

The Magazine of the  
FBI National Academy  
Associates

# NATIONAL ACADEMY



A S S O C I A T E

May/June 2016 | Volume 18, Number 3

## POLICE LEADERSHIP THROUGH DIFFICULT TIMES

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*The Magazine of the FBI National Academy Associates*

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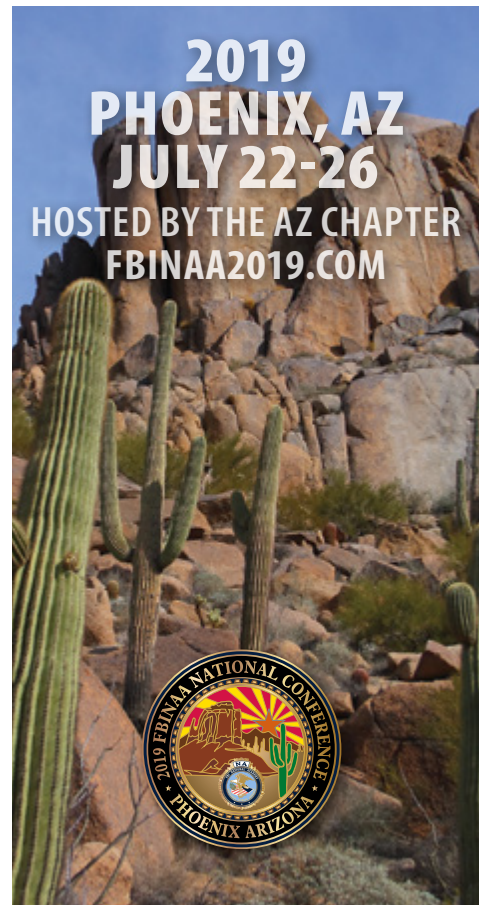
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May/June 2016  
Volume 18 • Number 3

*The National Academy Associate is a publication of  
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**Ashley R. Sutton** / Communications Manager

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The National Academy Associate is published bi-monthly  
by the FBI National Academy Associates, Inc.,  
National Executive Office, FBI Academy, Quantico, VA 22135.

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Submissions may vary in length from 500-2000 words, and  
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ISSUE	EDITORIAL DEADLINE	MAIL DATE
Jan/Feb	12/1	2/28
Mar/Apr	2/1	4/30
May/June	4/1	6/30
Jul/Aug	6/1	8/30
Sep/Oct	8/1	10/30
Nov/Dec	10/1	12/30



**On the Cover:**

There isn't a day that goes by where the nightly news is absent of a story about police work, police-public relations, or a police shooting somewhere in this great country. As law enforcement professionals, it might seem very difficult to sit back and watch these stories without an opinion. It's even harder when these incidents are profoundly affecting the profession we have chosen.

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## ASSOCIATION PERSPECTIVE

by Barry Thomas

### Best of the Best

MEN AND WOMEN OF THE FBI NATIONAL ACADEMY ASSOCIATES:

As I write this, my last *Association Perspective* as your President, I'm reflecting back on how honored I've been to serve you over the duration of my term. I'll never be able to articulate how thankful I am to each of you or to the Good Lord who blessed me with the opportunity to attend the National Academy back in 2005, then as an officer in the Iowa Chapter and finally as your servant on the Executive Board at the national level for the last eight years. It all has truly been a humbling experience to be surrounded by the "best of the best" in law enforcement and I'll forever be grateful.

As an organization and for all of us in the profession, the last year has brought a myriad of challenges that we have collectively and individually tackled head-on. From intense public scrutiny showcased in the media to the increase in assaults on peace officers, the job has never been more difficult. However, I feel like we are better and stronger because of the trials we have faced. In many ways, the current environment has forced us to reflect on where we've come from and where we want to go. In essence, whether through choice or necessity, it has woken us up as a profession and required us to think long and hard about how we do business.

I know without question I personally have grown as I've had the opportunity to work closely with many of you on solutions to the pressing issues in our profession. I also know that over the past year, we, as a collective body, are making progress on rebuilding relationships and working towards stronger bonds both within our agencies and outward into our communities. I'm proud of all of you that have led the way within your own jurisdictions to get this done. It's what the "best of the best" do.


Before I address the way ahead for the Association, I'd like to highlight a few of the accomplishments we've enjoyed as a group this last year:

- Established a strong voice and provided resources to the law enforcement profession addressing officer wellness and resiliency issues including:
  - Officer Safety and Wellness Committee members presented to the Congressional Law Enforcement Caucus on Officer Wellness and Resiliency in Washington D.C.
  - Established a relationship with Acadia Healthcare for ongoing individual and agency-wide resources
  - Provided articles in each issue of the Associate Magazine on wellness
  - Provided subject matter experts as enrichment speakers to the National Academy program on topics relating to officer safety and wellness
- FBINAA store moved into a larger, more accessible space at the FBI Academy
- FBINAA Executive Office entirely back on FBI Academy grounds
- Worked with the FBI to post jobs to FBINAA members (Firearms Unit)
- Established Life After Law Enforcement summits across the USA
- Reestablished the Latin America/Caribbean Conference (last held in 2012)



The above accomplishments are just a snapshot of what has taken place the last year and are the result of a lot of hard work by your Executive Board and Executive Office staff. I can tell you from the front row seat I've had during my tenure on the Board that everyone in those two groups are dedicated to providing members with a quality organization. They strive daily to make our association the "best of the best" in our profession and they continually get it done.

Shifting gears, I'd like to talk about the future. Like all facets of life, change is inevitable and typically is for the best. In this moment, it is no different for us as an association. As Joey Reynolds takes the helm as President, he has the character and ability to be one of the best leaders this Association has ever known. I'm confident he will lead us this next year to new heights as we continue to define ourselves as the "World's Strongest Law Enforcement Network". I wish Joey all the best and know he will serve us all well.

On my final note, I'd like to thank all of you that I've come to know over the years for your support and dedication to our profession. From my fellow past and present Executive Board members to the Chapter Officers; from all the FBI staff to all the general members I've had the pleasure to meet; to each of you I say there are no greater law enforcement officers in the world. You are truly the "best of the best" and I pray that God keeps you safe as you lead all those that protect and serve in this, the most noble of professions, law enforcement. 

God bless,

*Barry Thomas*

Barry Thomas



5.11

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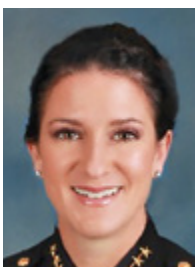
## CHAPTER CHAT

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  
ph: 302.644.4744 | fx: 302.644.7764  
asutton@fbinaa.org

### CALIFORNIA

■ **Cynthia Renaud** is a native of Long Beach, California. She was hired by the Long Beach Police Department where she served for 20 years. Hired as an officer, she worked



*Cynthia Renaud*

her way through the ranks and held various assignments, including work in both Patrol and Detectives. Her supervisory positions included Internal Affairs, the Field Training Program, and Academy Director. As a Commander, she led the Communications Division, the East Patrol Division and the Detective Division.

Cynthia competed and was selected as the Chief of Police for city of Folsom, California in 2011. In this role, she leads a full-service police department of 75 sworn officers and 30 professional staff, providing service to approximately 72,000 residents living in a 25 square mile city. Along with patrol and investigative functions, the Folsom Police Department provides its own dispatch, records and front desk services, maintains a SWAT team, a motor unit, a mounted unit, K-9 officers, bicycle patrol, school resource officers and is supported by a robust volunteer program (CAPS-Citizens Assisting Public Safety). Under her command the department works diligently to secure its

low crime rate while delivering excellent customer service.

Cynthia attended California State University, Long Beach, where she completed a Bachelor's Degree in English Literature in 1996 and a Master's Degree in English Literature in 2000. In 2010, she completed a second Master's Degree in National Security Studies at the Naval Postgraduate School in Monterey. She received the Outstanding Thesis Award for her thesis submissions in both graduate programs. Cynthia is a graduate of the 214th Session of the FBI National Academy. She writes professionally, and has had articles published in the Homeland Security Affairs Journal, the Journal of Leadership Studies, and Tactical Edge magazine as well as the FBI Law Enforcement Bulletin.

Chief Renaud's talents are recognized by numerous individuals and organizations. She currently sits on the Executive Committee for the International Association of Chiefs of Police (IACP), the IACP Financial Review Committee and the Committee on Homeland Security. In 2013, Cynthia Renaud was appointed by Attorney General Kamala Harris to the CLETS Advisory Association (CPCA), she serves on the Executive Advisory Committee to the California Office of Emergency Services (Cal OES) State Emergency Management System (SEMS) and their Cybersecurity Task Force. In 2015, she was named California State Legislature "Woman of the Year," Assembly District 6.

Recently, Cynthia was named as one of the Sacramento Business Journal's "Women Who Mean Business" and this award was bestowed on her, June 17, 2016.

Cynthia is married to **Steve Nottingham**, a retired lieutenant from Long Beach Police Department. Steve is also a National Academy Graduate attending session 235. They have a beautiful 14 year old daughter, Bryn.

The California Chapter recognizes and appreciates all her contributions to law enforcement. In 2015, California Chapter Executive Board endorsed Chief Cynthia Renaud for the position of 4th Vice President of the International Association of Chiefs of Police. If elected to the IACP Board in October, 2016, she would strengthen the relationship between the FBINAA and the IACP.

### Chapter Updates

■ Chapter Bylaws and Constitution revisions will be sent out to the membership for review via e-mail and U.S. Mail. Please ensure that your e-mail address and U.S. Postal mailing address is current.

■ The **California Annual Trainer** will be held in Monterey, California from September 5-8, 2016. You can register by going to: <http://fbinaa-ca-2016-advanced-trainer.eventbrite.com>. The California Chapter holds approximately 16 events/luncheons per year, four in each Division. All NA members are invited to any and all of these events. If you have any

questions please contact your respective Vice-President representing your Division.

San Francisco Division:  
1st V. P. **Kenneth Tanaka**,  
Kenneth.Tanaka@wvm.edu  
San Diego Division:  
2nd V. P. **Michael Barletta**,  
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Sacramento Division:  
3rd V. P. **Daman Christensen**,  
dchristensen@citrusheights.net  
Los Angeles Division:  
4th V. P. **Eric Sonstegard**,  
eric.sonstegard@oxnardpd.org

■ Congratulations to the two students attending the **2016 Youth Leadership Program** at the FBI Academy. Representing the California Chapter is **Collin McKinney** from the Los Angeles Division and **Molly Klausen** from the San Diego Division.

### Promotions

■ Congratulations to **Sandra Spagnoli**, Session 200 for her appointment to Chief of Police of the Beverly Hills Police Department.



*Sandra Spagnoli*

■ Congratulations to **Tod Sockman**, Session 230 for his



*Tod Sockman*

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# CHAPTERCHAT

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appointment to Chief of Police of the Galt Police Department.

## CONNECTICUT

Four members of the Connecticut State Police have been promoted to executive command positions within that department. Major **Alaric J. Fox**, NA Session 238, has been promoted to colonel and will serve as the commanding officer of the Connecticut State Police. Major **David Rosado**, NA Session 249, has been promoted to lieutenant colonel and will serve as the commanding officer of the Office of Field Operations. Major **George Battle**, NA Session 246, has been promoted to lieutenant colonel and will serve as the commanding officer of the Office of Administrative Services. Major **Edwin Henion**, NA Session 240, has been promoted to lieutenant colonel and will serve as the commanding officer of the Office of Professional Standards and Support Services.

## FLORIDA

Florida Chapter Past President (2013) **Gayward Hendry** advising that after 44 plus years he has retired from law enforcement. Gaywards party was this past Saturday, and in Clay County that means plenty of food, fellowship, music and even a petting zoo for the kids. It was an amazing turnout with over 300 people in attendance. Congratulations Gayward!



(L-R) Brianna Timmons (Graduate of YLP Session 16), Gayward Hendry, Joe Hellebrand (past Board Sec III Rep.).



(L-R) Newly promoted Lieutenant Joe Coyle (non NA grad), newly promoted Major Brad Seale (259th session), newly promoted Deputy Chief Glen Smith (207th session), Chief Jeff Undestad (251st session), and newly promoted Sergeant Haley Sequeira (non NA grad).

On February 28, 2016 **Glen Smith**, of the 207th Session, was promoted from Police Major to the Deputy Chief of Police for the Largo Police Department. Additionally, **Brad Seale**, of the 259th Session was promoted from Lieutenant to Police Major. These promotions were conducted by Chief **Jeff Undestad** of the the 251st Session.

## HAWAII

On December 31, 2015, Hawaii Narcotics Enforcement Division Chief Special Agent **Kamita** retired with 30 years of law enforcement service. Chief Kamita attended the FBINA class of 289.

## IOWA

We welcome the following Iowa attendees to the FBI National Academy Associates: Captain **Jeremy Jensen**, Dubuque Police Department, and Special Agent-In-Charge **Dan Dawson**, Iowa Division of Criminal Investigation recently completed the 264th Session. Sergeant **Mark Rehberg**, Clive Police Department, will be attending the 265th Session.

Chief **Bill Vaughn** (Session 206) of the Johnston Police Department retired on February 29, 2016. We wish him the best in retirement and thank him for his many years of service.

The Iowa Chapter Spring Retrainer was held in Okoboji, IA, April 27-29. We had a good turnout and great training. Iowa State Patrol Captain **Darin Fratzke** (Session 251) was our



*Darin Fratzke*

conference chair. Even with his recent promotion to Captain, Darren showed us great hospitality. Congratulations to Darin!

We had a great presentation on the response to the Ferguson events from the **Missouri State Patrol** and the reality of the challenges they faced. An overview of the multi-agency

response to the Maynard Bank Robbery was well received by attendees.

We are grateful to our many sponsors, who included **Verizon, Keltek, 5.11 Tactical, Whelen, Vernon, Karl Chevrolet, WatchGuard, and American Military University.** They were instrumental in our success. Thank you for your continued support of our chapter!

Chapter President **Steve Woody** (Session 231) and National Chapter President **Barry Thomas** presented Iowa Chapter Past President **Mike Venema** (Session 219) with his plaque thanking him for his service. We also elected a new Secretary/Treasurer to replace **Don Vrotosos** (Session 204) who will be retiring. Story County Sheriff's Office Lieutenant **Leanna Ellis** (Session 263) will fill Don's role.

Finally, don't forget to ask President Thomas about the honorary PhD he was awarded during our retrainer by the University of Okoboji!

## KANSAS/W MISSOURI

Hello from the Kansas-Western Missouri Chapter! We have several items to share from our distinguished Chapter members!



(L-R) Steve Woody, Mike Venema and National President Barry Thomas.

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# CHAPTERCHAT

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Session #231 Chapter Presidents.

■ In March 2016, the annual **National Chapter Meeting of Presidents and Secretary/Treasurers** was held in Quantico, Virginia. We are proud to say that six of the current Chapter Presidents across the country are Session #231 graduates, including our own President **Tim Burnett**.

Front Row (L-R): Doug Stephens-Rocky Mountain Chapter, Bert Lott-Western Pennsylvania Chapter, Tim Burnett-Kansas/Western Missouri Chapter. Back row (L-R): Steve Woody-Iowa Chapter, Peter McGowan-New England Chapter, David Kvam-Northwest Chapter.

■ **Zim Schwartze**, Session #231, was named the Missouri 9-1-1 Director of the Year at the **Missouri Public Safety Communications Conference** in March, 2016. In May, she was named the APCO International 9-1-1 Director of the Year



Zim Schwartze named Missouri and APCO International 9-1-1 Director of the Year.

and will be honored in August at the Conference in Orlando, Florida. Zim currently works for the Springfield-Greene County, MO 9-1-1 Emergency Communications Department and is humbled that her administrative team nominated her unknowingly. Her department serves 22 law enforcement and fire agencies in

their county. Zim is also a Past President of the Kansas/Western Missouri FBI NAA Chapter and serves as the Chapter Historian.

## MINNESOTA

■ Minnetonka, MN Police Chief **Jeff Sebenaler**, Session 206, retired May 31st. After earning a bachelor's degree from Bemidji State University, Jeff started his law enforcement career in 1984, working part-time for two different agencies. He served as a full-time officer with Thief River Falls for another 4 years before joining the Minnetonka Police Department in 1990.

During his time with Minnetonka, Jeff served as a patrol officer, worked part-time for Metropolitan Transit Police, worked narcotics & auto theft in special investigations, served as a school resource officer, and was promoted to sergeant in 1996. While a sergeant, Jeff spent time as a patrol supervisor as well as in juvenile and the training unit. In 2005 Chief Sebenaler was promoted to captain where he served separately as director of patrol operations and investigations & support services. Jeff was promoted to chief in 2014.

Replacing Jeff Sebenaler as Minnetonka police chief is Captain **Scott Boerboom**, Session 236. Scott, who is the Northwest Chapter immediate

past-president, started his law enforcement career with the Los Angeles, CA Police Department in 1994, and joined the Minnetonka Police Department in 1997. During his tenure with Minnetonka, Scott served as an officer and sergeant prior to being promoted to captain. Captain Boerboom holds a bachelor's degree from Concordia University and a master's degree from the University of St. Thomas. Scott is an adjunct instructor at Hamline University and an active member of Lion's Club International.



Scott Boerboom

■ Chief **Thomas E. Smith**, Session 186, retired on May 10, 2016 after serving more than 26 years with the Saint Paul Police Department. He started as a police officer in 1989 after working for the State of Minnesota (Corrections) for seven years. Through the years, he worked in the Western and Central Districts, the FORCE Unit, Youth Services, the Inspection Unit, the Training Unit and Operations Administration. He was promoted through the ranks, ultimately in 2010 to the position of Chief of Police. Chief Smith is a life-long resident of Saint Paul and lives on the west side with his wife and family. He looks forward to working on his cabin "up north" and spending more time with his family.



Tom Smith

Congratulations to all and here is hoping each of you the best during the next chapter!

■ The board is pleased to announce **Sydney Puhach** as the young person chosen to represent the Northwest Chapter at the 2016 Youth Leadership Program. Sydney, who is from Manitoba, was one of three candidates interviewed by the selection committee. Each candidate was an excellent representative of his or her state or province, but Sydney distinguished herself among the well-qualified contenders. Congrats Sydney!

## NEW YORK/E CANADA

Captain **Kristen Neubauer** receives a recognition plaque for her work on the Chapter Board of Governors during her retirement party from 2015 Chapter President **Mark Gates**. Captain Neubauer is a graduate of Session 214.



(L-R) Mark Gates, Kristen Neubauer.

## MARYLAND/DELAWARE

■ The National Academy Associates Maryland-Delaware Chapter held its **2nd Annual Chapter Baseball Event** on Thursday, May 19th, 2016. The pregame meeting and luncheon was held in the Lounge located on the seventh floor of the Warehouse at Oriole Park at Camden Yards in Baltimore, MD. Approximately 170 members and their guests attended the event and enjoyed delicious

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# TAKING CARE OF US

Jeremy Romo/Scott Roach

In 1988, the Memphis Police Department changed the way law enforcement agencies responded to individuals in a mental health crisis with the advent of the Crisis Intervention Team Model. Law enforcement officers throughout the country are doing an excellent job of de-escalating individuals with mental health and substance use disorders. Today, officers are connecting those individuals to mental health and substance abuse resources. Unfortunately, officers have continued to neglect their own mental health and the mental health needs of co-workers.

In 2013, we started taking an objective look at our police department to determine if we were providing our employees with adequate support as they face the unique stressors that come with a career in law enforcement. With the full support of our command staff, we began to look at other progressive law enforcement agencies throughout the country. Part of our goal is to improve our ability to assist our employees in maintaining their emotional well-being. Unfortunately, this project was an additional duty to our primary assignments and we were not moving fast enough towards meeting our goal of developing a comprehensive employee wellness plan to support our employees. This changed after the events of August 9, 2014.

The events of August 9, 2014 put our officers in the middle of a volatile situation. This caused sweeping changes to law enforcement nationwide and made our job even more stressful. The majority of employees of the St. Louis County Police Department worked a minimum of 12 hour shifts for 25 days, without a day off. Officers faced crowds of angry protesters, many threatening their lives and the lives of their families. On an almost nightly basis, officers faced gunshots and objects being thrown at them. For many officers, this was the easy part. The real struggle was when officers went home to their families and had to see the worry in loved ones faces. Officers faced lack of sleep and physical ailments brought on by the stress that is inevitable when exposed to this type of prolonged traumatic event. For many, the most stressful part was the perceived lack of support by the public fueled by the inaccurate one-sided reporting by the media. Even after the initial unrest, the stress

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## OFFICER SAFETY AND WELLNESS

The Executive Board of the FBI National Academy Associates is dedicated to furthering the conversation on officer safety and wellness issues that impact the law enforcement profession. Moving forward, members can expect articles in each Associates Magazine that highlight challenges that are inherent to the profession and present solutions to those looking to enhance their own personal resiliency or that of their agencies.



# POLICE LEADERSHIP THROUGH DIFFICULT TIMES

Nick Francis

There isn't a day that goes by where the nightly news is absent of a story about police work, police-public relations, or a police shooting somewhere in this great country. As law enforcement professionals, it might seem very difficult to sit back and watch these stories without an opinion. It's even harder when these incidents are profoundly affecting the profession we have chosen.

**A**s I write this article, there is unrest in Minneapolis, Minnesota over the fatal shooting of a 24 year old black male. Hundreds have held an around-the clock vigil outside the police precinct where the incident occurred, protesting the death of this young man. Criminal justice leaders know that it takes time for the investigation to take place and the facts of the case to be made public. But too many, including the protesters who are demanding for the immediate release of video evidence, that's not good enough. Initial reports are that the suspect assaulted his girlfriend and attempted to disarm a police officer. Unless there is video proof, I have a feeling that the facts don't matter to some. Similar situations are playing out across the country from New York, to Chicago, to Los Angeles.

It's natural to have adverse feelings toward the news coverage and feel that our profession is being slighted or not represented fairly. As leaders in our departments, I believe we need to swallow our pride and focus our efforts on making sure we provide strong, ethical, and exemplary direction to subordinates throughout this difficult time. Just as you watch the news and become upset at how this profession is represented,

so are tens of thousands of younger officers who have only served during this challenging period. These same officers work under your direction and may have little experience on how to react to it.

So what can you do about it? Be a leader! First and foremost always be appropriate and remain above any negative social commentary. Support your officers in continuing to be professional, respectful, appropriate and helpful to everyone they encounter. Remind your officers that they got into this profession to help others and to make a difference. We're not making a difference sitting back and watching stories about riots or unrest. We're not making a difference by pouting that people don't respect the police as they used to or that we can't go out in public without criticism. We can make a difference by giving 100% and going out of our way by being accessible and remembering our primary objective is to make our communities a better place to live, work, and play. Make an impact on the men and women that work for your department by actively and purposely conveying a positive message to them. Promote your department members to your community. It's your job to bring good acts to light in your commu-

nity, not the officers. Lead by providing consistency in achieving the organization's goals and objectives. Don't let the tail wag the dog and stay the course in promoting good, solid police work.

The fact that we are the good guys and gals has not changed. What has changed is the fact that we now perform our day-to-day jobs under the spotlight and sometimes the microscope. Law enforcement leadership needs to take an active part in promoting our profession inward to our own staff and outward to our community and beyond. There is no profession I would rather work in, and I'm confident many of you will say the same, despite the present conditions. There are organizations dedicated to discrediting our profession which are protected by the United States Constitution. We are paid to support the First Amendment and right to protest, but we must understand that the accuracy of the information (facts) often gets muddled in the narrative. We need to work just as hard to promote our departments and highlight the excellent work our officers do on a daily basis. As a graduate of the FBI 259th session,

*continued on page 16*



## SCOTT RHOAD

- Chief of Police & Director of Public Safety
- FBINA 217th Session
- University of Central Missouri
- Kansas/Western Missouri Chapter

It is with great excitement that I introduce myself as a candidate for the FBINAA Section II Representative. I am Scott Rhoad, Session #217, from the Kansas/Western Missouri chapter of the FBINAA. After creating many long term friendships and professional contacts throughout Section II, it would be my honor to serve you on the National Board. After attending the 217th session in 2004, I was quick to become involved in my local chapter and attended my first National Conference in Kansas City in 2004. I have been very active in the Kansas/Western Missouri chapter serving on committees including the audit committee, nominating committee, awards committee and Youth Leadership Committee. Serving on the Executive Board from 2008 to 2012 and as President in 2011, I was truly able to see the impact the FBINAA had on its members, which inspired me to continue to be heavily involved at the Chapter level.

**A**fter 29 years of Law Enforcement at a university with students from across the country and the globe, I have learned first-hand the value of the FBINAA network and the benefits it can provide. Being able to reach out to colleagues in other states or countries is a necessity in today's global community. We must continue to build this network of professionals by keeping our FBINA graduates active and involved in our association. The current slogan of '17 by 17', representing a membership drive to hit 17,000 members by 2017, is a great start. But a more in depth look at our members shows we need to specifically increase our



# MEET CANDIDATE

## RUNNING FOR SECTION II



active sworn membership. This will increase our network and resources and continue the original mission of the National Academy when it began back in 1935. Our members who may have retired from law enforcement but found new opportunities in other careers make our association stronger by expanding our network and resources that may provide additional tools to retrieve vital information.

As a law enforcement professional I have been active in many organizations on the local, state, national and international levels. I have been a presenter at the IACP international conference, a focus group panelist in Washington D.C. on Clery Act compliance, and active on other state and local boards.

I also have several activities outside of law enforcement. Staying engaged in my community through church, Rotary, and as an elected member of my city's Board of Alderman, I enjoy serving the needs of others and being involved with organizations wanting to improve the wellbeing of everyone.

*continued on page 16*





# T THE D DATES

ON II REPRESENTATIVE

In the forward to his book, *"The Nobility of Policing"*, Dr. Stephen Covey writes, *"It has always been my firm belief that policing is one of America's most noble professions. The actions of any police officer, in an instant, can impact an individual for life and a community for generations. Given this realization every police officer must be centered on what is important, Service, Justice, and Fundamental Fairness - these are the foundational principles in which every police action must be grounded. The*

## JOSEPH V. COLLINS

- Chief of Police, ■  
Two Rivers PD
- FBINA 236th Session ■
- 2015-2016 President – ■  
Wisconsin Chapter ■  
FBINAA
- 2015 Wisconsin – Law ■  
Enforcement Officer of ■  
the Year
- Co-Chair FBINAA Officer ■  
Safety & Wellness ■  
Committee
- FBINAA –Finance ■  
Committee Member



*nobility of policing demands the noblest of character."*

Today, more than ever these words ring true)...

**E**nsuring our officers are in a position to protect our communities has been increasingly more difficult in the past few years. With the negative national media rhetoric calling into question the actions of our officers and law enforcement in general, it is more important than ever, that our law enforcers have the strongest of character. I have dedicated my thirty-one years of law enforcement to building and developing resiliency in the officers I work with, law enforcement supervisors, and police instructors throughout the world. When we help our officers develop strength and fitness in mind, body and spirit, they will be in a position to provide their best to our citizens.

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As the Co-Chairman of the FBI National Academy's Officer Safety and Wellness (OSW) Committee for the past two years, I have helped lead this initiative with President Barry Thomas and now with Section 2 Representative Kevin Wingerson. Our vision and mission statements are:

**Vision-**All law enforcement agencies can develop, foster, and sanction a culture of resiliency to maintain overall health for all employees.

**Mission-** To facilitate and deliver training, resources, and appropriate services that assist agencies in developing and sustaining and organizational culture supporting resiliency in all employees. This team emphasizes holistic health in all aspects of the employees' lives including moral, psychological, physical, professional, societal, spiritual, legal, and financial.

I was honored to represent the FBINAA this year in Washington D.C.s during Police Week as a member of a four person panel addressing the Congressional Law Enforcement Caucus discussing officer safety and resilience issues. Members of Congress have already reached out asking how they can help with this important topic.

Our OSW Team is working on several initiatives;  
1. An online, interactive training program for the prevention of


*continued on page 16*

**Meet the Candidates – Scott Rhoad** *continued from page 14*

Two primary organizations that I feel strongly about are local Heat and Hunger or Food Pantry projects and Habitat for Humanity. Fulfilling basic needs allows individuals to focus on other aspects of their life that need attention.

For many of us, being selected to attend the FBINA is the highlight of our career. But being the recipient of the Clarence M. Kelley Meritorious Service Award last fall as a member of the Kansas/Western Missouri chapter has brought a new career highlight. The NA has been a significant part of my professional and personal life. I have attended seven additional National Conferences (Phoenix, Milwaukee, Boston, Long Beach, Dallas, Orlando and Seattle) in the 12 years I have been part of the organization. Reconnecting with old friends and making new connections throughout the country and world are just a couple of benefits of attending events. The high level training on current best practices, technology, and lessons learned from across the country are also great benefits of being involved in this organization.

I have benefitted from the contacts and training offered by this association and I want to ensure that all NA graduates understand the value of being a NA graduate. I am excited about the opportunity to work with the executive board, chapter officers, and members to continue building the FBINAA into an even larger network of resources and information for the benefit of our members and the communities we serve.

I'm Scott Rhoad and with the support and encouragement of my family and friends, I would be honored to be your Section II Representative on the FBINAA Executive Board. 

Joining you in service,

Scott Rhoad


**Meet the Candidates – Joseph V. Collins** *continued from page 15*

- ★ suicide within law enforcement.
- ★ 2. Creating a library/data base of articles dealing with officer safety, wellness, & resiliency.
- ★ 3. An online interactive mapping program of available resources for officers and agencies.
- ★ 4. Draft policies/procedures dealing with officers in crisis and resiliency models.
- ★ 5. Providing and developing available trainers/speakers for the FBINA Enrichment Series, National and Chapter training conferences.
- ★ 6. Evaluating available reso

For the past two years I have served as the Chairman of the Wisconsin Department of Justice – Law Enforcement Training and Standards Board. We oversee the continued certification of nearly seventeen thousand law enforcement officers and 17,000 police instructors. In this capacity, I helped lead the efforts to increase the law enforcement academy training hours by 40%, and included a significant amount of resilience training.

As the President of the Wisconsin SWAT Association, the Chairman of the Professional Development Committee of the Wisconsin Chiefs of Police Association, and the current President of the Wisconsin FBI National Academy Association, I have helped coordinate and taken the lead in the continued development and strengthening of our membership.

My pledge to the membership of this association is to continue bringing my passion of developing officer safety and wellness programs and resources. These are resources that members can use each and every day for themselves, those they work with, and their families. The resiliency of our officers and ourselves is the most important issue we face. I will help make that job easier for our membership and your agencies.


I would not have been able to do any of this during my thirty-one year career if my wonderful wife of twenty-nine years, Colleen, had not somehow agreed to keep me around. We have been blessed with two adult children. Our daughter, Paige, is in her third year as a Police Officer, and our son Chase, is finishing college this year, and is the Recruitment/Training Coordinator for a national in-home care company. 

Joseph V. Collins

**Police Leadership Through Difficult Times** *continued from page 13*

I know first-hand that departments across this country, and the world, are filled with amazing leaders. We have an important mission, to make sure our agencies navigate these difficult times successfully. It will take hard work, dedication, and most of all strong and positive leadership.

For those fellow NA associates who are retired from the profession, we still need you! Please reach out to your former departments and partners to see how things are going for them. Offer your advice on positive leadership as if you were still in the trenches with us. A qualified, concerned, outside perspective on police issues is always welcomed. The criminal justice profession is one big family and your input and support during these challenging times is much needed.

Finally, please participate with your staff in doing some community volunteer work – and not just for a cause related to law enforcement. Try to spend some time in your community raising money or attention for a charity of your choice. Getting your hands dirty can have a tremendously profound effect on your professional attitude. Law enforcement folks are some of the most devoted volunteers that I know of and often utilize their excellent leadership qualities to make a difference. Think of the impact we can make as a profession if we take more time to volunteer with community organizations outside the circle of law enforcement. It's a win win! 

*About the Author:* Nick Francis is graduate of the FBI National Academy 259th session. He works as a Police Captain in Apple Valley Minnesota. He also serves as an adjunct instructor for Concordia University – Saint Paul.

# CHAPTERCHAT

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Chapter President Greg Guiton, Janet Guiton, Paul Butler joining us from S.C., Sarah Ellison from Brekford and Vice President John Campanella.



The Executive Board also joined in for a group photo. Melissa Zebley - Immediate Past President, Laura O'Sullivan - Sgt-at-Arms, Greg Guiton - President, Scott Kolb - 2nd Vice President, John Campanella - Vice President and Dan Galbraith-Treasurer.



Members and Vendors gather for a photo prior to the banquet.



2nd Vice President Scott Kolb and President Greg Guiton present guest speaker, Paul Butler (SC) with a certificate of appreciation for his thought provoking presentation on Leadership for a Lifetime.

food, beverages and Baseball. The weather was absolutely perfect and it was a great day! Looking forward to next year's "Take Me Out to the Ballgame" event in Camden Yards. Chapter President **Greg Guiton** happy with the weather this year as well as the huge turnout!

■ The Maryland/Delaware Chapter of the FBI National Academy Association held its **annual retrainer conference** in Ocean City, Md. This April, approximately 86 members were in attendance to participate in two filled days of training consisting of communication, three case study reviews and leadership discussions.

## OREGON

■ Assistant Chief **Jim deSully**,

Tigard Police will retire June 30th after 26 years. He is a graduate of the 235th session and a past president of the Oregon Chapter.

■ Chief **Kent Barker**, Tualatin PD will be retiring June 24th Session 208. Please join us in congratulating Chief Kent Barker on a job well done and a distinguished 34-year career in law enforcement. Chief Barker committed significant time and energy to the Oregon Association Chiefs of Police and to the policing profession. Kent served as President of the Oregon Association Chiefs of Police for 2008-2009 and participated on the OACP Board and numerous committees during his career. Kent was the OACP representative to the State Association of



Oregon Chapter Training Day.

Chiefs of Police (SACOP) and recently concluded his term as Vice President At Large for the International Association of Chiefs of Police (IACP). Chief Barker also is concluding his service on the Board on Public Safety Standards and Training

where he currently serves as Chair.

■ The FBINAA Oregon Chapter sponsored a **training day** on April 20th at the Oregon Police Academy. The photo is of the NA graduates who were among the

*continued on page 21*

## A MESSAGE FROM OUR **CHAPLAIN**

by *Dan Bateman*

### **Be The Milestone In Someone's Life**

**T**he theme of *"Milestones: Keep Moving the Finish Line"*, is rooted in the concept that milestones are former goals achieved and transformed into benchmarks of where we have been. Those older in life can attest to the swiftness of the journey and, upon personal reflection, certain life events became their milestones and, ultimately, treasured memories.

Whether it is completing a college degree in our younger years, meeting that special someone, landing a great job, or earning a difficult promotion, all those worthy goals must, by necessity, transform into milestones rather than becoming the finality of our journey. If we linger too long and stay at the goal, it becomes a point of stagnation rather than one of many highlights along our journey. If that is the case, our goal doesn't become a milestone but merely a type of waiting station.

The caution with milestones, as I wrote earlier this year, is remaining at a goal we achieved rather than moving on towards another worthy and attainable objective. We must regard our past accomplishment as a signpost of our progress and not the end itself. So, to help us continue to move ahead and not linger too long at a milestone, the phrase "keep moving the finish line" is a simple concept that helps us focus on the next great adventure.

However, milestones are not just events or goals of personal achievement. Milestones can also be people that come into your life with such profound and lasting effect, their influence alone becomes a beacon of light, or milestone, to guide us on our journey. Often, when a person becomes a living milestone in your life, you will know it by a certain life event: their passing on. It has been my experience that the degree of influence exerted by a living milestone is directly proportional to our first reaction upon hearing of their departure.

This is particularly acute when one who has been a mentor in our lives passes away. We immediately reflect on the relationship, guidance, and gems of wisdom we have gathered from those who were a true milestone in our lives. Often we may say, *"If not for him (or her)..."* as testimony to the powerful and profound influence the departed had exerted on our lives. Ironically, that influence is often not obvious and overt as it is occurring, but one born of relationship.

However, becoming a living milestone in someone's life may come with a cost. As with any investment that brings great return, the investment itself is typically risky and fraught with pitfalls. And so it is when you invest in someone you see who has great potential but may be squandering it in other pursuits. The word best described for those willing to invest in others sacrificially is "mentor".

As I reflect on the many who have positively influenced my life, a rare few have worn the description of mentor. And, to my blind eye, I often did not realize it until sometime later. In every case, there were traits in the mentoring process that required great investment. As I have had the honor and privilege to mentor others, it always came with a cost and some inconvenience. I take great counsel in a phrase a dear friend and mentor once shared and it has carried the day on many occasions when guiding became difficult and frustrating: *"If I'm not inconvenienced, I'm not serving."*



That phrase is archetypical of Jesus' philosophy. He was *"inconvenienced"* on many occasions as He healed the sick, raised the dead, fed the multitudes, and peered into the very heart and soul of individuals He encountered before giving them wise counsel.

Jesus even selected 12 of the most unlikely, ragtag, men to follow Him and be mentored by Him. Among them were fishermen, a tax collector, a traitor, rebellious political activists, brothers, and some we know little about. But what became of these men is vitally important. They experienced a transformation unlike any other after having spent time and being mentored by Jesus.

While these select 12 spent three years with Jesus and gave up everything, they had met the true *"Milestone"* in their lives and were changed forever in how they lived and how they died. It was so profound, the Bible states in the New Testament book of Acts *"When they saw the courage of Peter and John and realized that they were unschooled, ordinary men, they were astonished and they took note that these men had been with Jesus."* (Acts 4:13) Far from ordinary, these men had been transformed into the extraordinary!

To a lesser degree, what greater accolade could one hope for than for someone we mentored to succeed at a great challenge or attain a position where their influence and leadership makes a true difference in people's lives. Even more so, when you have guided and counseled someone, there may be that rare moment when they come to you and say, *"If not for you..."* As they share some great accomplishment achieved, you will realize you've become a living milestone in their lives.

In an era of instant and temporary communication where relationships can be superficial and brief, legacy relationships take real investment in someone you know who has great potential. The cost in time, sacrifice, and occasional disappointment and heartbreak may be an inconvenience, but the satisfying reward is worth everything.

As graduates of the FBI National Academy, you possess those skills, traits, and abilities to rise and become someone's milestone in their lives. Where your journey was difficult and treacherous with all its pitfalls and dangers, you have the absolute ability (dare I say, the responsibility) to invest in someone even at great personal cost and sacrifice. It may be only later in life that very someone will realize YOU have been a milestone of blessing in their lives. 🙏

Peace and blessings,

Dan Bateman, *Chaplain*  
dbateman@fbinaa.org | 586.484.3164

## THE HISTORIAN'S SPOTLIGHT

by Pat Davis

### Terry Lucas

Sitting here on Memorial Day writing this edition of the *"Spotlight"*, it seems very fitting to be writing about my friend Terry Lucas. Many know Terry as the bow-tied gentlemen with always a kind word and positive thought. He always tends to go about his business without drawing too much attention or show-boating, bringing a touch of class, and positivity to the world around him. Maybe it's the hallowed spirit of the day. Maybe it's the extremely impressive military, law enforcement, and general public service career of Terry Lucas. More likely a combination of the two, but I can't help but hum Lee Greenwood's *"God Bless the USA"* as I sit here putting ink to paper about such a true patriot.

Terry Lucas was born in Keokuk, Iowa, the southern-most city in the state. While Terry's parents, Edwin and Alberta, called Nauvoo, Illinois home at the time, Nauvoo was too small to have its own hospital. Shortly after Terry's birth his parents moved to Springfield, Illinois where Terry lived and worked all of his adult life.

Terry feels that, "growing up in the Land of Lincoln was something most residents took for granted." Although tourists came from all over the world to view President Lincoln's home and tomb, those areas were seldom visited by the 'locals' unless they had family or friends who came to visit from other areas. Not until the completion and dedication of the Lincoln Library and Museum in 2005, did residents more frequently visit the many historic sites.

Terry's father was a self-taught carpenter who entered the workforce upon completion of the sixth grade to help support his family during the era of the Great Depression in the Ozarks of Missouri. Terry recalls his father's passion for history, coupled with a tremendous ability to remember specific names, dates and events. During WWII, Terry's parents worked at an ammunition manufacturing plant in Fort Madison, Iowa just across the Mississippi River from Nauvoo. Edwin lived to be 91 years of age and Alberta passed away last year at the age of 101.

Terry received a Bachelor's degree in Social Studies from Southern Illinois University-Edwardsville in 1968. In addition, he possesses two Masters Degrees from the University of Illinois-Springfield: one for Political Studies and the other in Social Justice Programs. He also has a minor in Education from SIU-Edwardsville and has maintained his Illinois teaching certificate for 48 years.

Though several of Terry's distant relatives pursued careers in law enforcement, none of them had much of an impact on his vocation



choice. Rather, he attributes his desire to serve his community to his years in the Boy Scouts of America. Terry remembers his Scout Leaders always stressing the importance of doing your *"Good Deed a Day"* and helping people out in time of need. These ideals made the greatest impression on him, and fostered the will to serve.

After teaching history and social studies at a local junior high school, Terry began his law enforcement career in 1970 with the newly formed Illinois Bureau of Investigation (IBI). The IBI was formed by Governor Richard Ogilvie to address the growing drug problem and organized crime activities in Illinois. In the organization's early years, agents often drove their personal vehicles and were reimbursed for mileage, as the motor pool was quite shallow, so to speak. In 1976 the IBI merged with the State Police Detective Section and the two agencies became the Illinois Division of Criminal Investigation (part of the Illinois Department of Law Enforcement, later just Illinois State Police). Terry stayed with this agency for 28 years and retired as the Bureau Chief of the Operational Service Command Bureau. This was the largest operational bureau in the agency, consisting of units which handled a broad spectrum of investigations, including Drug Conspiracies, K-9, Technical Services (body wires, hidden cameras, etc.), Financial Crime Task Force, Motor Carrier inspections and weighing, as well as other units.

Terry's path through the ranks began as Special Agent primarily involved in investigations. Most of his career with the State Police involved investigations either as an investigator or a supervisor in the various units to which he was assigned. Terry also maintained involvement in training for much of his career as a range officer and instructor of various investigative topics at the State Police Academy and numerous locations throughout Illinois and Midwest. Terry rose through the ranks into progressively higher positions and retired as acting Captain.



Terry Lucas

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STAYING ON THE **YELLOW BRICK ROAD**



# SUPER CHARGE THE CHASSIS

E.J. O'Malley

**M**y passion is to build or re-build the engines of our Tactical Athletes. My father and I talk everyday on the phone and most conversations involve cars or trucks. One of the first cars that I drove was a Toyota Celica. Unfortunately it was an automatic, so getting off the line was a challenge. I will never forget the night that I was lined up against a Chevelle SS. We all know the outcome of that race. Fortunately, nobody got hurt and there was no arrest record.

My true call to serve is the super-charging capabilities with our National Academy students. I've spent the last 19 years immersed in the exercise science literature and application in hopes of making people better. We have reduced mileage tremendously but we are challenging their hearts more than ever. Expectations are higher every session and we know we are sending our students home with better fitness.

**SPEED/AGILITY**

**Build-Ups** – Set up 4 cones 15 yards apart. This is an old school drill called gears. The objective is to jog to the first cone, run to the second, sprint to the third, and explode through the fourth. The recovery will be a slow walk back to the start line and repeat. 6-8 repetitions are the best range for true speed and power.

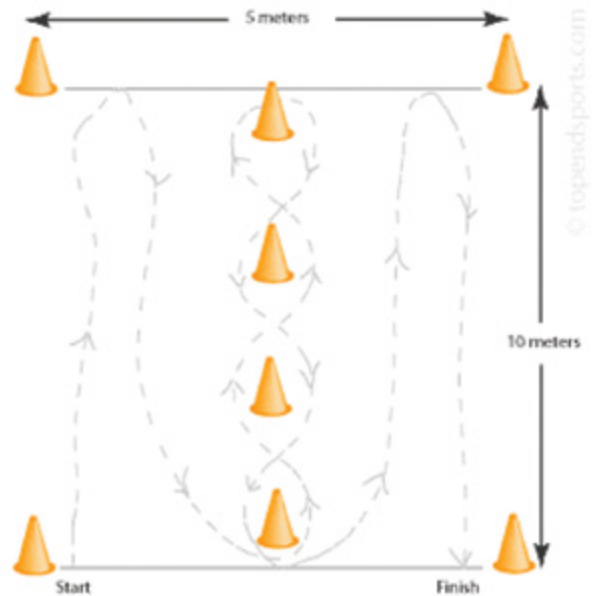
**300 Meter Shuttles** – Set up two cones approximately 25 meters. Running down and back is 1 repetition with 6 trips being the prescription.

Touch the cones for consistency. Repeat 2-3 rounds with a 5 minute rest between each. Superior tactical athletes should run under 1:00 minute for this test. Average athletes are clocked at 1:25 and under.

**DC United** – This is a definitive aerobic/anaerobic test with a series of 100 yard dashes. There is a 1:00 minute continuous loop with each repetition. Each repetition is timed and it does get harder as you progress. The athlete must complete each repetition in the allotted start/finish time. Below is the time breakdown for each repetition.

REPS	1-10 = 25 seconds, 35 second recovery to get back to start line
	11 = 24 sec, 36 rec      16 = 19 sec, 41 rec
	12 = 23 sec, 37 rec      17 = 18 sec, 42 rec
	13 = 22 sec, 38 rec      18 = 17 sec, 43 rec
	14 = 21 sec, 39 rec      19 = 16 sec, 44 rec
	15 = 20 sec, 40 rec      20 = 15 sec, 45 rec
REPS	21-30 are all under 15 seconds with the same rest loop of 45 seconds to get back

**Illinois Agility** – This test is rather short but very challenging. Each center cone is spaced 3.3 meters apart. The starting and finishing sides should be swapped to ensure direction change.



RATINGS IN SECONDS	MALES	FEMALES
Excellent	<15.2	<17.0
Good	16.1-15.2	17.9-17.0
Average	18.1-16.2	21.7-18.0
Fair	18.3-18.2	23.0-21.8
Poor	>18.3	>23.0

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Staying on the Yellow Brick Road *continued from page 20*

### COMPLETE/INCOMPLETE RECOVERY

We deeply value 4 laps around the Oval Office (the track). 5 years ago I penned these speed and agility drills to improve work capacity. I'm going to retrace my steps and serve them up again. I will also offer some specific drills that need to be addressed on the track that require effort. The return on investment is guaranteed if the athlete is smart on the application. A better orthopedic option will include the pool/bike/rower. We are all option quarterbacks and are ultimately responsible for picking the correct strategy for development. I know in my 11 years here at the Academy, I have never hurt anyone in the pool or on the bike. All bets are off when we venture to the track. Only the strong will survive the pavement.

The following drills can be done on the track or simulated with similar intensities/clocks with the pool/bike/rower. The magic recipe is the 6-8 repetition game. Walk away when the quality diminishes. Fatigue is cumulative and that leads to poor economy of movement.

**Alternations** involve a faster and slower segment with no rest in between. In essence, the slower segment does not allow for full recoveries. This drill simulates the change of gear work during any race.

**Examples:** 100 meter stride work and roll into a 200 meter 50 m chase and roll into 400 m

**Ladders** entail work at longer durations and work down. The recovery can be 1-3 minutes of walking and attack the next repetition. For our track enthusiasts, we can add a second set and reverse the order of operation. Entertaining complete recoveries i.e. more than 3 minutes is also optional.

**Examples:** 800m, 400m, 200m, 100m  
300m, 200m, 100m, 40m

The **Repetition Method** focal point is speed and economy. The recovery should be 2-3x the amount of work. The goal is to run the same speed or lower by a second with each effort.

**Examples:** 200's and 400's are perfect distances, pick 1

We shall finish this training table with the tactical edge in running mechanics.

1. Posture – upright, forward lean, and relax to be fast
2. Land mid or forefoot underneath the knee, the big toe runs the chain of command
3. Arm action will always determine leg turnover
  - a. Drive your elbows back with the shoulder being the prime mover
4. Triple extension
  - a. Drive the ankle, knee, and hip
  - b. The hip is a crank
5. Find your rhythm

*About the Author:* E.J. O'Malley is a Health and Fitness Instructor at the FBI Academy, Physical Training Unit. He earned his B.S. from Lock Haven University of Pennsylvania and M.S. from Virginia Commonwealth University. He holds certification from the National Strength and Conditioning Association.

## CHAPTERCHAT

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160 attendees at a presentation of "Left of Bang" by **Patrick Van Horne**. The training is about how the Marine Corps' combat hunter program can save your life.

### TEXAS

Police Chief **Gary Swindle** is retiring after 33 years of service to the Tyler community. Gary is a graduate of NA Session 176 and the Texas Chapter Past President.



Gary Swindle

### UTAH

Don **Hutson** is currently serving as the Chief of Police Services in the Holladay Precinct. He began his career as a Corrections Officer working at the Utah State Prison in 1988 and was selected to be a member of the Department of Corrections Special Weapons and Tactics (S.W.A.T.) Team after one year. He served on the S.W.A.T. Team for three years before being hired by the Salt Lake County Sheriff's Office in 1992. He has worked in many



Don Hutson

different assignments during his career with the Sheriff's Office and the Unified Police Department. He worked in the Gang Suppression Unit and as a Detective assigned to the West Patrol Gang Unit, while simultaneously serving on the Salt Lake County Sheriff's Office S.W.A.T. Team for five years.

He worked narcotics investigations and was assigned to the Drug Enforcement Administration Drug Interdiction Unit at the Salt Lake Airport. He worked as a Patrol Supervisor in Millcreek and Holladay before being assigned as the Jail Investigations Unit Sergeant, responsible for all criminal investigations occurring in the jail. He was assigned as an Administrative Lieutenant to Sheriff Winder and

served as the Public Information Officer and Spokesperson for the Sheriff's Office and the Unified Police Department during the transition to this innovative law enforcement model. Most recently, he was the Commander of the Investigations Division and the Professional Standards Division before his promotion and assignment to the City of Holladay. Don received his Bachelor of Science Degree in Business Administration-Finance from Utah State University and is a graduate of the F.B.I. National Academy (Session 252).

### WASHINGTON

The Washington Chapter holds **lessons learned training** in Auburn, WA. Chief **Mike Kehoe**, Ret. Presenting les-

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**Taking Care of Us** *continued from page 10*

continued. Officers were left with the uncertainty of when the Grand Jury verdict would be announced and how the community would respond. Several officers expressed how they looked forward to putting Ferguson out of their minds and spending time with friends and family during the holiday season. Officers found they were bombarded by their loved ones at holiday events wanting to know, "What's it like to be in Ferguson?" Officers were forced to put their lives on hold.

During the first 25 days of the civil unrest in Ferguson, it became clear that if we did not make employee wellness a priority, we were going to have serious problems when the dust began to settle. We immediately began to tap into resources throughout the country for guidance. One of our best resources, Sergeant **Troy Anderson** with the Connecticut State Police, constantly made himself available to provide advice. Borrowing from Sergeant Anderson, we created a two sided publication listing Law Enforcement Stress Survival Strategies. One side of the publication addressed how to cope with stress on duty. The opposite side provided stress management strategies when off duty. This publication was handed to every County Officer and Missouri State Highway Patrol Trooper that came through the staging area. The publication was provided by our department's devoted chaplains. Our department chaplains were a constant presence during the unrest in Ferguson. (insert picture of Father Boehm?) The bottom of this important resource also listed the contact number for the Employee Assistance Program.

We decided debriefs should be done with all of our officers after the second round of major civil unrest, following the announcement of the Grand Jury Verdict. In order to make these debriefs successful, we consulted the **Greater St. Louis Region Critical Incident Stress Management Team (CISM)**. There were many challenges accompanying a debrief of all officers following the Ferguson civil unrest. The first issue we faced was a traditional debrief occurs within 48-72 hours following a traumatic event. The Ferguson civil unrest was essentially a prolonged traumatic event lasting for five months. Another issue was determining the logistics of conducting such a large scale debrief for over 1,100 law enforcement officers and civilians in small groups of 20-30 participants. Finally, the question of whether to make the debriefs mandatory or optional, and whether to debrief police officers and supervisors separately.

It was decided that a traditional debrief would not be the most effective way to support officers after such a unique critical incident. Instead of the traditional debrief model, we decided to conduct a Post Action Discussion. This decision was made after consulting with our local CISM team. It was also decided the Post Action Discussions would be mandatory and have officers and supervisors attend separately. The looks on officer's faces, plus their initial doubting comments upon entering a room with chairs in a circle, reminded us the stigma still existed. Officer's extremely positive and appreciative comments given privately after the PADs, gave hope that a culture change was possible. By making the discussions mandatory and separating supervisors from officers, we removed much of the hesitancy of attending and participating in these discussions. This allowed officers the ability to express themselves freely without fearing it would negatively affect their career. We opened every session with a brief explanation of the purpose of the PAD, asked for the completion of an anonymous questionnaire, and encouraged officers to trust the process. When the Post Action Discussions were completed the CISM team conducted 36 sessions in about one month's time.

An important component of the Post Action Discussions was the anonymous questionnaire that each officer was asked to complete. The purpose of the survey was to obtain information regarding the actions, reactions, responses, stressors and opinions of officers during the entire event. The CISM volunteers spent 85 hours after the Post Action Discussions pulling information from the 756 Post Action Discussion questionnaires that were returned. By receiving so many completed questionnaires, it showed tremendous trust in our efforts to connect the department with mental health awareness. The data taken from the questionnaire was telling about the effects this historic event had on involved officers. The findings concluded 73% of officers recognized signs of stress in themselves; 89% recognized stress in other officers, and 83% noticed signs of stress in their family. 63% of officers identified they experienced a change in morale, including decreased motivation, frustration, anger, and lack of trust. Many officers considered not only leaving the department, but leaving police work altogether. Currently we are losing an unprecedented 1.66 police department employees per week. Some of the most significant stressors identified by officers were the media, long shifts, fatigue, verbal abuse, chaos, and uncertainty. Other important findings were many officers experienced anxiety, fear, sleep problems, physical illness, gastrointestinal problems, poor eating habits, increased caffeine intake, alcohol and tobacco usage and major disruptions of routines. Some officers renewed previously beaten unhealthy habits such as tobacco use. The questionnaires spoke to an urgent need to improve our current support system for department employees and their families. It also helped change our approach when considering future command posts and the diets of each officer. For example, during the initial unrest the most common donation received in the morning was donuts. We learned we must be better supplied for such long days. An encouraging finding from the questionnaire was an expressed willingness by employees to utilize available resources to maintain their physical and emotional well-being.

During the Post Action Discussions, we promised employees the department was committed to supporting them and their families. In order to fulfill that promise we took several steps. One of the most glaring issues that surfaced after the Ferguson unrest was in addition to supporting department employees; we also have to support their families. In response to the need to support families, we decided there was a need for the department to host a family event for all employees. On March 29th, 2015 the department rented the City Museum for St. Louis County Police employees and their families. The City Museum is a multi-story family oriented facility, well known in the St. Louis area. Over 600 department employees and their families attended the catered family event, with the overwhelming majority of feedback from attendees being positive. We have continued to provide support to our department families by bringing nationally known speakers, Retired Sergeant Clarke Paris, and his wife Tracie, to St. Louis in April 2016. Clarke and Tracie Paris will discuss how to cope with the stress related to being part of a law enforcement family. We are also planning another family event similar to The City Museum event.

We have developed a close working relationship with our **Employee Assistance Program**. Officers have a reluctance to utilize the EAP because they do not want to talk to a mental health professional that lacks insight into the unique stressors that are associated with a career in law enforcement. Unfortunately, this is a legitimate concern. I personally experienced this when taking my son to a counselor after the Ferguson unrest. The counselor that was randomly assigned had no

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**Taking Care of Us** *continued from page 22*

understanding of what our family was experiencing and it was not a positive experience. Fortunately, because of the relationship we had begun to develop with our EAP, we were able to explore ways to ensure our EAP had mental health professionals qualified to assist law enforcement officers and their families. To address this concern, we were able to identify mental health professionals in our area, having been law enforcement officers prior to becoming counselors. We worked with our EAP, adding these professionals to our list of providers. We are also developing training for mental health professionals that would better equip them to provide services to employees of law enforcement agencies and their families.

We added department employee wellness training to our annual in-service training. Our first training focused on recognizing signs and symptoms of stress unique to a career in law enforcement and encouraging the use of the Employee Assistance Program as a resource. As a result, EAP use has significantly increased. This positive sign proves officers are recognizing they need assistance and know where to seek help. We are utilizing the quarterly report provided by our EAP to determine what topics would be appropriate for future employee wellness training. For example: If 60% of EAP visits were for financial stress we would bring a financial adviser to speak to our employees about debt management or saving money more efficiently.

As recommended by **The President's Task Force on 21st Century Policing**, we are currently in the process of implementing an **Officer Wellness/Peer Support Program** for our entire police department. Officers are learning to better look out for themselves, to ensure they are healthy. The public will benefit from healthier officers in the community, better able to protect and serve.

A law enforcement career is uniquely stressful. If that stress is not managed in a healthy way, it will have a negative effect on the officer and their family. To see evidence of this unsettling truth, one has to look no further than the suicide rate among law enforcement officers. Suicide is almost twice that of the general public. This can also be seen in the high rate of divorce and substance abuse among law enforcement officers. With regard to our physical and emotional well-being, law enforcement officers are often their own worst enemy. Traditionally, asking for help has been viewed as a sign of weakness.

A dramatic culture shift within law enforcement must occur in order to correct and successfully maintain employee wellness. The shift must come from the highest levels of the agency. Although we were already beginning to improve how we provided support for our department employees, the events of August, 2014 created a sense of urgency. With the help of national and local resources and support from our department command staff, we were able to quickly respond to the physical and emotional needs of our employees and their families. More importantly, we have begun the difficult process of changing the culture within our law enforcement agency. Officers are beginning to believe seeking help is not a sign of weakness. They understand it is necessary to take advantage of available resources to continue to be a safe, effective, and healthy officer. 🍷

*About the Authors:* Both **Jeremy Romo** and **Scott Roach** are Sergeants with the St. Louis County Police Department. Jeremy Romo is a supervisor of the CIT Unit and the Missouri state CIT Coordinator. Scott Roach is a Highway Safety Unit supervisor and the primary project leader in establishing a Peer Support/Officer Wellness Program for the department.

# CHAPTERCHAT

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(L-R) WA Chapter President Rick Krebs, Sect. 1 Rep Tim Braniff, and Chief Kehoe.

sons learned from Sandy Hook Elementary.

## WISCONSIN

(Ins pic Banner)

■ The Wisconsin Chapter **annual re-trainer** is always held the week following Memorial Day. The re-trainer is a three-day event, featuring the latest in training topics, guest speakers, firearms events, a retirees golf

outing, a cook-out, a banquet, the annual membership business meeting, and great fellowship and networking opportunities. However, this year is of special note. It is the 25th year that the Chapter has held the re-trainer at the Pointe Hotel and Suites on Lake Minocqua, in the beautiful north woods of Wisconsin. 🍷



Wisconsin Chapter Annual Re-trainer.

**The Historian's Spotlight** *continued from page 19*

Terry was selected to attend the 182nd Session of the FBINA during the summer of 1995. While Terry enjoyed all of his classes at the Academy, he found the most use from the information taught in Managing Organizational Change and Media Relations. From Terry's perspective, at that time, the State Police seemed to be in a constant state of change and the class taught by **Marietta Malone** gave him a helpful perspective to deal with the change. He credits the experience provided by Lieutenant Colonel Vance's intellect and sense of humor as being "both entertaining and informative" and says it "became very useful to me in dealing with many of the aspects of my various command positions."

He enjoyed everything about the NA experience and is proud to have been selected as a Section Representative by his section mates. Terry felt it was important to know all of the members of Session 182 by their first name before he left. He says, "I'm not sure I knew them all but I came close!" Terry reports his least favorite memory (but still funny), occurred when **Wayne Ikeuchi** from California complained about the quality of the toilet paper at an open forum. "Take that Wayne!" Terry jests.

Terry greatly enjoyed his entire experience at the Academy. From the classes, to the PT, to the food, one of his proudest moments is shooting a perfect score on the pistol range and being admitted to the FBI NA Possible Club. Whenever he's at the Academy he checks to see if his name is still on the board. The National Academy instills a sense of community, and even family in all its graduates. Terry maintains contact to this day with a number of classmates, both socially and professionally.

In 1998, Terry was selected, by the U.S. Attorney for the Central District of Illinois, to serve as the Law Enforcement Coordinator for the Central District. In that capacity, he served as the representative for the US Attorney in the forty-six counties making up that district. This assignment entailed working with federal, state and local law enforcement agencies in the District, and involved case development, grants management, task force development, and representing the US Attorney whenever needed. For several years Terry was very involved in programs dealing with "The Police Response to People with Mental Illness," and he received a national award from the US Attorney General for his efforts. After September 11, 2001, Terry's primary responsibility shifted to coordinating the anti-terrorism efforts of the District, and ensuring open lines of communication between all levels of law enforcement throughout the state. For this service he was again nominated for the Attorney General Award. This time for developing an anti-terrorism program called "Unified State-Wide Anti-Terrorism" (USA), an acronym that Terry loves! In 2005, he volunteered to go to Baghdad, Iraq as part of a delegation of US Department of Justice personnel acting under a Presidential Directive to support the Iraqi Supreme Tribunal in the prosecution of Saddam Hussein and his various principle subordinates.

Terry served in this capacity as the Director of Operations, with many logistical responsibilities, including a mass grave excavation. During his six months of in Iraq, Terry states that he "met some awesome and very dedicated men and women from various offices in the U.S. Dept. of Justice." Furthermore, "it was quite an opportunity for an old guy from cornfields of Illinois to be next to one of the world's worst dictators, and to be involved in his trial." Terry turned 60 years old in Iraq and missed Thanksgiving, Christmas, and New Years with his family, but despite missing them greatly, he will always cherish the opportunity to serve. After returning from Iraq he received another assignment: traveling the United States visiting with law enforcement

agencies that had innovative or unique gun violence reduction programs. Once again, Terry viewed this as a tremendous opportunity afforded him by his friend, Assistant US Attorney **Tate Chambers**, who at the time was serving as the National Coordinator for President Bush's "Project Safe Neighborhood."


Along with his years of law enforcement and DOJ services, Terry served in the Illinois Army National Guard for 28 years and served as a Military Police Company Commander, Infantry Battalion Executive Officer, and Transportation Battalion Commander during the first Gulf War. He began his military career as an enlisted infantryman and received Basic and Advanced training at Fort Polk, Louisiana – "Tigerland" as Terry puts it, (although, it is the opinion of the author that the true TIGERLAND is in Clemson, South Carolina, GO TIGERS!). Terry served in "The Guard" for twenty-eight years, one month, and one day retiring as a Lieutenant Colonel. He views the benefits of the dual careers in law enforcement and the military as invaluable, but recognizes the sacrifice that comes with it, stating, "It did mean I was gone from home for many nights, weeks, and months at a time."

Of all his accomplishments, Terry is most proud of his forty-eight year marriage to his bride, **Judy**, whom he has known since the 2nd grade, and their five beautiful daughters: **Christine, Colleen, Catherine, Carrie, and Courtney**. Terry mentions that although Judy was not happy with his absence while attending the National Academy, she supported him, knowing how much he had wanted to attend.

Terry has served the NA as an officer for over twenty years, at both the Rail-splitter Division of the Illinois Chapter, as State President of the Illinois Chapter, and finally as the immediate predecessor to the current National Historian for the FBINAA. Terry views his opportunity to attend the NA as an excellent enhancement to his career with the Illinois State Police, and also an invaluable asset in his position as a Federal Law Enforcement Coordinator.

Recognizing the impact the NA has had on his own life, Terry wishes that all law enforcement command level officers be afforded the opportunity to attend the National Academy, believing that they will personally benefit from the experience, along with their respective agencies and families. He states, "It is a golden opportunity for professionals to increase their knowledge and interact with their peers from around the world. The benefits, in terms of increased world-wide communication capability with known contacts, are invaluable. Crime of today has no boundaries, and since the NA Brotherhood is worldwide, the ability to reach out to someone anywhere and obtain information cannot be measured in terms of dollars and cents."

Terry intends to stay a dues-paying member of the FBINAA and to continue attending as many re-trainers and conferences as possible, saying, "I have too many friends around the country that I will miss otherwise."

As for his immediate plans, Terry says, "I have many hobbies and interests, and find myself very busy with personal fun stuff and attending the activities of my children and 12 grandchildren. I ain't ready for the rockin' chair yet!" 

Patrick Davis, Session 152  
*FBINAA Historian*



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