

The Magazine of the
FBI National Academy
Associates

NATIONAL ACADEMY ASSOCIATES



Sept/Oct 2014
Vol. 16, No. 5

Preparing for a *Transition* from Public Service to Private Industry

PLUS | *“Lapel” Cameras:
Viewing Law Enforcement from a New Lens*

NOVEMBER 17-20, 2014

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On the Cover: Preparing for a Transition from Public Service to Private Industry –
A guide related to the changes you will need to consider and begin your preparation as
you approach your next successful career beyond your current career in public service.

ASSOCIATION PERSPECTIVE

by President Laurie Cahill

Reflections

As the leaves on the trees begin to change color and the temperatures begin to dip, it gives us time to reflect about the to-do list items we have accomplished and what yet needs to be completed. In other words, this is a good time to review the goals and objectives we created for the year and try to finish what we have set out to do.

One of my goals and priorities this year has been to meet many of our cherished FBINAA members from across our Association. During my memorable visits to several Chapter conferences, Chapter-sponsored events, and partner law enforcement Associations activities, I have met some of the most remarkable individuals within our organization. Many of our members have consistently expressed to me how attending the FBI National Academy program was the highlight of their career. Furthermore, the affiliation as a valued FBINAA member, has allowed the continuation of the NA experience in a multitude of ways. Through ongoing training and networking opportunities, the FBINAA has maintained that the relationships created in Quantico and beyond, has assisted in resolving criminal matters beyond measure, as well as provided the link to assist in public and private partnerships. The far-reaching connections by fellow NA members from across the globe will continue to grow as a result of our membership.

The following were the six goals that I hoped to achieve this year, along with the collaboration of our dedicated Executive Board members and committed Chapter Officers, hardworking Executive Office Team and our entire membership:

#1 – INCREASE MEMBERSHIP: It has been stated repeatedly that our Membership is the lifeblood of our Association. Although we have achieved similar membership numbers from 2013, it is our collective goal to continually increase our membership. A recent analysis of our membership statistics revealed that 25% of the last year's NAA members are not renewing their dues for some unknown reason. We continue to ask ourselves "WHY" and look to our members to keep in contact with fellow graduates to keep them connected. Whether active duty or retired, we are grateful to our membership, as we continue to be the strongest law enforcement network in the world. To each recent NA graduate, we hope that you will continue your NA experience by actively participating in your Chapter's events and by attending the Annual Training Conference. We are always open to listen to our members on ways to improve our Association, so please feel free to let us know.

#2 – ADD/INCREASE MEMBERSHIP BENEFITS: A previous study of the membership benefits offered and/or desired, reflected that our members are more interested in the camaraderie and networking opportunities available, as opposed to the discount programs, etc. Should you know of a member benefit that you would like to see added or know of a company who would like to partner with the FBINAA, please contact any Executive Board member or our Executive Office staff. Each day, the dedicated members of your Executive Board, Executive Office Staff and Chapter Officers work hard to bring value to the membership of the FBINAA.

#3 – PRESENT THE 50TH ANNUAL TRAINING CONFERENCE IN PHILADELPHIA, PA: In the last edition of the *National*



Academy Associate, I provided extensive coverage detailing the outstanding success of the Conference highlights. Special thanks again to Conference Chair **Patrick Davis**, Co-Chairs **Joe Gleason** and **Mike McLaughlin**, as well as the entire Eastern PA Chapter contingent, who provided an exceptional training conference, filled with many memorable events, valuable networking opportunities and renewing friendships.

#4 – CONTINUE OUR WORK WITH THE FBINAA CHARITABLE FOUNDATION: As you are aware, the Foundation continues to assist FBINAA members through various programs, including a Youth Scholarship Program. For additional information, or to make a donation, please go to www.fbinaafoundation.org. Remember, the FBINAA Charitable Foundation is the "Heart and Helping Hands of the Association."

#5 – PROMOTE THE FBINAA PARTNERSHIP WITH SAFE-CALLNOW TO EMPOWER FELLOW LAW ENFORCEMENT PROFESSIONALS TO SEEK ASSISTANCE WHEN THEY OR THEIR COWORKERS ARE IN CRISIS: We are grateful to the many members of the SafeCallNow Team of volunteers who continue to save the lives everyday of our first responders. We are proud of the partnership between the FBINAA and SafeCallNow that truly makes a difference in the lives of our fellow law enforcement professionals.

#6 – MAKE THE FBINAA CHAPTER EVENTS LEARNING OPPORTUNITIES WHILE ENJOYING OUR CAMARADERIE: I can attest to the many Chapter events that I have attended this year and am honored to see the great work of our Chapters' Executive Board members who work tirelessly to provide beneficial training opportunities and various social activities for their members.

In conclusion, I believe we have made great efforts to work hard this year toward achieving each and every goal to strengthen our Association. Please ask yourselves what YOU can do to help accomplish this and any other area that you can to support and grow our organization. I wish you and your family all the very best as we near the holiday season! It is my hope that you will enjoy an abundance of good health and happiness always! Thank You and May God Bless You All. 🇺🇸

Laurie Cahill

Laurie Cahill
2014 President

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CC

CHAPTER CHAT

The intent of this column is to communicate chapter news. Announcements may include items of interest, such as member news, section activities, events, training calendar, special programs, etc. Refer to the editorial submission deadlines, particularly with date sensitive announcements.

Submit chapter news/high-resolution digital .jpg or .tif photos with captions to:

Ashley Sutton, Communications Manager
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ALASKA

■ Congratulations to **Terry Vrabec**, 186th Session, Deputy Commissioner, Department of Public Safety, on his recent marriage to his bride Tara.



Tara, wearing her FBINAA jacket runs up the mountain to their wedding ceremony. (Terry says: "yes everyone should run up a mountain to their wedding".) Also pictured is Terry's granddaughter who whenever she sees him drops down and does pushups and makes grunting noises, which Terry says is his fault - "He had to teach her something".

FLORIDA

■ Major **Kurt A. Hoffman** a member of the FBI National Academy's 255th session



Kurt A. Hoffman

has been promoted to the rank of Colonel. Colonel Hoffman will serve as the Chief Deputy of the Sarasota County Sheriff's Office and continue to serve as the agency's General Counsel for all legal affairs. Colonel Hoffman is a 25 veteran of law enforcement and has also served as a state prosecutor in the 12th Judicial Circuit of Florida for 7 years.

■ On August 3, 2014, Captain **Anthony Kalil** was appointed to the rank of Assistant Chief of the West Palm Beach Police (FL) Dept. Anthony (Tony) Kalil was born in New York. Tony began his career at West Palm Beach Police Department as a police cadet in 1988 and was hired in 1989 as a police officer. In 2001, he graduated from Palm Beach Atlantic College with an M BA. Promoted to sergeant in 2004, he was assigned to the Patrol Division and later to Internal Affairs. In 2008, Tony was promoted to lieutenant and in 2011, promoted to captain.

Over the years, Tony worked in several divisions. He worked in Patrol, Criminal Investigation Division, Critical Services, and Planning and Research. He was a member of the SWAT entry team and the sniper team leader for 10 years. Tony is a 2011 graduate of the FBI National Academy, Session 245, and a member of the International Association of Chiefs of Police, the Florida Police Chiefs Association and the Palm Beach County Association of Chiefs of Police.

■ **Chris Daniel**, 241st Session was recently promoted to the rank of Assistant Chief with the

University of South Florida Police Department in Tampa, Florida. Assistant Chief Daniel has been with the department since 1988, after serving as an officer with the former Florida Marine Patrol. In this new role he is responsible for all operational functions within the agency.

■ September 1, 2014, **Jeff Goldman**, 241th Session, was promoted from Assistant Chief to Chief of Police for the City of Delray Beach.

HAWAII

■ **Garry Yabuta**, 218th Session, retired as Maui County Chief of Police effective July 30, 2014. He has taken the position of director of the Hawaii High Intensity Drug Traffic Areas program in Honolulu.

■ **Tivoli Faaumu**, 241st Session, was appointed as Maui County Chief of Police on September 8, 2014. Congratulations to both and best wishes for continued success.

INDIANA

■ **Lucas Gannon**, 258th Session of the Fishers, Indiana Police Department was promoted to the rank of Captain on October 19, 2014. He received his promotion while attending the FBI National Academy!



Maryland/Delaware Chapter President Teresa Walter (at left) and her team from Havre de Grace.

KANSAS/W. MISSOURI

■ Capt. **Zim Schwartz**, proud graduate of Session #231, officially retired from the Columbia, MO Police Department in February, 2014 after over 20 years of service. The Kansas/Western Missouri



Zim Schwartz

Chapter recognized Zim for her career achievements at their recent Fall Re-Trainer held at the Lake of the Ozarks, Missouri. She has also served the Chapter on the Executive Board for the past five years and is currently the Immediate Past President. Zim has been the Director of the Springfield-Greene County, MO 911 Emergency Communications Department since January, 2013.

MARYLAND/DELAWARE

■ On Monday, August 11, 2014, the FBI National Academy

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CHAPTERCHAT

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The 257th session graduates were (L-R) Sgt. Tim Lowe (Annapolis Maryland Police Dept.), Sgt. Scott Rieger (Newark Delaware Police Dept.), Major Duane Williams (Harford County Maryland Sheriff's Office), & Lt. Lamart Martin (Baltimore Maryland County Police Dept.).



The 258th Session attendees (L-R) are Lt. Jason King (Salisbury Maryland Police Department), Det. Sgt. Justin Todd (Cambridge Maryland Police Dept.), & Major Rob Liberati (Prince George's Maryland Police Dept.) Not Pictured: Deputy Asst. Rob Kracyla (Delaware Division of Alcohol & Tobacco Enforcement).



Annual Crab Feast, Maryland Chapter.

Associates Maryland Delaware Chapter hosted its **annual golf tournament** at the DuPont Country Club in Wilmington, Delaware. The tournament is the MD-DE Chapter's premier fundraising event for the scholarship fund and Special Olympics. One hundred twenty four (124) golfers comprising thirty one (31) teams enjoyed a beautiful August day on one of the DuPont Country Club's nationally renowned courses. The day began with a shotgun start at 9:00 and concluded with a lunch on the DuPont Country Club's outside covered patio.

The winners of the golf tournament were **Boe Kowalewski, Wayne Johnson, Jeff Klobier, & Mike Gross**. Additionally the winners of the longest drive were **Geoff Jones** (men) and **Laura O'Sullivan** (women.)

A heartfelt special thank you to all of the sponsors who made generous monetary donations.

■ On October 1, 2014, the newest Delaware-Maryland Chapter members, who just completed the 257th Session of the National Academy, joined the Chapter's Executive Board at the FBI Baltimore Office for a lunch meeting. During lunch they shared their experiences with three of the four area police officers slated to begin the 258th session on October 6, 2014.

■ On Friday, October 3, 2014, one hundred and thirty (130) FBI-NAA Maryland-Delaware Chapter members and guests attended the **Annual Crab Feast** at the Fisherman's Crab Deck in Kent Narrows, Maryland. This event is one of the most popular chapter networking events with great food, drinks, and an abundance of large heavy delicious Chesapeake Bay crabs. This year's event did not disappoint and was enhanced with the continued

beautiful weather on Maryland's Eastern Shore.

NEW YORK/E. CANADA

■ Detective Lieutenant **Marc J. Alberti**, 189 Session retired from the Town of East Fishkill Police Department on October 10, 2014, after 25 years of service.



Marc Alberti

■ Deputy Chief **Daniel J. McDonald**, 202nd Session retired from Peel Regional Police.

■ Five graduates from the 195th Session reunited at the Suffolk PD 'Bart Hose' shoot on 9/19/14 in Westhampton, NY on Long Island (see photo on pg. 9).

NORTHWEST

■ Capt. **Tom Ladwig**, Assistant Chief of the Williston Police Department, Williston, North Dakota, and a 1981 graduate of the 125th Session of the FBI NA is retiring after 42



Tom Ladwig

years in law enforcement. He has served as Assistant Chief of the Williston PD for the last six years.

OHIO

■ **Laurie Volls Fournier Scholarship** recipients for 2014 are **Chance Nelson** and **Kaitlyn Mueller**. Each graduating senior received a \$1000.00 scholarship in honor of Laurie Volls Fournier. Congratulations to Past presidents **Rick Greer**, 156th Session,

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CHAPTERCHAT

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(L-R) Joe Gallucci, Inspector- NYPD; John Brogan, Chief- Scarsdale PD; Steve O'Brien, Inspector- NYPD; Marty Flatley, Chief- Southold PD; Randy Mineo, Deputy Chief- Port Washington PD (ret).

Butler County Sheriff's Office and **Ralph Doles**, 172nd Session, Euclid Police Department on their recent retirements.

■ Chief **Seth Riewaldt**, 220th Session, retired from the Aurora (OH) Police Department on June 28, 2014 after 35 years of service. Seth was first hired as a part-time dispatcher and, over the years, served in every capacity within the organization. He was promoted to chief in 2003.



Seth Riewaldt

OKLAHOMA

■ Major **Michael R. Hoskins**, 218th Session, Office of the Chief – Special Investigations Division, Oklahoma City Police Department is retired October 31, 2014 after 31-years of service.

S.CAROLINA

■ It is our pleasure to announce those persons just completing, currently attending, or scheduled to attend the National Academy. Our congratulations

go out to each of them, their families, and their agencies.

■ Our latest graduates and attendees...
Session 253 – Graduated June 14, 2013: **J. J. Jones**, Lexington County Sheriff's Department ; **John Bishop**, State Law Enforcement Division.

■ **Session 254** – Graduated September 20, 2013: **Winston Thomas**, Cheraw Police Department; **Joe Babkiewicz**, Bluffton Police Department.

■ **Session 256** – Graduated March 28, 2014: **Dennis Turner**, Hanahan Police Department; **Socrates "Sonny" Ledda**, Laurens Police Department.

■ **Session 255** – Graduated June 13, 2014: **Steven Knafelc**, Kershaw County Sheriff's Office **John Thompson**, Greenville Police Department .

■ **Session 257** – Graduated September 19, 2014: **Jamie Landrum**, Department of Natural Resources.

■ **Session 258** – Graduating December 19, 2014: **C. Todd Hughey**, State Law Enforcement Division;

Eric Watson, Charleston County Sheriff's Office .

TEXAS

■ On April 24, 2014, Austin Police Department Commander **Fred Fletcher**, 242nd Session was selected as the Chief of Police in Chattanooga Tennessee. He was sworn in on June 12, 2014.

W. PENNSYLVANIA

■ Chief **Michael Menster**, 206th Session, has retired from the Sharon Police Department as of September 12, 2014. He is in relentless pursuit of fishing and boating pleasure somewhere in the continental United States.
■ **Jeffrey Wiscott**, 251st Session, was promoted to the rank of Lieutenant on October 3, 2014 and will command the investigative division of the department.

The NA Family Supports 226th Session Graduate John Kelly, Nassau County Police Department (NY)

■ Three years ago John's wife, **Marge**, was diagnosed with a blood cancer called myelodysplastic syndrome. After 2 1/2 years of the disease, it progressed to the point that she required a bone marrow transplant. The transplant was the only potential

cure for the disease. Fortunately, John's sister-in-law was a perfect match and agreed to be a donor. John's wife, Marge received the transplant on July 30th.

John's three children, **Kaitlin** (26), **Jennifer** (24), and **Raymond** (20) formed a team to participate in the **2014 Be the Match Walk/Run** in NY to benefit the Be the Match Foundation. The kids, in honor and support of their mom, hoped to raise money for the Be the Match Foundation, which helps patients with blood cancers take the next step toward a life-saving marrow transplant.

After eight years from graduating the NA in 2006, in August, John reached out to his fellow session mates of the 226 asking for their support in his children's efforts. He had always told his kids that being a cop comes with an extended family of brothers and sisters around the country and the world, and the 226 is a big part of his extended family. In John's email, he only asked for a small \$5.00 donation to support their team (**KELLY STRONG**) and greatly help them reach their goal, but more importantly, show them the support of this extended family. John was not looking for personal financial support, he was looking emotional support for his wife and children.

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The NA Family Supports 226th Session Graduate John Kelly, Nassau County Police Department (NY)

Not Quite as
“Easy as Sunday Morning” –
**PREPARING FOR
A TRANSITION FROM
PUBLIC SERVICE TO
PRIVATE INDUSTRY**

Career change

In 2002, just two years from FBI retirement eligibility, and a Federal Employee Retirement System (FERS) retiree not by choice, I realized I would need to continue employment beyond retirement with two daughters' college bound. My two year path to prepare for a career in private industry was a sound plan, but as I look back I was woefully unprepared – I got lucky.

Alan A. Malinchak

Since retirement from the FBI in 2004, I have been fortunate to work for two government contractors, ManTech International and Homeland Security Solutions, Inc. – where I experienced a successful journey with each of these companies. I have learned the ins and outs of employment within private industry and government contracting.

As CEO of Eclat Transitions LLC, this article is a reflection and a guide related to the changes you will need to consider and begin your preparation as you approach your next successful career beyond your current career in public service.

Change is inevitable and controllable. The most difficult aspect of preparing for your transition is “*not knowing – what you don’t know*”.

The first piece of advice I would give you is to start preparing **NOW** – long before you intend to retire. There is a great deal you will need to do to prepare to land a GREAT job in private industry. Preparing over time will reduce the stress and put you several steps ahead of those you will be competing against in the private job market. You know hard work – your public career has expected this of you. You can do this; you simply need a plan – a roadmap of what to do. To make a plan, analyze the direction of your path and make logical decisions. To guide you along your path, consider engaging in the following considerations:

Financial

Start by knowing your numbers. Determine your financial living plan. Determine how long you want/need to work. Calculate all the factors related to your income needs now and beyond the net value of your government retirement check?

Emotional

You will experience fear and anxiety of the unknown, conflict over financial considerations, and emotional ups and downs during the process of your professional reinvention. You will be leaving a profession where you have contributed and made a significant difference in the world. You will be leaving a 20+ year comfort zone where you have experienced success and have an established identity for the unknown. As you plan for this transition, you may not know what you want to do or what you are qualified to do or you may need new professional credentials/certifications beyond your current knowledge, skills and abilities (KSAs). For the most part, you are going to be starting over – you will be the newbie once again. You

will need to invest time, energy and finances into preparing for your next career as “Who You Are” may not be “Who You Will Be”.

Evaluating the Job Market

You will need to understand the areas of growth in the job market – by industry – by location. Learn what professional positions are in demand now and what/where are the trends. Evaluate whether you want to work for a corporation or a small business, publicly traded or privately held company. Are the companies you are interested in profitable, stable and do you believe they will survive the next economic downturn, fiscal cliff /sequestration?

Non-Profit, Public, Private or Entrepreneur?

Do you have the desire, finances and drive to start your own company, be your own boss? Do you understand marketing, customer base, and are you ready to work 24/7? Building a career path map that allows you to find a relatable position in a non-profit, other public agency, private enterprise or as an entrepreneur should focus on your interests, qualifications and financial needs. Have you conducted an assessment of your competencies? Are there gaps in your competencies and the skill set necessary to be successful in your post government/public service career? Which competencies translate well to business needs? What are you missing? How do you acquire what you need? How much time do you need and at what cost?

Business 101

Do you possess business acumen? Are you knowledgeable about business drivers, e.g., i.e. revenue growth, profitability, and program execution?

Are you familiar with corporate hierarchy, titles, roles and responsibilities? In business, you are either overhead (cost the company money) or direct labor (generate income for the company). Knowing which position to target based on your qualifications, potential to add value to a company, and your comfort zone is essential. A company’s growth is dependent on business development and its pipeline of future contracts for goods and services. Learn the drivers of what enables a company to grow and succeed and how your capabilities are essential for their continued growth. Are you familiar with the world of government contracting and private industry? Do you know the Drivers and Timing for Corporate Hiring?

Professional Certifications/ Additional Education

Most likely you have been involved, supervised or led projects and programs throughout your career, but do you have a Project Management Professional (PMP) certification? If you are involved in network or cyber security operations, do you have certifications in A+, Network+, Security + or are you a Computer Information Security System Professional (CISSP)? You may have the operational experience and skills but you will need a professional certification to be competitive in private industry. During your career you may have been involved in acquisitions, contract review or personnel human resources. Did you acquire any internal public sector certificates that will enable you to get to the next level of an external professional certification? Professional certifications are valued by performance based businesses that direct bill to their clients and are the backbone of private industry. Have you acquired or do you need additional education that can be leveraged to be more competitive?

Security Clearances

Do you possess a government security clearance? Your security clearance has monetary value in private industry. Maintain it. Insure your reinvestigation is complete.

Networking

It’s important to maintain a network of your trusted friends within your government agency that have entered private industry as well as expand your networking beyond those trusted friends. Join professional associations, establish a LinkedIn account, attend professional networking functions/events, volunteer at non-profit associations, establish relationships with recruiters – simply make as many connections in as many industry spaces as you can. Making connections, professionally and socially, is a key discriminator in people knowing you are looking and having something to offer. You understand and know the benefits of building rapport – start now to strengthen your networking skills.

Job Boards, Job Fairs and Recruiters

Identify and attend job fairs, especially those that are searching for job candidates with security clearances. Learn from the hiring managers present what capabilities/credentials they are looking for? Review job boards, and learn how to use job board aggregators and the techniques to get job leads emailed to you

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Preparing for a Transition from Public Service to Private Industry *continued from page 11*

directly. Establish relationships with recruiters who can contact you when opportunities arise.

Resume

Many of you may have not yet written a corporate resume and some of you may have been like me and initially tried to create a complete summary of my public career accomplishments that spanned 20 pages. Unfortunately, the people that read resumes typically get hundreds of them and on average take about 7 seconds to scan and review for key words aligned to the positional role you are applying. Determine if you have the skills for the positions they are hiring for. Writing a resume the right way and including the right information will be critically important. And write your resume to be about 2 pages max!

Interview

Congratulations! If you are going on an interview it means you are generally qualified for the job! The interview process is how companies determine which candidate is the MOST qualified for the job. They are drilling down on the depth and breadth of your experience

as compared to other candidates as well as determining your personality and cultural fit within their team and the company. This is a weeding out process and there are tricks to stay on the shortlist and make it to the finish line. There are typically 3 or more interviews before a decision and there are multiple interviewers. Some companies do personality or skills assessments as well to ensure there is an organizational and cultural fit.

Negotiations

In your government/public career, your salary, vacation and benefits are predetermined. Not negotiable. However, in industry, how well you negotiate your first compensation package can be a hallmark on how you are compensated going forward. In industry there can be many variables to negotiate including title, basic salary, bonus structure, vacation, stock options – the list goes on. Employers expect to negotiate salary and other benefits. Not everything is open to negotiation. It depends on the company, their compensation policies and the level of the role you are being considered for. The reality is that a company's success

is dependent on their controlling costs so they typically won't offer a penny more than they think they have to - to make a hire. The first offer will typically be fair but not the highest they can go. The candidate must make a case to negotiate a better offer. Always remember the value of a security clearance, and, should an employer refer to your retirement salary – never allow the monies you earned for your public service to be a pawn in the employers counter negotiations.

A Day in the Life

Your new career is going to be different. Different culture, mission, job responsibilities, cast of characters including boss (es) and now CLIENTS, commute, processes, etc. The leadership, teamwork and work ethic traits that you have fine-tuned in your public service career are desired, valuable and critical to private industry, especially how they affect performance within a company. Companies value good employees, especially those that contribute to either top line growth or bottom line savings.

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Nutritional *Considerations*

Tom Wickman

Statistics

Your health and well-being are determined by what you eat, drink, breathe, put on your skin and the thoughts you have. (Morse, 2000) For purposes of this article what we eat will be addressed. You and only you must make the commitment to improve what you consume. While a few changes are in order for all of us what promotes health in reality is rather simple. What isn't simple is to break the habits that we are familiar with due to addiction and misinformation that is fed to us (no pun intended).

Current statistics reveal 54 million Americans are obese, 60 million grossly obese and 3 million morbidly obese. (Boutenko, 2010) We are the most obese country in the world per capita. Why? A misunderstanding of proper nutrition, a sedentary lifestyle and a culture rooted in a search for a quick fix.

Standard American Diet

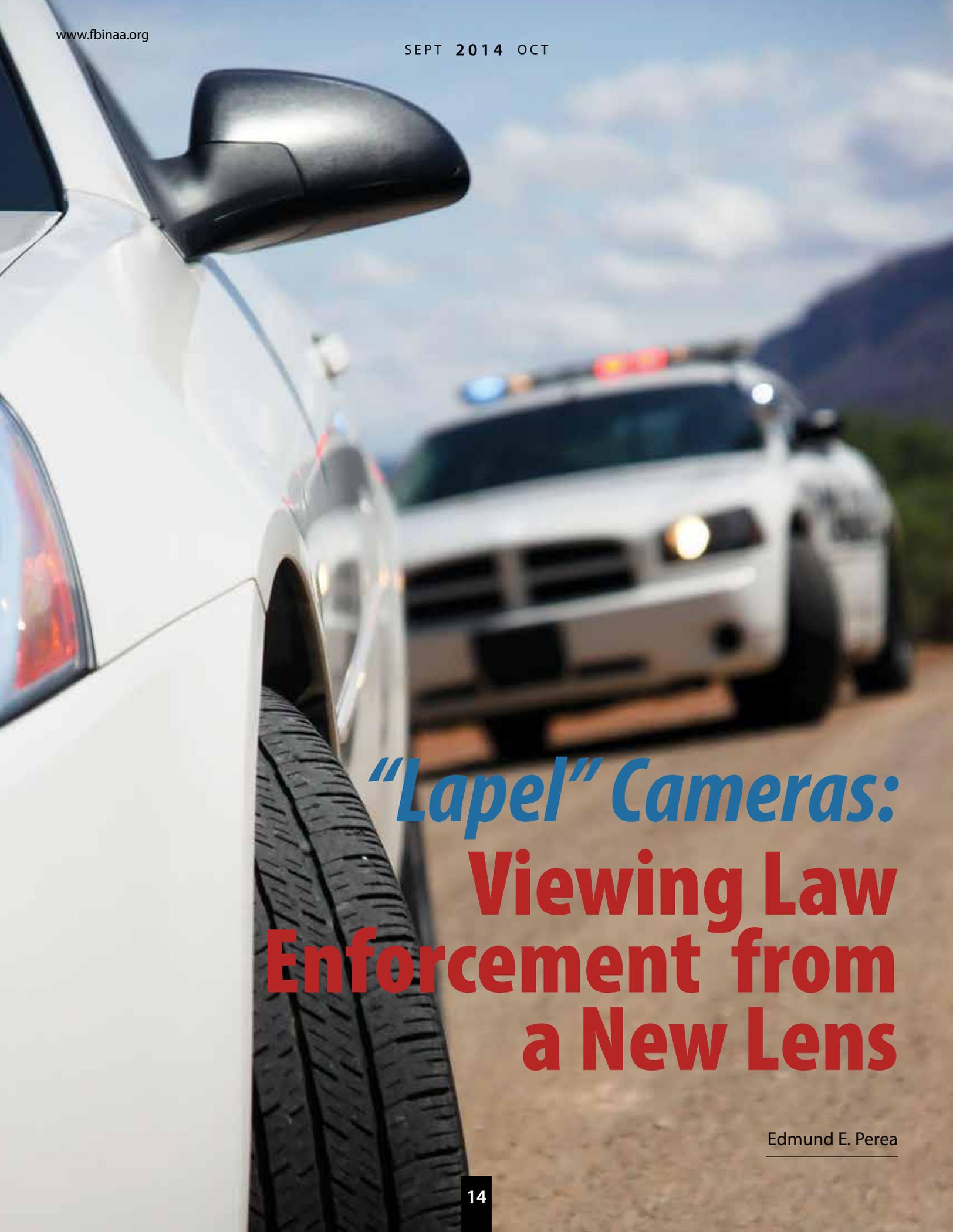
The Standard American Diet (SAD) comprises consumption of fatty foods high in acid content. Fat consumption by the way is vital to a healthy body but the amount and the type of fat ingested is critical to your overall health. Statistically, the average American consumes approximately 2,000 to 2,500 calories per day but 42% of those calories are fat calories high in acid. Fat is essential to the body but not to the extent currently seen. With the consumption of acidic food/drink and with a diet moving closer and closer to half the calories we consume as fat; is it surprising we are facing a health crisis? Top that off with a profession that has become more sedentary, more complex, levels of higher stress, less sleep and a culture (Standard American Diet) which promotes processed food and you have a recipe for disaster.

pH Levels

A very salient point worth discussing is the acidic versus alkaline type of food/drink we consume. Food/liquid are acidic, neutral or alkaline and they are plotted on the pH scale. The pH of any solution measures its potential hydrogen-ion level. The pH scale runs from 0 (acid) to 14 (base or alkaline). Coca-cola is about 2.5 (acid) lettuce 7 (alkaline). The significance of the pH in your body (blood, saliva, urine) plays a vital role in your overall health. The more alkalinity the greater degree of health. Our blood falls in a continuum of 7.35 to 7.45. Above or below this range we are susceptible to disease. A great deal of our emergency rooms are filled with people dealing with some level of acidosis. Chances are if you are dealing with some type of health issue you are probably acidic (refer to alkaline/acid chart). Can you reverse this? Absolutely and in a matter of days if you are motivated. But most importantly can you maintain this lifestyle? If the body is fueled properly (and we all have to eat/drink) your body will heal itself. A diet of mostly plant-based, whole foods is your ticket to a healthy body. If you take the time to adopt and maintain a diet of whole foods and plant-based foods your energy levels will increase, your ability to sleep will increase, your ability to eliminate toxins will increase and most importantly your outlook will dramatically improve. Research has proven if you consume foods with a high acidic content the body cannot heal itself i.e. properly eliminate

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“Lapel” Cameras:
**Viewing Law
Enforcement from
a New Lens**

Edmund E. Perea

Due to questionable uses of force by police and millions of dollars in litigation judgments, against law enforcement agencies across the country, a firestorm of public discourse has emerged among concerned citizens, law enforcement leaders and elected officials, creating a national discussion regarding the appropriate use or misuse of lapel camera technology. Officers at hundreds of law enforcement agencies are wearing small body cameras to record their interactions with the public, but in many cases the devices are required to be worn by officers, before their agency is able to create effective policies to govern their use.

As police officials, stakeholders, and policy makers across the country grapple with the issues associated with the use of lapel camera technology, we must be careful not to create knee-jerk policies for their use. Rather, agency leaders must step back and ensure that the U.S. Constitution serves as the guiding light when developing policies. Not only must the Constitution be front and center in those discussions, but careful thought and consideration must be taken into how any public policy will impact privacy concerns balanced with public and officer safety. The issue of lapel camera use has become an important public safety issue in Albuquerque, New Mexico after a homeless camper was shot by a police officer, which elicited a scathing report by the Department of Justice that was critical of the Albuquerque Police Department's "inconsistent use of lapel cameras." If your department's policy and use of lapel cameras were closely examined, could it pass D.O.J.'s scrutiny?

As an attorney and career law enforcement professional, I realize the current legal landscape in law enforcement and policing, in general is changing, especially in light of rapid technological advances. Thus, with these changes to policing, so too are the public's expectations of police. An officer's word seems to no longer carry the weight it had in some community circles and in a court of law. More frequently judges and the public want to view the video footage before they make a final judgment.

High profile shootings by police, captured on video, like the one in Albuquerque or ones not captured by a police body camera, as the case in Ferguson, Missouri, have made national and international news, creating controversy and criticism about when, how, and if body cameras should be used.

In a 2005 report by the International Association of Chiefs of Police, camera technology was deemed to 1) improve officer safety, 2) reduce police liability, and 3) make law enforcement more accountable. Most law enforcement officers however, know the limitations' of lapel cameras, in terms of understanding the complete picture of any incident, this understanding is not always the case with the general public. Nevertheless, the realization of a new public expectation exists and must be taken into consideration when developing public policy.

The outcry by some, for greater accountability in the use of lapel cameras, is not without merit. Sensational videos of police action recorded by bystanders and from lapel cameras have forced many to take notice and question how police officers are doing their jobs, this includes a segment of our communities that have generally trusted police. Some civil liberties groups have praised the use of lapel cameras as being a safeguard against an abuse of power. They cite a controlled study in Rialto, California that showed the use of force by officers decreased by 50 percent when they wore the cameras, and civilian complaints decreased by 88 percent. Could those numbers be replicated across the country, or are more studies necessary to truly understand the implications of this relatively untested technology?

Crime prevention and enforcement are cornerstones of any police department's mission. One may wonder if police investigations and lawful intelligence gathering would be negatively impacted by the use of non-stop video recording of communications between police officers and members of the community. The value of a trust relationship is paramount to effective policing. Does this dynamic change if citizens know that interactions between them and police are being video recorded? What about those cases where a citizen is a victim of a crime or wants to provide important investigative information, but wishes to remain anonymous? Will policies requiring mandatory police-citizen recording cause a chilling effect to those interactions?

Unintended consequences of any policy must always be thought through prior to implementation. What about lower police production because patrol officers choose to engage in less proactive policing due to the perceived scrutiny of their every action? Is this a possible consequence police agencies are willing to accept?

Then, one should consider the perspective of the judiciary. There have been reports where the judiciary has approached lapel camera cases differently, depending on an agency's recording policy. It has been reported that some judges have dismissed cases, when a law enforcement agency has a policy to record police-citizen interactions, but the officer either fails to turn on the lapel camera or does not have a recording available, due to a camera malfunction. On the other hand, the same judges have accepted an officer's testimony without lapel video when that agency has no lapel camera policy requirement. Is this justice?

What about the privacy issues associated with the use of lapel cameras? As much as lapel cameras can invade the privacy of innocent citizens, a policy that would require continuous video recording would similarly infringe on a police officer's privacy. A policy that would mandate lapel cameras to run during the entire length of an officer's shift might be impractical. For example, if cameras remain on continuously, they could capture personal conversations or impinge on an officer's privacy during meal and restroom breaks.

Several decisions, such as, when a camera should be turned off, the length of time to maintain the data, and the parties that should have access to the recordings, must be carefully determined.

Further, all video footage should be deleted in relatively short period of time, without ever being reviewed, when there is no evidentiary or legal purpose for its retention. Any requirements for the use of lapel cameras by police must come with strong accountability mechanisms and serious penalties for those who misuse video footage. Independent boards should be assigned to monitor lapel camera use and storage, ensuring trust and integrity in the use of this evolving technology.

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Jeffery J. Turney

“For” versus “With” – “My” versus “Our” **IN POLICE AGENCIES**

The difference between a good or great police department could be as simple as the way four words get used within an organization. Do employees work “For” or “With” leadership? Do leaders identify their departments using the term “My” or “Our?” The atmosphere within any institution can be enhanced when employees feel a connection with the management teams responsible for reaching

established goals.⁸ Many police organizations continue to use an exchange management style of leadership to promote and develop the awareness, empowerment, and personal integrity of police personnel.⁴ Exchange management techniques offer rewards in return for services and may work if the driving force within a department looks for the “quantity” of provided services.

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"For" versus "With" – "My" versus "Our" In Police Agencies *continued from page 16*

However, if "quality" is an important aspect of the organizational strategy, then understanding the need to have employees feel valued is an integral part of reaching the highest levels of production.

Employees provide an invaluable service to an organization and without their support, attaining established goals can be diminished. Effective leadership requires a process where leaders achieve objectives by setting the example and getting followers to complete tasks that they would not normally accomplish.^{2, 7} Listening to the way employees identify their relationship with management can provide insight into the connection they have with their employer and the quality they will provide to assigned tasks. When an employee says they work "for" someone, they give up their individualism, and become subservient to the supervisor they are identifying.⁶ By stating they work "with" someone, they are implying they have agreed to follow leadership's established vision and feel they are contributing to the overall mission as an important team member.¹⁰

Identifying individuals as "my" unit, section, department, or people give the impression leaders have ownership over those working "for" them.⁶ Changing the terminology to "our" unit, section, department, or people allows employees to see themselves as a part of the management team where thoughts and opinions are appreciated. Before getting to this level of cooperation, employees have to trust leadership will support their efforts and care for their wellbeing.³ The development of the group concept encourages organizational development and advancing organizational development can then encourage community involvement and commitment.¹ When employees feel they are working "with" management to achieve success, the quality of the work product increases.⁸ The team concept reduces individualism and replaces it with collaborative efforts designed to enhance the overall endeavors of everyone as a whole.⁹

Police officers are prone to be individualists, due to the nature of police work where line-level officers rarely have management's direct input at calls for service.⁵ Individualism can be detrimental to establishing environments where mutual efforts and collaborative decision-making processes generate quality products or services.⁹ The entire team shares in the success or failure of programs and collectively, the entire organization reaps the rewards of a job well done. Those in lead-

ership positions within and outside the team must ensure they celebrate the successful efforts of the team and should not attempt to assign personal ownership to the results. In conclusion, employees working "for" leadership can produce results within "my" organizations, while employees working "with" leadership have the potential to produce superb results within "Our" organizations. 

About the Author: Jeff Turney's thirty-four year law enforcement career began after he entered the United States Air Force. While with the Air Force, he held many assignments and worked his way up from a patrol officer to a superintendent's position managing law enforcement operations. His selection to attend the FBI National Academy (193rd session) preceded his final assignment with the National Reconnaissance Office (NRO). While with the NRO's personnel security division, he assumed an expert investigator's role and assisted in protecting our nation's space assets. Upon completing his military requirements in 2000, he left Washington D.C. and moved to Arizona where he obtained a sworn officer's position with the Glendale police department. He is currently a sergeant within the patrol division and his background with the department includes five years as a domestic violence detective. Jeff's educational background includes a PhD in Public Safety, specializing in Leadership; a Master's degree in Public Administration; a second Masters in Business & Organizational Security Management; and a Bachelor's degree in Workforce Education & Development.

End Notes

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"Lapel" Cameras: Viewing Law Enforcement from a new Lens *continued from page 15*

As society progresses and deals with new technology, we must bear in mind that our U.S. Constitution provides the framework for public policy. The stakes are high and complaints still exist about the reliability of this technology. Should we expose the public and law enforcement officers to this evolving technology before its time? Or is it time? 

About the Author: Edmund E. Perea is a New Mexico Attorney and has been appointed to serve as a Special Assistant District Attorney for a three county area in New Mexico. He is the Executive Director of the Center for Law, Policy and Public Safety L.L.C. (www.thecenterforlawpolicyandpublicsafety.com). He is an Adjunct Professor where



he teaches an array of college courses in Law, Homeland Security, Criminology, Leadership and Ethics etc. He is a member of the Police Oversight Task Force in Albuquerque and a Director with the Albuquerque Bar Association. He is a former police commanding officer with the Albuquerque Police Department where he served nearly 24 years before retiring and earning a law degree. He owns a private law practice and is an advisor on law and public safety issues. Mr. Perea is a graduate of the FBI National Academy #214 session. You can reach Ed at: Centerforlawpolicyandps@gmail.com

Preparing for a Transition from Public Service to Private Industry *continued from page 12*

Ask or Look for Assistance

There are others who have gone before you, some successful, some not. Seek out both and learn from their mistakes and successes. Yes, there are companies that can provide direction and assistance, but the most important step is recognizing you need to prepare and invest the time, energy and enthusiasm into your transitional career as you did when you transitioned into your public service career.

Summary

Change is hard. You need to be resilient in your efforts to transition to your next career. Expand your capabilities and your network, and remember, "It's Only the Beginning..." of your next chapter. Good Luck and God Bless. 

About the Author

Alan A. Malinchak is the CEO of Eclat Transitions, a career transition services company (www.eclat-transitions.com) which is certified and verified as a Service Disabled Veteran Owned Small Business (SDVOSB). Al has over 35 years of professional experience in government, industry, and academics and is a U.S. Navy Veteran (DAV). Al can be reached at al@eclat-t.com or contact him through LinkedIn.

FBINAA CHARITABLE FOUNDATION

Doug Muldoon



FBINAA Charitable Foundation *continued from page 18*

I wanted to update you on the Charitable Foundation and the activities over the last year. First I want to highlight the Foundation Board members so you know who to contact if you have any issues, questions, ideas, etc.

Section 1 Director/2014 Secretary – George Delgado
Section 2 Director – Bob Young
Section 3 Director/2014 Treasurer – John Moran
Section 4 Director – Doug Reynolds
Chair 2014 – Doug Muldoon
Directors at Large – Ed Fuller, Sid Mitchell, Steve Cox, Joe Gaylord (FBINAA Board 1st VP 2014)

All of these individuals are volunteering their time to assist our membership. I do want to acknowledge Section 4 Director **Doug Reynolds** for his time and efforts on behalf of the Foundation. Doug's term expires at the end of 2014 and he has worked on your behalf to grow this Foundation. Doug will be replaced by **John LeLacheur**.

This year, the Foundation concentrated on fundraising and long term financial support in order to serve FBINAA graduates in case of disasters or other situations. The FBINAA Executive Board dedicated \$10,000 dollars towards this goal and has also given support in administrative efforts in order to assist our foundation. This partnership is priceless and appreciated from all staff members.

Because of **Ed Fuller's** donation the association was able to raffle two trips to JW Marriott in Cancun Mexico. Each trip in-

cluded accommodations and airfare for two people. The raffle was concluded at the 2014 FBINAA Conference in Philadelphia and the winner of the raffle was **John Crapanzano** from Bluffton, SC. The second winner was the **Florida Chapter** of the FBINAA for their donation of \$5000. Thanks to all who participated. Ed was kind enough to already start the fundraising for 2015 with a similar raffle to Hawaii this year. Please look for upcoming information on this opportunity to make a tax deductible donation and let the contest begin!

In case you were not able to make this year's conference Executive Director **Greg Cappetta** accepted the challenge from CEO **Tom Davin** of 5.11 to wear a kilt to the banquet in support of the fundraising conducted by 5.11 by selling of Tactical Kilts. This effort raised \$17,511. And the total proceeds were split with the **Wounded Warrior Program** and our Foundation. In addition, **Tom McKown** and his company **Forum-Direct** donated \$2,514 to the Foundation from sales of their jackets.

SC FBINAA Secretary/Treasurer and Chief Deputy **Paul Butler** (also our MC at the 2013 and 2014 conferences) was able to obtain a 3 day/ 2 night staff at the Marriott Grande Dunes Myrtle Beach, S.C., along with a round of golf for 4. Congratulations to Rich Benson of Phoenix, AZ, the winner of the Myrtle Beach Golf raffle!

As you can see we are busy working to ensure that Foundation is financially stable in

order to serve our members in crises. In order to be successful, we need our members help to find companies and individuals who are willing to make tax deductible donations to our Foundation. This Foundation has already helped many of our members that were struck with catastrophic situations such as tornados, floods, hurricanes, fires, etc. The Foundation also awarded five one thousand dollar scholarships to children of our membership.

Although we all hope no one ever needs this support, it was obvious when Hurricane Katrina devastated the Gulf Coast of the United States there was a need for such a Foundation. Over \$25,000 was hand delivered to our FBINA graduates by our members.

Remember, you cannot just join this organization by paying dues; you must have been a graduate of the FBI National Academy to have the honor and privilege to be a member. Please help out where you can.

On behalf of the FBINAA Charitable Foundation I wish you and your families all the best. Have a great Holiday Season! 

Be safe,
 Doug Muldoon, 2014 Chair

CHAPTERCHAT

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Shortly after John's email went out to his 226th session mates, John's session mate **Judy Gerhardt**, Los Angeles County Sheriff (CA) jumped on board and took it a step further. Judy forwarded John's email he sent to the 226 to her colleagues in the California Chapter, who many do not even know John Kelly. Immediately after those two emails went out, something unbelievable happened. Between Session 226, the California Chapter, friends and family – they raised \$10,940.00! As a side note: John's children's fundraising goal for the Be the Match Foundation and team **KELLY STRONG** was \$500.00. After the race on Saturday, Sep-

tember 20th, John took the time to write a thank you:

"To my 226 brothers and sisters I wanted to take a moment to update you and THANK YOU for all your support. Today is Day +52 meaning my wife Marge is 52 days post-transplant and thankfully she is doing very well. She has been home for several weeks now and is slowly regaining her strength. The doctors are very pleased with her progress and the most recent bone marrow biopsy showed no abnormalities. Today was the Be the Match Walk and Run. My children put a team together to take part in the walk. The team consisted of over 30 friends and

family and was the largest team that participated. Thanks to your support and generosity they raised over \$10,000.00 and was the 2nd place fundraising team for the event. (Just as an aside, the top team was affiliated with the events corporate sponsor)

My wife, children and I were overwhelmed by your support and generosity. I can never thank you enough for the support that you showed my family and for how much it has meant to me."

– John Kelly

Be The Match® operates the **Be The Match Registry®**, the world's largest listing of potential marrow donors and donated cord blood units.

Every year, thousands of people of all ages are diagnosed with blood cancers like leukemia or lymphoma, sickle cell anemia or other life-threatening diseases. Seventy percent of people do not have a donor in their family and depend on the Be The Match Registry to find a match to save their life.

Be The Match Foundation® raises funds to help patients who need a marrow or umbilical cord blood transplant find a donor and receive treatment.

www.bethematchfoundation.org/goto/kellystrong 

A MESSAGE FROM OUR **CHAPLAIN**

by Dan Bateman

“When Values are Clear, Decisions are Easy”

Greetings to all those who wear the badge for such a noble cause!

Sometimes you find hidden treasure where you least expect it. That happened to me in 1998 when I was promoted to post commander of the Michigan State Police Dispatch Center. The center itself (which relocated recently) was on the second floor of a Greyhound bus station in Detroit. As I had to interact with the Greyhound manager (they were responsible for building maintenance), I paid a visit to the manager’s office to introduce myself. I wended my way through a labyrinth of halls including passing through a small, fenced-in area with three-sided gray concrete walls that contained a lot of luggage piled up against one of the walls.

As I walked through the luggage area, there, on the gray concrete wall, was a red, white, and blue oval with the words: *“When Values Are Clear, Decisions Are Easy”*. The statement was so profound and deep, I actually stopped in my tracks, paused, and just contemplated the sign before going any further. I had found hidden treasure!! I have reflected on that statement many times and chuckled a bit that I had found hidden treasure where I least expected it.

I don’t know about you but I am motivated by signs that remind me of important principles that can easily be forgotten if we are not careful. One commander in our department had ordered a professionally produced sign and posted it in the squad room: It simply said, *“Treat everyone with respect, even the least deserving”*.

In our role as commanders, having come from street-level work, we know what it means to rein in our emotions when an arrested subject has brought untold devastation to a victim or an entire family or a small infant. Our jobs are to investigate and arrest, then let the courts and prosecutors take over. That small sign in the squad room, *“Treat everyone with respect, even the least deserving”*, may have prevented some officer from going beyond the bounds of police authority.

Likewise, the statement *“When Values Are Clear, Decisions Are Easy”* can become a touchstone in our professional and personal lives and help us to refocus on what is most important. Our theme this year is *“Touchstones: Remembering the Important”* and the sign I discovered that day in the most unlikely place helped to re-center me. As commanders, we face tough decisions every day but if we are clear on our values, the decision itself may be easy.

However, the implementation of those decisions may be difficult. But isn’t that true for most difficult decisions? As has been said before, it sometimes comes down to the “harder right”. That is, our decision should be made based on the values we cherish even if implementing that decision may be more difficult than another decision more easily accomplished.

One famous person in the Bible did lose his values and his decisions became difficult, wrong, and criminal. As a youth, his values were clear and his decisions were easy even in one of the most famous Biblical accounts in Scripture. However, he ended up losing his way and eventually committed first-degree, premeditated murder.



Who is this person? None other than King David who, as a young lad, lived by Godly principles early in his youth. This can be seen in the famous battle with Goliath where human odds were stacked against him. While seasoned soldiers of King Saul’s army quaked with fear at the challenge Goliath threw down daily to the Israelites, the young shepherd boy, David, used clear values, made easy decisions in difficult circumstances, and a slingshot to defeat the 9-foot giant, Goliath.

Again, David used his Godly values in his decision not to kill his enemy, King Saul, who had turned against David. As proof of his values, David was within striking distance of Saul by an arm’s length on two different occasions but chose not to kill him since Saul had been anointed as king by God. David’s values recognized even if he had been justified in killing Saul, the king was God’s anointed at one time.

However, later in David’s life, when God had blessed him richly, David lost his values and made decisions that resulted in lifelong consequences. He took Uriah’s wife in adultery and then set into motion decisions to hide his wrongdoing. David went so far as to bring Uriah home from the war front to hide the pregnancy resulting from David’s affair. When those attempts failed, David sent a secret message to Uriah’s commander, by way of Uriah himself, to have Uriah intentionally killed by the enemy in combat. Uriah carried his own death warrant to his commander!

How far David had fallen from Godly principles! How easy his decisions would have been had he held to those values he had so ably demonstrated in his youth! David’s decisions and his sin were soon revealed as he was confronted by Nathan, the prophet, in one of the most dramatic scenes in the Bible (2 Samuel 12: 1-13). Thankfully, this confrontation proved to bring David to genuine repentance (Psalm 51). So much so, David was called a man after God’s own heart centuries later in the New Testament of the Bible (Acts 13:22).

The great lesson here: you cannot fall far enough that God cannot catch you. David had a soft and penitent heart and regained his Godly values once more. The same can be said of us: no matter how far we think we have fallen, God will always catch us when our hearts are right with Him.

If you’ve read this far, you know summer is now over and, with it, the wonderful FBI National Academy Associates annual training conference in Philadelphia. The Eastern Pennsylvania Chapter hosted a superb conference with great instructors, fun activities, awesome

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Nutritional Considerations *continued from page 13*

the toxins. With a proper diet (alkaline base) your body will assimilate nutrients resulting in overall improved health.

Plant-based Diet or Animal-Based Diet

“The heart is the centerpiece of life and, more often than not in America, it is the centerpiece of death. Malfunction of the heart and/or circulation system will kill 40% of Americans, more than those killed by any other injury or ailment, including cancer. **Heart disease has been our number one cause of death for almost 100 years. This disease does not recognize gender or race boundaries; all are affected.** But what is heart disease? One of the key components is plaque. Plaque is a greasy layer of proteins, fats (including cholesterol), immune system cells and other components that accumulate on the inner walls of the coronary arteries. If you have plaque building up in your arteries, you have some degree of heart disease. So what leads to heart attacks? It turns out that it's the less severe accumulations of plaque, blocking under 50% of the artery, that often cause heart attacks. We now know that the small to medium accumulation of plaque, the plaque that blocks less than 50% of the artery, is the most deadly. The cultures that have lower heart disease rates eat less saturated fat and animal protein and more whole grains, fruits and vegetables. In other words, they subsist mostly on plant foods while we subsist mostly on animal foods. Whether scientists, doctors and policy makers think the public will change or not, the layperson must be aware that a whole foods, plant-based diet is far and away the healthiest diet. In the seminal paper regarding the landmark *Life-style Heart Trial*, the authors, Dr. Ornish and his scientific colleagues, write, “The point of our study was to determine what is true, not what is practicable.” We now know what is true: a whole foods, plant-based diet can prevent and treat heart disease, saving hundreds of thousands of Americans every year. Dr. William Castelli, the long-time director of the Framingham Heart Study, a cornerstone of heart disease research, espouses a whole foods, plant-based diet. Dr. Esselstyn, who has demonstrated the most significant reversal of heart disease in all of medical history, espouses a whole foods, plant-based diet. Dr. Ornish, who has pioneered reversal of heart disease without drugs or surgery and proved widespread economic benefit for patients and insurance providers, espouses a whole foods, plant-based diet.” (Campbell, 2006) Are we listening?

Challenge

There are thousands of books on the market telling you how to lose weight and promote better health. Fact or fiction? If you were to challenge yourself for 30 days by one small change, one small step to better your health would you try it? If you could improve your health by incorporating a painless tweak in what you consume would you take the challenge? Are habits so ingrained that we rationalize and deny what we are doing? If we continue to repeat our comfortable behaviors day after day and hope for change are we being realistic? Some of you are already doing this and perhaps some of you will incorporate this habit on a daily basis after some self-reflection. Remember, what you are eating/drinking now will still be available in 30 days. For the next 30 days consider drinking one quart size blended smoothie in place of one of your regular meals. Before the ingredients are discussed let's look at the value of pulp in your smoothie. Pulp is critically important as it adds fiber to your diet. “The main purpose of consuming fiber is elimination. Without fiber, complete elimination is nearly impossible, if it is possible at all. The human body is miraculously built in such a way that almost all the toxins from every part of the body, including millions of dead cells, end up daily in the human sewage system – the colon. The colon fills up with the waste matter so full of poison that we look at it with disgust. In order to eliminate this matter, the body needs fiber”. (Boutenko, 2010) Raw, organic, fresh fruits and vegetables are your source of fiber and improved health. So back to the challenge and your first step to a healthier lifestyle. Using a blender add, 1 cup spinach, 1 cup kale, 2 bananas, 1 apple, and 2 cups water or almond milk. The goal is to drink one a day, preferably for breakfast. As you move in this direction (more alkalinity) you will experience a change like none other. If you prefer a sweeter taste add more fruit. The goal over the next 30 days is to begin to rid your body of toxins (acid), add more fiber and rejuvenate our digestive tracts.

Conclusion

Losing weight and ridding the body of toxins and lowering the susceptibility of heart disease is based upon a whole foods, plant-based diet. Moderate exercise is also imperative (7 minute workout to get you started). This is a radical step for some but if sustained the results are overwhelming positive.

Note:

Boutenko, V. (2010). *Green for Life*. Berkeley, CA. North Atlantic Books

Campbell, T.C. & Campbell, T.M. (2006). *The China Study*. Dallas, TX. BenBella Books, Inc.
Graham, D. (2008). *The 80/10/10 Diet*. Key Largo, FL. FoodnSport Press
Heifetz, R. & Linsky, M. (2002). *Leadership on the Line*. Boston, MA: Harvard Business School Publishing
Morse, R. (2004). *The Detox Miracle Sourcebook*. Chino Valley, AZ. Kalinda Press

An article in the May-June issue of the American College of Sports Medicine's Health & Fitness Journal (http://journals.lww.com/acsm-healthfitness/Fulltext/2013/05000/HIGH_INTENSITY_CIRCUIT_TRAINING_USING_BODY_WEIGHT_5.aspx) does just that. In 12 exercises deploying only body weight, a chair and a wall, it fulfills the latest mandates for high-intensity effort, which essentially combines a long run and a visit to the weight room into about seven minutes of steady discomfort – all of it based on science.

“There's very good evidence” that high-intensity interval training provides “many of the fitness benefits of prolonged endurance training but in much less time,” says Chris Jordan, the director of exercise physiology at the Human Performance Institute in Orlando, Fla., and co-author of the new article.

Work by scientists at McMaster University in Hamilton, Ontario, and other institutions shows, for instance, that even a few minutes of training at an intensity approaching your maximum capacity produces molecular changes within muscles comparable to those of several hours of running or bike riding.

Interval training, though, requires intervals; the extremely intense activity must be intermingled with brief periods of recovery. In the program outlined by Mr. Jordan and his colleagues, this recovery is provided in part by a 10-second rest between exercises. But even more, he says, it's accomplished by alternating an exercise that emphasizes the large muscles in the upper body with those in the lower body. During the intermezzo, the unexercised muscles have a moment to, metaphorically, catch their breath, which makes the order of the exercises important.

The exercises should be performed in rapid succession, allowing 30 seconds for each, while, throughout, the intensity hovers at about an 8 on a discomfort scale of 1 to 10, Mr. Jordan says. Those seven minutes should be, in a word, unpleasant. The upside is, after seven minutes, you're done. 

About the Author: **Tom Wickman**, 207th Session, is the Chief of Police, Frisco, Colorado, Police Department.

THE HISTORIAN'S SPOTLIGHT

by Terry Lucas

Planes, Trains & Automobiles

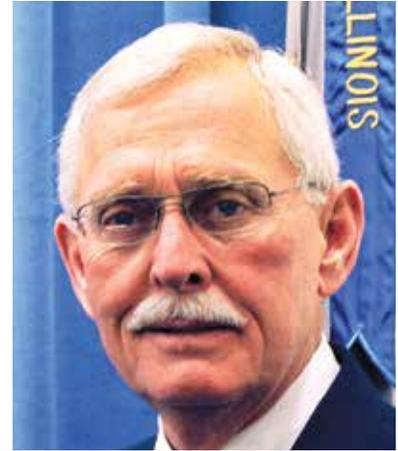
The above forms of transportation are common to all law enforcement personnel who attend the FBI National Academy in Quantico, Virginia. Depending on where you come from in the world and the form of transportation you use it may take a while to arrive at the Academy. Our featured graduate this month took the travel time involved to a new level.

Our National Academy brother **Kesh B. Shahi** of Nepal advised that his travel to the Academy in 1996 for the 185th Session took him over 34 hours (including a 10 hour layover in Delhi and Heathrow Airport) to reach Washington, D.C. He flew first from Kathmandu, Nepal to New Delhi, India, then on to London, England and finally to Dulles International at Washington, D.C. He then took a shuttle bus to Quantico to complete his journey to the NA.

Kesh is currently the Deputy Inspector General of the Nepal Police and finishing his 27th year with the Nepal Police Force. He began his career when he was 25 years of age in 1987 and became a Commissioned Inspector of Police. He was 34 years old when he attended the Academy in 1996 and is the 11th member of the Nepal Police to have attended the NA. Kesh's family was very supportive and proud of him for being selected to attend the National Academy.

The Shahi family has a proud history of service as his father, Late Gagan Bahadur Shahi, had served in the Indian Army. Although Kesh was born in Doti of far western Nepal, most of his early days were spent in India while his father served in the army. Kesh was educated in India and received his first Master's degree in English literature from a university in Ghaziabad, India. It is pretty obvious that Kesh values training and continuing education as he also received another Master's degree in political science and a bachelor's degree in Law (LLB) from Tribhuvan University in Nepal. He has also completed the Major Case Management Course and the Major Case Management Team Commander course in Ottawa, Canada under the purview of the Canadian Police College.

The assignments held by Kesh in his career have been many and varied. He has worked at various "normal" type law enforcement positions in the Nepal Police involving patrol, investigations and administration. However he has also been involved in some unique assignments. He served as a member of the Secretariat to the Special Committee for Supervision, Integration and Rehabilitation of Maoist Combatants. This assignment lasted for 26 months and he considers it one of the most "satisfying times of his career". The Nepal Police



have been involved with a variety of United Nations efforts around the world and Kesh also served in one such mission in Sierra Leone (he believes his experience with the Maoist Combatants helped with the Sierra Leone assignment!)



Kesh B. Shahi

Kesh is currently serving as the President of the FBINAA Asia Pacific Chapter. During his tenure the 17th Annual Asia Pacific Retraining Conference was held in Kathmandu, Nepal from May 18-22, 2014. Attendance was great and important training was offered, but as at all NA functions, the networking was outstanding and helped strengthen the bonds of law enforcement fellowship and information sharing developed at the Academy.

As with all NA grads Kesh still remembers the time spent at the Academy even though it was nearly 20 years ago when he attended! The courses he attended at the Academy in 1996, such as Management for Leadership, Behavioral Science, Forensic Science and Media Policy have served him well throughout his career and served as career "enhancers" after he returned. While he was serving as the Director of the Nepal Police Training Directorate he revised the course of study for

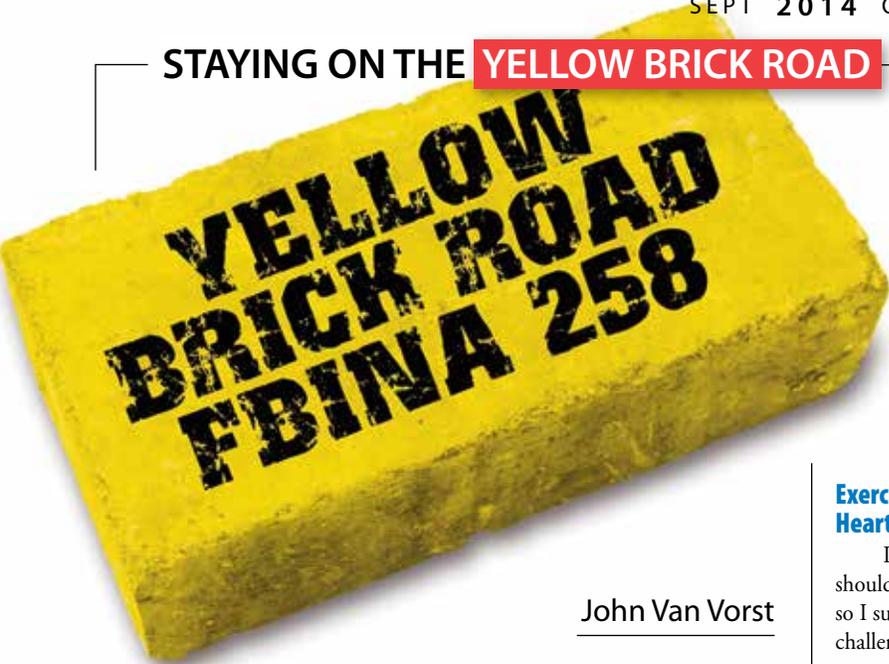
investigations and also the manner of teaching used by their training personnel and implemented the procedures and techniques he learned while at Quantico.

Kesh still has fond memories of the Academy and really enjoyed the "Yellow Brick Road" and all of the physical training required at the Academy. He stated that when he entered the Academy his body weight was 76 Kg and when he left it was 69 Kg (a loss of approx. 13 lbs!) He especially has memory of when he gave then Director **Louis Freeh** a Gurka knife. Director Freeh later wrote him a thank you letter which Kesh still has!!

The career for Kesh is drawing to a close as he will complete his 30 years on February 14, 2017. He is not sure as to whether he will

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STAYING ON THE **YELLOW BRICK ROAD**



"A Cardio Flush!"

John Van Vorst

Stack the Deck: The Playing Card Method for Varied Circuit Workouts

Have you ever performed the “deck of cards” workout? Let me put it another way; have you ever been subjected to the “deck of cards” workout? If so, you may remember getting pretty tired and sweaty performing literally hundreds of repetitions of the same couple of drills (for example, push-ups and sit-ups). Using a regular deck of playing cards, exercises are pre-assigned to a color or particular suit, and then cards are drawn one-by-one until you work your way through the entire deck. The order of exercise and number of repetitions are determined based on the value of the cards turned over and the luck of the draw. This article will attempt to apply some of our core physical training principles to the “deck of cards” workout to help you avoid movement pattern overload and generate a limitless variety of effective circuit workouts for functional fitness.

The Traditional Method: Total Repetitions

Using the values assigned to each card in Table 1, you'll end up with 95 repetitions for each suit and 380 repetitions total for the workout. If you're the least bit obsessive-compulsive like me, you'll want an even 400 total repetitions to work with. One solution is to keep the two Jokers in the deck as 10-repetition wild cards (ex. Burpees) and you're good-to-go. If clowns are too creepy for you, just make the Aces worth 16 each.

Card	# of Repetitions
Aces	11
Face Cards (King, Queen, Jack)	10
Numbered Cards (2 through 10)	Corresponding value on the card

Table 1 – Repetition Values for the Deck of Cards

Exercise Selection by Suit Hearts = Cardio

In most cases, circuit training should emphasize overall physical work capacity, so I suggest making the suit of hearts a serious metabolic challenge (something that substantially raises your heart rate). If you have access to a fully-equipped fitness facility with standard cardiovascular exercise equipment, you'll have no shortage of options. Consider using a rowing machine that allows for easy transitions between exercises. When a heart is drawn, multiply the card's value by 10 meters (example: Ace of hearts = 11 x 10 meters = 110 meters) or use the calories burned indicator on the display. If you draw a low number, make it a high-intensity short burst. In cases when you have little or no cardio equipment at your disposal, get creative using examples in Table 2.

Metabolic Challenges
Stairwell ascents
Short shuttle runs or stationary high-knees
Bear Crawls (forwards, backwards, sideways)
Jump rope, Jumping Jacks or Lateral Skater Hops
Mountain Climbers

Table 2 – “Cardio” Options with Little or No Equipment

Diamonds = Core Stability

No, these won't get you “cut up like a diamond”. This suit is focused on strengthening your deep abdominal stabilizers or “core” muscles. Skip the sit-ups and crunches that repeatedly flex your spine. Instead, incorporate a variety of plank holds from all side and angles. Better yet, use a 5 to 10 pound weighted object and perform standing chops and lifts (side-to-side, up-and-down and diagonals from shoulder-to-opposite-hip).

Spades = Lower Body Stamina

Dedicate this suit to your body's “seat of power” and blast your hips with a variety of squatting, stepping and lunging patterns. Since your glutes are the biggest and strongest muscles of the body, these exercises have a very high metabolic demand as well.

Clubs = Upper Body Pushing & Pulling

Keeping with our principle of training movements rather than muscles, clubs should emphasize pushing and pulling patterns with the upper body. Whenever possible, incorporate pulling patterns from a variety of angles to help spread the chest apart and draw the shoulder blades back and together. Pull-ups, cable pull-downs, inverted pull-ups (bodyweight rows), bent rows, band pulls are just some of the many options. For the push, traditional push-ups are a good choice for a deck-of-cards circuit workout, but why not incorporate some variety (Table 3).

continued on page 24

Staying On the Yellow Brick Road *continued from page 23*

Table 3 – Tweaking your Push-up Technique

Emphasis	Technique Tweak
Added core stability	Elevate one foot leaving only three point of contact with the ground; brace your trunk to prevent buckling
Added core & shoulder stability	Off-set the hands by moving one up towards your face and dropping the other down towards your hips
Rotary core	At the top of each repetition, transition to a straight-arm side plank position; keep your hips elevated
Strength-endurance	1 & ¼ Reps (lower all the way down, come up ¼ of the way, lower back down again and then push up to the top)
Shoulder stability	On a smooth flat surface, place your hands on a cloth towel or shirt and slide your hands apart as you lower down and together as you press up

The Alternative Method: Timed Sets

The clock or interval timer is the great equalizer in circuit training. Rather than performing an exercise for a fixed number of repetitions based on a card's value, create your own "Fit Deck" by assigning exercises or movements to particular cards and suits (see Table 4). In this example, all

Table 4 – Sample Stacked Deck for a Timed Workout

	 Cardio	 Core Stability	 Push/Pull	 Hips
Ace	Stair Climb	Side Plank	"Chainsaw" 1-arm Rows	Squat & Jump
King	Jumping Jacks	Weighted Chops & Lifts	Bent-over Raises (I-Y-T)	Split-stance Lunges
Queen	Short Shuttle Run	Supine Plank	Crab Crawl	Speed Squats
Jack	Farmer's Walk (weighted carry)	Tripod Plank (1-arm, 2-legs)	Push-ups (various)	Box/Bench/Chair Step-ups

of the decks' Aces and face cards have specific exercises assigned using the formula described earlier. If you were to use an alternating clock with 0:30 work stations and 0:15 rest periods, the entire circuit of 16 cards would take just under 12 minutes. This format is ideal for group training, as individuals of varying fitness levels can train together and determine their own volume within the work period rather than lock on to a specific number of repetitions. For increased demand, repeat the cycle or gradually increase the work station to 0:45.

The "deck of cards" approach can be an effective method for creating varied and productive circuit training sessions. Remember, avoid movement pattern overload by stacking the deck with movements that distribute load evenly across the body. Keep the cardio demand high and train your "seat of power". Get creative and good luck with your draw! 

A Message from Our Chaplain *continued from page 20*

food, along with rekindled friendships, and renewed commitment to our noble calling. Thanks, Eastern PA Chapter!

Now the attention focuses on the Washington State Chapter as they prepare for the 2015 conference in Seattle. Let me encourage you to begin planning to attend the 2015 conference. Furthermore, there is the added benefit of a great FBINAA cruise to Alaska the week following the conference. There are plenty of FBINAA exclusive activities on-board and, with the recently substantially discounted rates, it's a real bargain! Make plans now to join the fun of a 2015 Alaskan cruise with your FBINAA friends. 

Blessings,

Dan Bateman, *FBINAA Chaplain*
 email: dbateman@fbinaa.org
 cell: 586.484.3164

The Historian's Spotlight *continued from page 22*

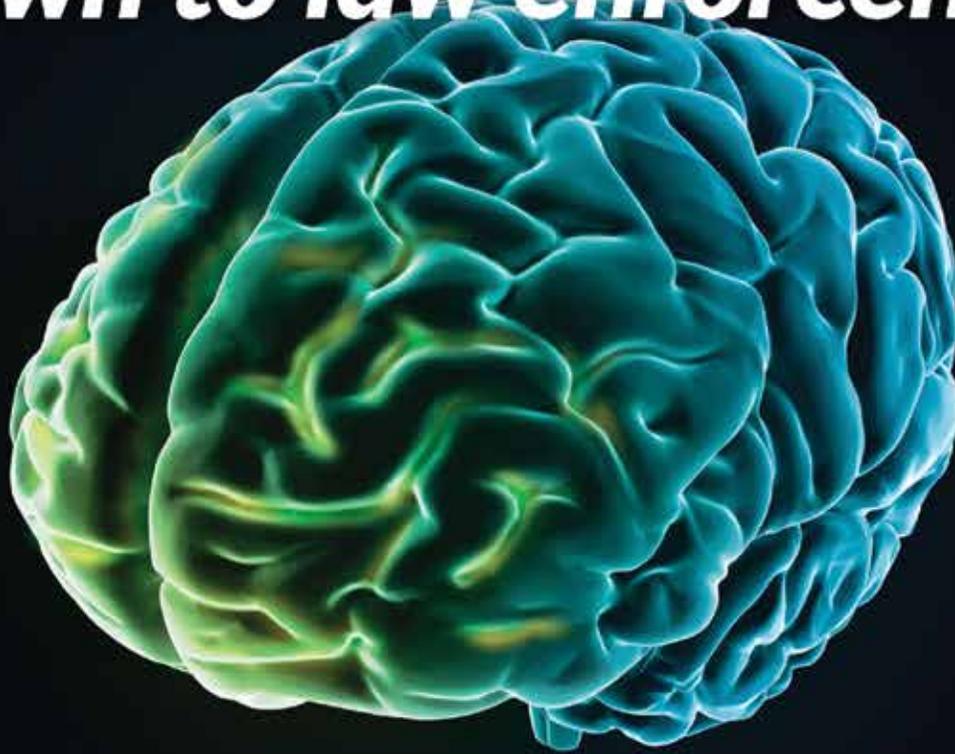
work as a legal consultant or perhaps seek a position with the United Nations in the future. Either way he will be happy to spend more time with his wife **Lata Shahi** and enjoy the success of his son **Saurav Pratap Shahi** who is an airline pilot and his 19 year old **Gaurav Pratap Shahi** who is currently a university undergraduate.

Kesh and his family invite all of his fellow NA grads to come to Nepal and observe the culture and beauty of his country! As any NA grad will attest if you are invited to another country by a fellow NA grad you will have a wonderful time and see those part of the country and the culture not seen by most tourists! Kesh is an excellent example of the benefits of being an NA grad and he is truly part of the NA history! Thanks Kesh for carrying on the tradition of excellence of the NA in the Asia Pacific area.

If you know of another outstanding NA grad please call me a (540) 810- 2721 or email me at TerryLucasfbinaa@gmail.com . 

Terry Lucas, *National Historian*

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