program will be coordinated by _____.

APPENDIX K

Application for Triad Call-In Program

Name _____ Phone # _____

Address _____

Description of Home _____

(Please describe exact location of your residence (example: route number, color of house, right or left side of road, apartment house, etc.)

Name of Nearest Neighbor _____ Neighbor's Phone # _____

Address _____

Medical Problems: _____

Doctor's Name: _____ Doctor's Phone # _____

Name of person to be notified in case of illness (name, address, phone #, relationship)

Waiver of property damage: I hereby authorize any state or county law enforcement officer and/or medical unit to forcibly enter my home (address above) in the event there is reasonable cause to suspect that I am in need of immediate medical assistance. I agree to hold the state and county, together with its agents and/or employees, harmless for any damage to my property, both personal and real, resulting from said forcible entry.

Signature: _____ Date: _____

APPENDIX L

Palmore Quiz – Selected Questions

True or False

1. The majority of old people (age 65+) are senile.
2. The five senses (sight, hearing, taste, touch, and smell) all tend to weaken in old age.
3. The majority of old people have no interest in, nor capacity for, sexual relations.
4. Lung vital capacity tends to decline in old age.
5. The majority of old people feel miserable most of the time.
6. Physical strength tends to decline with age.
7. At least one tenth of the aged are living in long stay institutions (such as nursing homes, mental hospitals, homes for the aged).
8. Aged drivers have fewer accidents per driver than those under age 65.

Answers

1. False. About 10% older people have some form of dementia or severe mental illness. Another 10% have some mild or moderate cognitive impairment. The majority of people over 65 have neither.
2. True. All senses do tend to decline with age, although it varies from person to person. Certain diseases or habits may affect the senses in addition to any declines caused by aging. For instance, smoking may decrease the ability to taste and smell.
3. False. Research shows that sex continues to play an important role in people's lives at least through their 70's.
4. True. Lung capacity does tend to decline with age. This is especially true of people who smoke. It will be interesting in the future to see if the increase in numbers of older people who walk or otherwise do some form of regular exercise helps lessen that decline in lung capacity.
5. False. A national survey showed about half the of those surveyed stated that they were either as happy or happier than they had been at younger ages. One quarter of those surveyed said that this was the unhappiest time of their lives.
6. True. Physical strength tends to decrease from about the third decade onward.
7. False. This is one of the most persistent misconceptions about older people. Only about 5% of older people are in long term care facilities at any one time. However, the chances of being in an institution do increase with age, and as many as 40% of older people may be institutionalized at some point in their lives. For some it will be a short term stay. Others will spend the last months or years of their lives there.
8. True. Older drivers have about the same accident rate as middle aged drivers, but a lower accident rate than drivers under 30. However, older drivers tend to drive fewer miles per year.

Questions courtesy of Dr. Erdman Palmore of Duke University.

APPENDIX M

Citizens' Law Enforcement Academy Application

Date of Application _____

Name _____ Date of Birth _____

Address _____

City, State, Zip _____

Work Phone _____ Home Phone _____

Social Security # _____ Driver's License # _____

Employer _____ Occupation _____

Employer's Address _____

Have you been arrested for any offense other than traffic? _____ When _____ Where _____

Please list or describe any civic activities/organizations in which you are involved:

What experience have you had with law enforcement? (Circle One) Positive Negative

Briefly Explain: _____

Briefly explain your interest in the citizens' academy: _____

What do you expect to gain from attending this academy? _____

Will you be able to attend all of the class sessions? (Schedule Attached) _____ Yes _____ No

Person to be contacted in case of emergency during your attendance at the Academy:

Name _____

Address _____

Relationship _____ Phone _____

Liability Waiver

I hereby certify that the information contained in this application is true and complete to the best of my knowledge. You are hereby authorized to make any investigation of my personal history deemed necessary for consideration to attend the Citizen Police Academy.

Signature _____ Date _____

APPENDIX N

Resources

Alzheimer's Association

(800) 272-3900

www.alz.org

American Association of Retired Persons

Virginia Headquarters

707 East Main Street, Suite 910

Richmond, VA 23219

(804) 819-1902

bkallio@aarp.org

Virginia Association of Chiefs of Police

1606 Santa Rosa Road, Suite 134

Richmond, VA 23288

(804) 285-8227

dana@vachiefs.org

Virginia Sheriff's Association

701 East Franklin Street, Suite 760

Richmond, VA 23219

(804) 225-7152

vsavsi@virginiasheriffs.org

Virginia Triad Central

Office of the Attorney General

900 East Main Street

Richmond, VA 23219

(804) 786-2071

seniors@oag.state.va.us

www.aq.virginia.gov/triad



Attorney General Mark R. Herring
900 East Main Street
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www.ag.virginia.gov/triad