

The Magazine of the  
FBI National Academy  
Associates

# NATIONAL ACADEMY



ASSOCIATION

November/December 2017  
Volume 19, Number 5/6



*Are Body Worn*  
**CAMERAS**  
*the Right Fit for All Agencies?*

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**Mark Morgan** / Executive Director, Managing Editor

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JAN/FEB	10/1	10/15	1/1
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JULY/AUG	4/1	4/15	7/1
SEPT/OCT	6/1	6/15	9/1
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**On the Cover:**  
Officer Chris Jones and Canine  
Wilson of the Elgin Police Depart-  
ment in Elgin, IL pictured here  
wearing the Axon Body 2 Camera.

# FBINAA 2018 MEDIA KIT

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## ASSOCIATION PERSPECTIVE

by Scott Dumas

*Greetings!*

In my role as National President I have had the good fortune to recently attend two international re-training conferences, the **Africa/Middle East conference** in Senegal, Africa and the **European conference** in Bristol, England. Now, I work for a small town, and although they have been very supportive in what I am doing, I do have to answer the occasional question in regards to my time away. For instance, I was recently asked by a member of my Board of Selectmen, what does the continent of Africa have to do with the folks in Rowley, Massachusetts. Fair question, right? So I explained sooner or later everything becomes a law enforcement issue. As law enforcement officers we protect and we serve. The protection part comes natural to us; it is the service part that is forever evolving. I went on to relate that one of the topics at the Africa/Middle East conference was what radicalizes an individual? What the discussion centered around is that although there are no cookie cutter reasons, what generally radicalizes the youth in their countries, of Nigeria, Pakistan, Uganda, Jordan and others, are the same things that radicalize the youth in France, Brussels, England, and the United States. And it is not necessarily an ideology, the ideology is just a catalyst, it is rather the disenfranchisement, a lack of belonging, which is the driving force for many. Please don't misconstrue this statement. There are countless others that are plain and simple, criminals, and are now just criminals with a "cause", but it is the former where there is potential to reach. We need to discuss, present, and offer other options. And since most things become a law enforcement problem sooner or later, I don't believe there is an organization in the world better positioned to change this narrative, to prevent and provide better options than the FBINAA and our law enforcement partners. They use social media, we need to use social media better. They provide options for belonging, we need to provide better options. These options, these ideas and discussions need to take place in Rowley, Massachusetts as much as they do in Los Angeles, New York City, or Senegal, Africa.

At the European Conference the main theme was *International Policing, Being Better Together*. Giving all that is happening in the world, there has never been a time when there is a need for us, as law enforcement professional leaders, to be better together. I believe we have a role in demonstrating the proper way to manage differences, through proactive discussions and cooperative actions. I believe it is important for us as an Association and a profession to lead us as a society in the way that we communicate. Our Association touches over 170 countries. National origin, gender, party affiliation is never entered into the equation, just the desired outcome without the need for credit. There are no borders that our Association does not have the ability to cross. We are not perfect by any stretch of imagination, but our chosen profession demands we strive towards it and therefore we are always seeking to improve. Our *Mission of Impacting Communities by Providing and Promoting Law Enforcement Leadership through Training and Networking* provides us opportunities to continuously produce for those we serve and to be, better together.



During my address at the National Conference in Washington D.C., the statement was made that law enforcement is not broken; and we are not. To the contrary, my view on the state of law enforcement is we, as a group, are the backbone of society. We are solid. Because of our omnipresence we are relied upon to meet head on all the challenges that comes our way. We are asked to wear many hats to tackle those challenges, adapt and overcome obstacles to those challenges because the words "it can't be done" are not within our vocabulary. At the writing of this article it has been two weeks since a psychotic madman made the decision to rain down hell on a group of innocent citizens in Las Vegas, and we are no closer to finding the motives that lead to it, nor may we ever realize them. The one thing that was evident was the leadership that is in place to manage that tragic event, Sheriff **Joseph Lombardo**, graduate of the 227th session. Every Chief Executive's nightmare, Sheriff Lombardo has handled the aftermath with poise, compassion, and professionalism. Although it is hard to fathom that this may have become the new normal, as a profession, as a society, we have to be prepared for that reality and impact it wherever we can.

Our new Executive Director **Mark Morgan** has taken a hard look at our Mission and Vision statement and has made it his first priority to make sure everything we do as an Association is tied to it in some way. Every chapter has been contacted to provide feedback so we can redevelop and further define our strategic plan. We need to be one voice in the development of our law enforcement leaders. We need to be pliable in our actions and responses. For example, in the 1970's law enforcement was not asked about the potential consequences of de-institutionalization, we have just been tasked with the fall out over the past 30-40 years. Today the largest mental health institutions in the United States are LA County Jail, Cook County Jail, and Riker's Island. A featured article in this publication summarizes the history of CIT teams, born out of a 1988 tragic event, and law enforcement's response to that tragedy. Today there are hundreds of CIT agencies throughout the country. More are needed however because the issue of mental health and the percentage of individuals we deal with that have some sort of mental health issue on board is not going to diminish anytime soon. This is an opportunity to provide our people with another tool.


*continued on page 5*



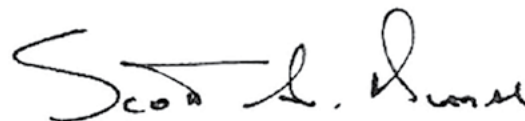
**Association Perspective** *continued from page 4*

Before I close, I want to take a moment to recognize the first responders and every day citizens who reacted in the wake of Hurricane Harvey, Irma, and Maria. I'd also like to take a moment to remember Sergeant **Steve Perez**, 210th session, who lost his life responding during Hurricane Harvey. Although the events have fallen from the front pages, the devastation left behind in the wake of these storms continues to impact many today.

And lastly, our newest members to join our Association are an impressive bunch. Those of us who were able to attend the National Conference in DC got to see that first hand. With volunteers running short on a few of the events, members of the 269th session volunteered their time and came up to the conference to fill in wherever they were needed. They followed up with acting as tour guides to the FBI Academy for those that made the welcome home event. During graduation, their elected class speaker **Marco Gonzalez**, of the New York City Police Department delivered a powerful speech to his session mates on family, profession, and mission. I can assure you all, our future is bright.

With every event I attend, and every new member I meet, reinforces our vision of continuous development of the world's strongest law enforcement network. There is nothing that can't be accomplished by a dedicated group of men and women committed to serve. Thank you for choosing the profession you have chosen. 

*Be safe, be strong, be vigilant, and be proud!*



Scott A. Dumas  
President FBI NAA, Session #226  
Rowley, Massachusetts Police Department

# CALL FOR PAPERS

## CALL FOR PAPERS ON 21ST CENTURY CONTEMPORARY TRENDS, CHALLENGES, AND ISSUES FACING THE GLOBAL LAW ENFORCEMENT COMMUNITY

The National Academy Associate Magazine, the official publication of the FBI National Academy Associates (FBINAA), is seeking subject matter experts to write original, unpublished, continuing law enforcement-related education articles.

The National Academy Associate Magazine is FBINAA's bi-monthly magazine offering readers thought-provoking perspectives, information, awareness, and education concerning a variety of contemporary and relevant topics impacting the law enforcement profession and the communities they serve.

- 21st Century Policing challenges, trends, and issues
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- Officer Safety, Wellness, and Resiliency
- Opioids - the impact on policing and communities
- Leadership and Management
- Body-Worn Cameras
- Innovations in Policing through the use of New Technologies
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For information on submission guidelines, please email [info@fbinaa.org](mailto:info@fbinaa.org) and enter FBINAA Associate Magazine Submission Guidelines in the subject line.



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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 on the Chapter Chat Submission Form by the 1st of every even month. Please attach to the email high-resolution digital .jpg or .tif photos to: Susan Naragon | snaragon@fbinaa.org

## ALASKA

■ Colonel **Jim Cockrell**, Session #195 has retired from the Alaska State Troopers to accept a position as Security Supervisor with Tesoro at the Kenai, Alaska refinery. Jim started his career with the Alaska State Troopers in 1983 and retired as a Major in 2004. He worked an additional three years under a federal grant and retired again in 2007. He spent six years in private security before his appointment as Colonel of the Alaska State Troopers in June 2013 and retired again in May 2017.



Colonel Jim Cockrell, NA 195

■ The City of Ketchikan has a new Police Chief as of May 2017. Lt **Joe White**, Session #254 had served the city as the Acting Chief of Police since January when Chief **Alan Bengaard**, Session #206 retired. Joe attended the Alaska Law Enforcement Training Academy in 1995 and started his career with the Ketchikan Police Department in 1996. Joe is married to **Natalie**, and they have five children.



Chief Joe White, NA 254

■ Colonel **Steve Bear**, Session #219 has retired from the Alaska State Troopers. Steve started his career in 1990 and rose through the ranks serving in the Alaska Wildlife Troopers side of the agency. Steve and his wife **Renee** have five children. They will be moving to Washington State as Steve has been appointed the Chief of Law Enforcement with the Washington Department of Fish and Wildlife.



Colonel Steve Bear, NA 219

■ Juneau Police Department's Deputy Chief **Edwin Mercer**, graduate of Session #259 took over the reins as the new Chief of Police at the end of July. He is a born and raised Alaskan from Sitka and started his law enforcement career in 1992 as a reserve officer for the Sitka Police Department until 1993 when he was offered a full time police officer position. In 2000, Ed was hired by the Juneau Police Department. For the next 17 years, he worked his way through the ranks as a Sergeant, Lieutenant, Captain, and Deputy Chief.



Chief Edwin Mercer, NA 259

■ Alaska State Trooper Captain **Tony April** is a graduate of Session #226 and he is a member of the Alaska Chapter. Tony was recently elected National Parliamentarian for the National Organization of Black Law Enforcement Executives (NOBLE). Tony was also nominated, selected, and elevated to Illustrious Grand Inspector General aka 33rd and Last Degree of the Masons. Only



Captain Tony April, NA 226



National Parliamentarian, Tony April

3% of Masons are nominated worldwide.

■ Alaska State Trooper Captain **Barry Wilson**, graduate of Session #244 and current Southcentral Vice President of the Alaska Chapter was selected to represent Alaska law enforcement at the Law Enforcement Torch Run for Special Olympics, World Winter Games in Austria in March.



Captain Barry Wilson

## STAY CONNECTED



Tony and his comrades in the Masons did their civic duty by helping with Clean-up Day in Anchorage, specifically on their designated "Adopt A Road" Dr. Martin Luther King Jr. Boulevard. Tony is in the blue shirt on the right.



# CHAPTERCHAT

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The Law Enforcement Torch Run starting in Fairbanks. Organizer Alaska State Trooper Captain Barry Wilson is pictured second from the right. Fourteen communities across the State of Alaska all ran simultaneously to raise money and awareness for Special Olympics.



Tony and his comrades in the Masons did their civic duty by helping with Clean-up Day in Anchorage, specifically on their designated "Adopt A Road" Dr. Martin Luther King Jr. Boulevard. Tony is in the blue shirt on the right.



Barry is providing much encouragement for the youth participating.



Anchorage Police Department Chief Justin Doll, Session #260 (R) runs to the finish line along with Anchorage Mayor Ethan Berkowitz.

Captain Barry Wilson helped carry the flame of hope on the Final Leg of the Torch Run to the Opening Games of the World Winter Games for Special Olympics in Austria. He along with 133 other law enforcement officers, many of whom were FBINA graduates, traveled across 2929

miles of Austria through 47 cities to the opening ceremonies. This effort not only showed the LEO commitment, but also the international outreach of FBINA and its graduates in supporting Special Olympics and positive initiatives for law enforcement.



The Law Enforcement Torch Run in Ketchikan, Alaska. Our members, Chief of Police Joseph White and Deputy Chief Josh Dossett of the Ketchikan Police Department participated. Joe is a graduate of Session #254 and Josh is a graduate of Session #238. Josh serves on the Training Committee.



Alaska State Trooper Chad Goeden, Commander of the State Trooper Training Academy, graduate of the Session #266 and current Southeast Vice President of the Alaska Chapter got his entire academy class involved in the Law Enforcement Torch Run for Special Olympics. Chad is pictured on the far right.

## ARIZONA 5.11 OPENING

Several members of the Executive Board were able to attend the grand opening of the new **Phoenix 5.11 store** recently. 5.11 has been a good partner to the FBINA, both locally and nationally.

## NEW GRADUATES

■ Congratulations to our latest NA graduates from the Arizona Chapter:

### Session 268

- **Lt. James Gregory**  
Prescott Valley PD
- **Cmdr. Doug Steele**

*continued on page 9*



# CHAPTERCHAT

continued from page 8

Peoria PD

- **Lt. Joe Pacello**  
Goodyear PD
- **Cmdr. Anthony Vasquez**  
Phoenix PD

## Session 269

- **Chief William Ponce**  
Quartzsite PD
- **Major Deston Coleman**  
AZ DPS
- **Lt. Corey Doggett**  
Tucson PD
- **Lt. Christopher Hiser**  
Sierra Vista PD

## Session 270 (Graduating 12/15/17)

- **Deputy Chief Walter Miller**  
Flagstaff PD
- **Lt. John Brambila**  
Prescott PD
- **Cmdr. Colby Brandt**  
Glendale PD
- **Cmdr. James Jackson**  
Surprise PD

## Charity Golf Tournament

■ Thanks to all that participated in our **3rd Annual Charity Golf Tournament** in October. A special thanks to Cmdr. **Jeff Grow** for his work on putting it all together.

## Chapter Training

■ We hope to see everyone at our next **Chapter Training** in November. The focus of the training will be **S.H.I.E.L.D. (Strength & Honor In Everyday Lawful Decisions)**. This law enforcement and public safety focused resiliency program addresses the personal and professional realities that can lead to divorce, substance abuse & suicide.

## Volunteer Opportunities

■ Anyone wishing to help with the **2019 FBINAA Annual Training Conference** being hosted by our Chapter is encouraged to contact **Joe Gaylord** ([jgaylord@cap-az.com](mailto:jgaylord@cap-az.com)) or **Jim Gallagher** ([james.gallagher@phoenix.gov](mailto:james.gallagher@phoenix.gov)). In addition, Jim could probably use help with his run for Section 1 Representative in 2019.

## Joe Gaylord Award

■ Congratulations to long-time Chapter member, **Jim Humphries** (Session 85), who was recently recognized with our Chapter's Joe Gaylord Award. The award is given to deserving Chapter members for their dedication and support of the Chapter.

## Retirements and Promotions

The following members of the Arizona Chapter have retired after lengthy years of service to the Arizona law enforcement community:

- Mesa Police Assistant Chief **Michael Soelberg** (Session 258) retired from Mesa Police Department and was hired as the Police Chief for the Town of Gilbert.
- Assistant Chief **Ramon Batista** (Session 259) retired from the Tucson Police Department and was hired as the Police Chief for the Mesa Police Department.
- Chief **Dan Brown** (Session 267) left St. John and hired as the new Police Chief for the Winslow Police Department.

## CALIFORNIA

■ The **2017 FBINAA California Chapter Executive Board** welcomed the members to San Diego.

■ The California Chapter held its **annual trainer** at the beautiful Hyatt Mission Bay in San Diego, California from August 29 through September 01, 2017. The conference kicked off with a golf tournament at the Riverwalk Golf Course. A great time was had by all golfers. Vendors and sponsors were teamed up with NA Members. National University representatives **Damon Martin** and **Jack Hamlin** played with Past President **Kevin Jensen**, NA 222 and 1st VP **Mike Barletta**, NA 222.

Following the golf tournament, a dinner was held to honor all the past presidents from the

California Chapter at Tom Ham's Lighthouse on the bay. The San Diego Harbor Police conducted a demonstration of police boat capabilities.

2007 Past National President **Timothy Overton**, NA 150,

celebrated the evening with the California Past Presidents.

Former FBI San Diego Division SAC and now San Diego County Sheriff **Bill Gore** welcomed the group.



(L-R) 3rd VP Eric Sonstegard, IPP Russell McKinney, Treasurer Cris Trulsson, CSDC Roxana Kennedy, 2nd VP Daman Christensen, President Ken Tanaka, 4th VP Craig Chew, Secretary Gina Haynes, 1st VP Mike Barletta, Historian Wayne Ikeuchi, Training Manager Jim Smith.



(L-R) Kevin Jensen, Damon Martin, Mike Barletta, Jack Hamlin

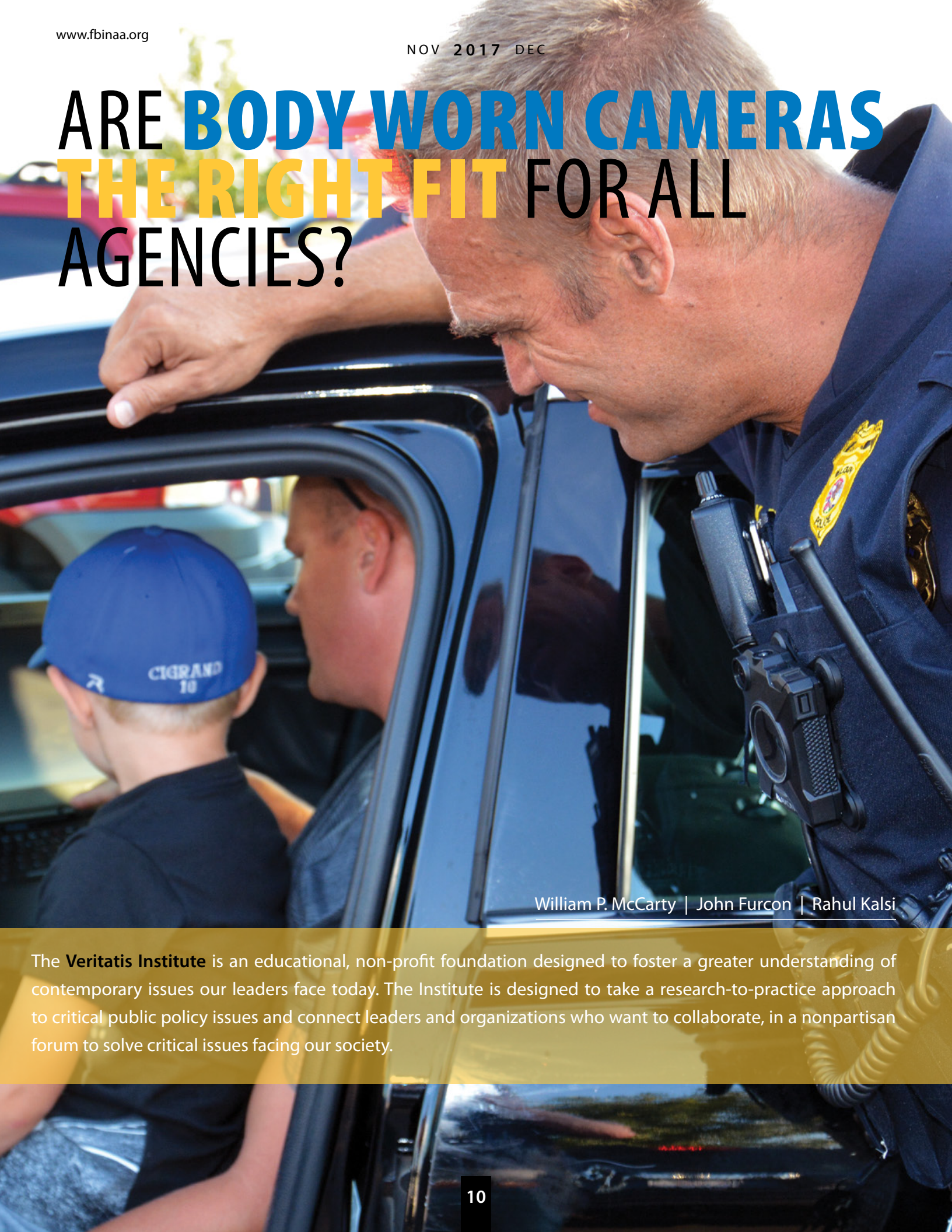


SD Harbor Police put on a demonstration during the FBINAA CA Chapter Annual Retraîner.

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# ARE **BODY WORN CAMERAS** **THE RIGHT FIT** FOR ALL AGENCIES?



William P. McCarty | John Furcon | Rahul Kalsi

The **Veritatis Institute** is an educational, non-profit foundation designed to foster a greater understanding of contemporary issues our leaders face today. The Institute is designed to take a research-to-practice approach to critical public policy issues and connect leaders and organizations who want to collaborate, in a nonpartisan forum to solve critical issues facing our society.



Headlines regarding violence in America and the deterioration of the relationship between law enforcement and the community resulted in the Illinois General Assembly’s enactment of *Public Act 099-0352, Police and Community Relations Improvement Act*. This Public Act, signed by Illinois Governor Bruce Rauner in August 2015, addressed comprehensive police reform at the state level, including the use of body-worn cameras (henceforth “BWCs”), expanded procedural justice, training, and independent reviews of police-involved death. The Act laid out recommendations for comprehensive police reform in the State of Illinois. The issues addressed in the Act include:

- Reporting officer involved deaths
- BWCs
- Reporting deaths, weapons discharge
- The Commission on Police Professionalism
- Officer conduct database
- Pedestrian detention reporting
- Tactics: (a) chokeholds; (b) detention and frisks
- Enhanced training
- Equipment

The Veritatis Institute convened a group made up of (5) Elected & Appointed Municipal Leaders, (4) Law Enforcement Executives, (4) Members of Research & Academia in December, 2015, to explore the scope of this new law, its effect on our communities across the State of Illinois, and policy alternatives and enhancements for today and for the future. The invitation-only participants reviewed and discussed the realities and perceptions of public safety in our Illinois communities, implementation and costs of this new law, and provided recommendations to make this law even more effective.

The outcome of the one-day forum prompted the creation of a survey to representatives of law enforcement agencies throughout Illinois in order to understand whether they currently use BWCs, if they plan on using BWCs, and what sorts of barriers exist to utilizing BWCs.

Given its focus on evidence-based research, members of The Veritatis Institute developed and distributed a 12-item survey that was fielded online from December 16, 2015, until January 19, 2016. A link to the survey was made available to over 1,000 members of the Illinois Association of Police Chiefs (ILACP) and the Illinois Law Enforcement Alarm System (ILEAS). Potential respondents were asked that only one representative per agency reply to the survey. These methods resulted in a total of 501 individuals who responded to this survey.

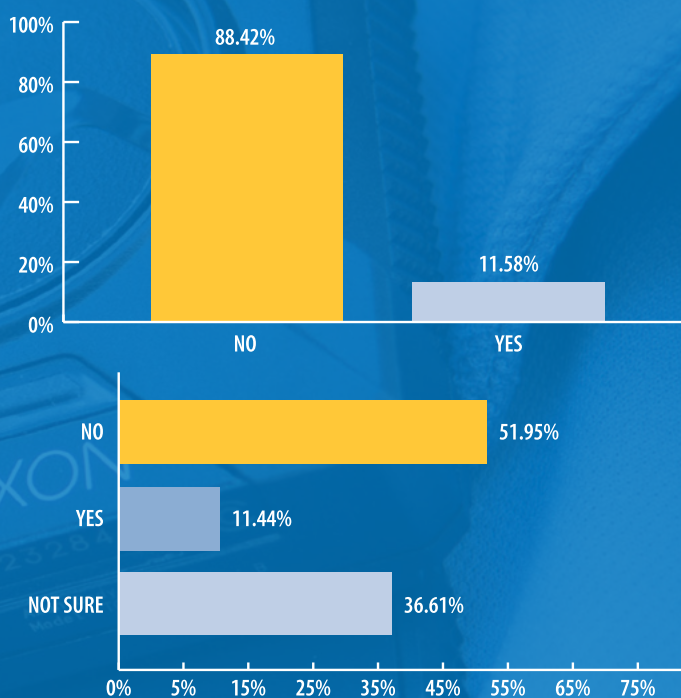
In early 2017, a second survey was developed and distributed to agencies that were identified as **already using BWCs** in an effort to understand their perceptions of the technology, including cost, positive experiences and negative experiences. Agencies were identified as using BWCs, and thus eligible for inclusion, through conversations with law enforcement officials in Illinois and BWC manufacturers. Per those conversations, a 20-item survey was sent to 60 agencies in Illinois in February, 2017. While only a small number of respondents completed the survey (n=7), these responses and subsequent impressions can aid other agencies who are contemplating BWCs by giving them a sense of how the new technology can affect budgets, officers, and relations with community members.

The summaries of the results of these surveys are presented and discussed below. The complete surveys and findings can be found at <http://veritatisinstitute.org/>.

**2015-2016 SURVEY RESULTS**

The survey began by asking respondents if their department/agency was currently, as of the distribution of the survey, using officer BWCs. As the figure immediately below indicates, the use of BWCs does not currently appear to be widespread in the state of Illinois, with approximately 88% of the 501 respondents stating that their department/agency **does not** currently use the technology and approximately 12% stating that their department/agency does currently use the technology. A follow-up question was posed to those respondents whose agencies did not use BWCs, with them being asked about whether they plan on using them. Of those 443 respondents whose agencies did not use BWCs, roughly 52% reported they had no plans on using them in 2016, or the year in which the survey was fielded.

Further, approximately 37% reported being **unsure** about using them in 2016. The remaining 11% stated that their agency/department **planned** on using BWCs in 2016. Put succinctly, the results suggest that few agencies in Illinois use BWCs and few have definitive plans on using them.



**WHICH OF THE FOLLOWING ARE BARRIERS TO YOUR DEPARTMENT/AGENCY USING OFFICER BODY WORN CAMERAS? (420 TOTAL RESPONDENTS)**

Respondents representing departments/agencies that were not using BWCs were also asked about barriers that existed to utilizing the new technology through a question that listed nine possible impediments and asked respondents to check all that applied. For those 420 respondents who replied, the top four barriers were a lack of video storage capabilities ( 85%), cost of equipment (73%), receiving and responding to Freedom of Information Act (FOIA) requests (72%), and being able to redact video and audio, when required (72%). Other responses included: citizen privacy concerns (36%), citizen consent process (31%), sufficient officer training (25%), officer safety concerns (14%), and officer resistance (11%).

Respondents were also given an open-ended question, where they had the opportunity to describe the main reason(s) why their department/agency had no plans for using BWCs. Of those respondents who stated that their agency/department **did not** currently use BWCs, a total of 214 took the time to explain their rationale. Unequivocally, the top two reasons cited for

*continued on page 12*



**Are Body Worn Cameras the Right Fit for All Agencies?** *continued from page 11*

not using BWCs were cost and the issues with the Illinois law. For example, in terms of cost, one respondent stated:

*“We are a small department and the costs associated with the use and retention of video footage, coupled with the tracking and reporting requirements makes the use of these cameras a burden on the department and city.”*

As another example, in terms of the Illinois law:

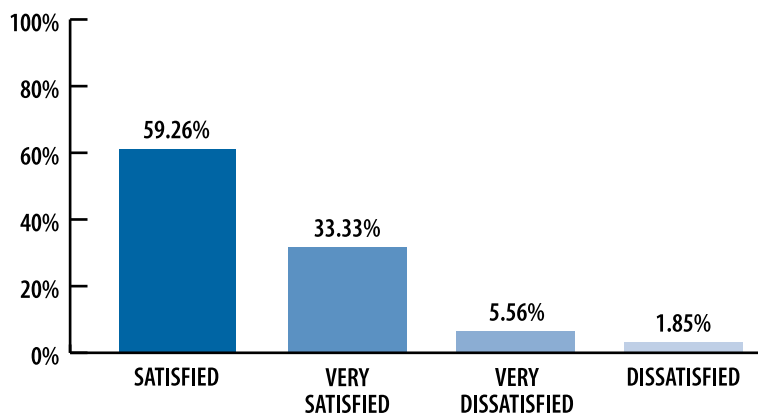
*“The Illinois legislature made the body camera law so restrictive that it will cost too much to implement the program. I really would like to have body cameras but under the law, it is not practical. I would have thought that the legislature would have drafted the law so agencies would use them, not stay away from them.”*

Questions then shifted to the Illinois Law Enforcement Body-Worn Camera and Management Act, with 80% of the 427 respondents whose agencies were not using BWCs responding that they were somewhat familiar, moderately familiar, or extremely familiar with what is contained in the new legislation. Awareness of the Illinois Law Enforcement Body-Worn Camera and Management Act was high among this group of respondents whose agencies were using BWCs, with 92% of the 54 respondents being somewhat familiar, moderately familiar, or extremely familiar with what is contained in the legislation.

Several additional observations could be made based on the responses of those in agencies currently using BWCs. For one, as the figure below indicates, those respondents expressed overwhelming satisfaction with BWCs, as close to 93% of the 54 respondents were satisfied or very satisfied with using the technology.

**DESCRIBE YOUR OVERALL LEVEL OF SATISFACTION WITH USING OFFICER BODY WORN CAMERAS. (54 RESPONDENTS)**

Further, and most importantly among this group of respondents who report their agency/department uses BWCs, 65% of the 50 respon-



dents do not plan to discontinue using the technology in light of the requirements in the new Illinois law. An additional 23% of respondents don't know if they plan to discontinue the use of BWCs. Finally, 12% plan to discontinue the use of BWCs in light of the requirements in the new law. While it is a net positive that 65% plan to continue using BWCs, the percentage of respondents who plan to discontinue or don't know is at least somewhat troubling given the overall broad satisfaction expressed with BWCs (i.e. 93% satisfied or very satisfied).

**CONCLUSIONS FROM 2015-2016 SURVEY**

The results of the 2015-2016 survey coalesce into several themes. First, the vast majority of departments/agencies in Illinois are not currently using BWCs, nor do many have definitive plans on using them in the near future. Second, barriers to using BWCs are many, and some of the strongest are a lack of video storage capabilities, cost of equipment, receiving and responding to FOIA requests, and being able to redact video and audio when required. Open-ended responses also suggest the two main reasons for not adopting the technology are cost and concerns about complying with Illinois Law Enforcement Body-Worn Camera and Management Act. Finally, a small, but growing, percentage of departments/agencies are currently using, or have plans to use BWCs. The agencies already using BWCs express overwhelming satisfaction with the technology, and cite the benefits as far as evidence, officer safety, and transparency.

**2017 FOLLOW-UP SURVEY RESULTS**

Agencies were identified as using BWCs, and thus eligible for inclusion, through conversations with law enforcement officials in Illinois and BWC manufacturers. Per those conversa-

tions, In February of 2017, The Veritatis Institute conducted a follow-up 20-survey sent to 60 Illinois law enforcement agencies currently using BWCs.

Responses were received from seven (7) agencies with an average size of 18 sworn officers and an average number of 13 officers using BWCs. The modal, or most common response, was that officers in those agencies received 1-2 hours of training on BWCs and on average respondents reported having used BWCs in their agencies for 2 years. All respondents reported that their agencies have a written policy on the use of BWCs.

While only a small number of respondents completed the survey (n=7), these responses and subsequent impressions can aid other agencies who are contemplating BWCs by giving them a sense of how the new technology can affect budgets, officers, and relations with community members.

As the table below indicates, just over 70% of respondents were very satisfied or satisfied with using BWCs. It is interesting to note that the remaining two respondents expressed being very dissatisfied with BWCs.

#	ANSWER	%	COUNT
1	VERY DISSATISFIED	28.57%	2
2	DISSATISFIED	0.00%	0
3	SATISFIED	28.57%	2
4	VERY SATISFIED	42.86%	3
-	TOTAL	100%	7

**DESCRIBE YOUR OVERALL LEVEL OF SATISFACTION WITH USING OFFICER BODY WORN CAMERAS?**

Respondents also asked about cost(s) of per camera purchases, other equipment costs, costs of services to support the equipment (storage, maintenance, etc.), and other non-equipment costs. The modal response to those questions on cost were that they were about what the agency expected, as opposed to being more than expected or less than expected. Familiarity with the Illinois Law Enforcement Officer-Worn Body Camera and Management Act remained high, with 71% of the seven respondents reporting that they were extremely, moderately, or somewhat familiar with the legislation. It should also be noted that the remaining 2 respondents were only slightly familiar with the law, the parameters of which they required to follow as agencies using BWCs.

In response to a question about whether they plan to discontinue (i.e. stop using) officer

*continued on page 36*



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# RESILIENCY AND POST TRAUMATIC GROWTH



Andy Carrier

## 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. The Associates Magazine highlights challenges that are inherent to the profession and present solutions to those looking to enhance their own personal resiliency or that of their agencies.



There are many factors that come into play in defining a long, successful career in law enforcement. As a matter of fact, there aren't too many professions that demand more of a person than those who carry a gun and wear a badge. There are those intangibles that we all think of, such as honesty, integrity, character and physical/psychological well-being. These areas are all considered when hiring prospective candidates. However, there is no sure-fire way to predict a rookie officer's staying power.

**G**ranted, some officers will leave law enforcement for various reasons, such as higher paying jobs, better hours or location. Then there are the officers who leave because of job related stress, which, most of the time, spills over into their personal lives, disrupting and corroding the family unit. Key factors that will always speak to an officers' successful career over the long haul, is their ability to practice resilience, the psychological hardiness they possess and self-efficacy to follow through with commitment and determination.

**Post-Traumatic Stress Disorder (PTSD)** has become a household term within our military. Over the last two decades, PTSD has found its way into the law enforcement field as an official diagnosis as well. Although, nearly all who make a lengthy career in law enforcement will experience Post-Traumatic Stress, not all who experience a traumatic event or critical incident, such as we face in law enforcement on a daily basis, will develop full-blown PTSD. Why is this? Why

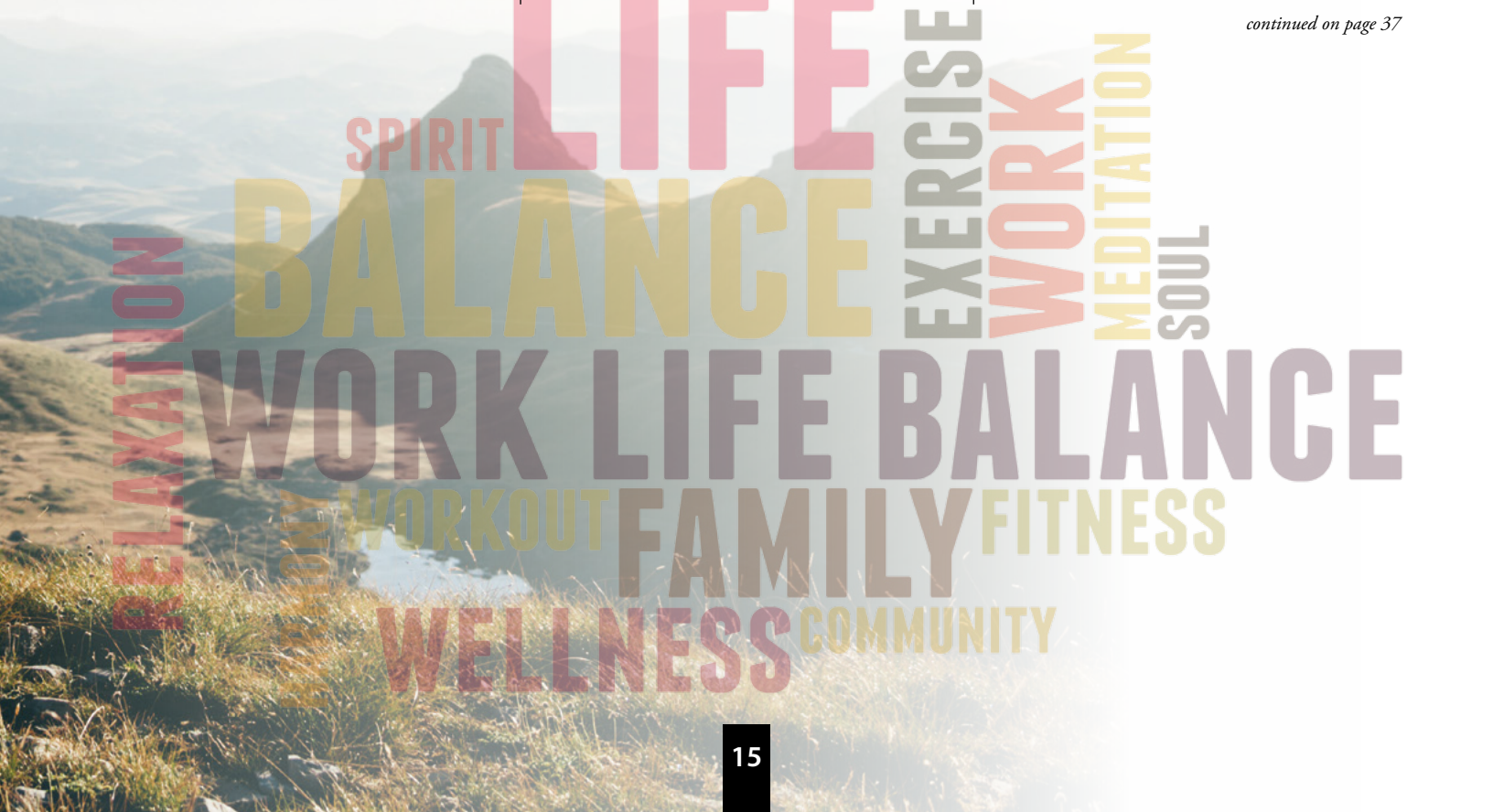
do some officers develop PTSD, while others who were involved in the same incident are not nearly as impacted? Let's first define what a critical incident is. According to police psychologist, **Roger Solomon**, a critical incident is any situation beyond the realm of a person's usual experience that overwhelms his or her sense of vulnerability and/or lack of control over the situation. In our profession, we like to be in control. It's how it's supposed to be. When control is lost, it can be cause for great panic for many. It's not in our DNA to not be in control of a given situation.

In the aftermath of a traumatic critical incident some officers seem to move forward well, while others struggle. The ability to forge on through adversity speaks to both past engrained experiences and learned behaviors. **Michael Rutter**, MD, believes that resilience is one's ability to bounce back from a negative experience with "competent functioning". Resilience is not a rare ability; in reality, it is found in the average individual and it can be learned and developed by vir-

tually anyone. Resilience should be considered a process, rather than a trait to be had. It is a process of individuation through a structured system with gradual discovery of personal and unique abilities. Several studies have shown that fifty percent of the ability to utilize resiliency comes from parents, or those that had a direct impact on a child's upbringing. From this, it can be concluded that roughly half of one's ability to practice resiliency is engrained at an early age. The other determining factor is what is learned through teaching and training. So, yes, we can learn to be resilient as well. An example of this could be learned from the American Psychological Association's (APA) "*Ten Ways to Build Resilience*":

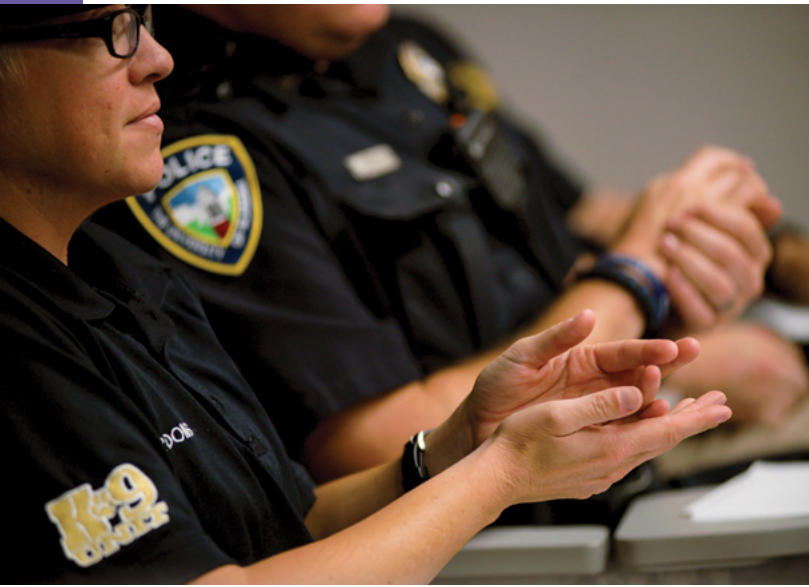
1. To maintain good relationships with close family members, friends and others;
2. To avoid seeing crises or stressful events as unbearable problems;
3. To accept circumstances that cannot be changed;
4. To develop realistic goals and move towards them;
5. To take decisive actions in adverse situations;
6. To look for opportunities of self-discovery after a struggle with loss;
7. To develop self-confidence;
8. To keep a long-term perspective and consider the stressful event in a broader context;
9. To maintain a hopeful outlook, expecting good things and visualizing what is wished;
10. To take care of one's mind and body, exercising regularly, paying attention to one's own needs and feelings.

*continued on page 37*





# AN UNEXPECTED ENCOUNTER: TIPS FOR LAW ENFORCEMENT DEALING WITH DEAF PEOPLE



Probably the most trying and critical moment you'll face as a law enforcement officer encountering a deaf person is simply figuring out that they're deaf. Once you know that, you can generally proceed according to some best practices and standard tips, and usually have a fairly friction-free encounter. But if you are investigating someone who seems unresponsive, and you haven't yet figured out they're deaf—well, then things can get dicey.

**Y**ou might assume a deaf person is being deliberately defiant or even belligerent if she does not respond to you immediately, for instance. Or a deaf person might reach into her pocket to pull out a card that tells you "I Am Deaf," and your alarms might go off because it could appear she is reaching for a gun.

Fortunately, few law enforcement encounters with deaf people escalate to an alarming level. Most of them proceed not that differently than they might with any other person. But the more you know, the better prepared you are. Many officers are unsure about the best way to interact with deaf people, and wonder: Is it reasonable to expect that they can read my lips? If they have a companion who knows sign language, can I use the companion as an interpreter? Is it safe to communicate by writing messages? What else am I legally required to know and do?

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# National Data Exchange (N-DEX) System



## The FBI's National Investigative Information Sharing System

### What is the N-DEX System?

- The N-DEX System is an unclassified national online investigative information sharing system that brings together records from across the nation.
- Records in the N-DEX System span the criminal justice lifecycle, and include information related to incident/case reports, arrests, missing persons reports, service calls, booking and incarceration reports, pre-trial, probation and parole reports, warrants, citations/tickets, and field contacts/field interviews.
- All of this information promotes public safety, from the initial patrol stop, to the supervision of an individual reintegrated into the community.

### Nationwide information completes the puzzle

- The N-DEX System complements traditional CJIS services to complete the pieces of the criminal justice data lifecycle.
- N-DEX System records provide any contact with a criminal justice agency, regardless of the role, providing a more complete picture of the person, place, or thing that is the subject of investigation.

### Data spans the criminal justice lifecycle

- The N-DEX System provides access to over 700 million searchable records containing over 2 billion searchable entities, from more than 6,400 criminal justice agencies.
- In addition to local, state, regional, and tribal data, these records also include information from the Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS), National Crime Information Center (NCIC), Interstate Identification Index (III), Next Generation Identification (NGI), International Criminal Police Organization (INTERPOL), Drug Enforcement Administration (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), U.S. Marshals Service (USMS), and Department of Defense (DoD), to list a few.

### Tools save time, assist investigations, and promote collaboration

- In addition to simple and targeted search options, the batch search option allows users to save valuable investigative time by conducting multiple searches at one time.
- Subscription and Notification capabilities provide users with automatic notifications that “push” relevant information when new records enter the system, or when another user searches for the same criteria.
- A collaboration space to work with criminal justice personnel across the nation, to instantly share pertinent information, including files of any type or size, such as; images, videos, documents, etc.
- Visualization tools to graphically depict associations, either on a link analysis chart or on a map.



#### Why Participate

- No fee
- Nationwide data sharing
- Connect the dots between seemingly unrelated records
- Immediate availability of over 700 million local, state, tribal, and federal records
- Coordinate investigations across jurisdictions
- Enhance supervision efforts



#### How to Participate

Flexible access to the N-DEX System is made available via the Law Enforcement Enterprise Portal (LEEP), Regional Information Sharing Systems (RISS), COPLINK, the Law Enforcement Information Exchange (LInX), and other secure connection options.

Scan the QR Code with your smartphone or tablet to learn more about the N-DEX System.

#### Contact Us

email <[ndex@leo.gov](mailto:ndex@leo.gov)>  
call 304-625-0555  
visit <[www.fbi.gov/ndex](http://www.fbi.gov/ndex)>

October 2017








# THE FBI NATIONAL ACADEMY ASSOCIATION'S GLOBAL NETWORK

For over eighty years, the FBI National Academy has been training law enforcement officers to elevate the levels of expertise and build bonds of friendship and networking. Today, each FBI National Academy Session has about 25 international students accounting for ten percent of the class.

**T**housands of international law enforcement leaders from over 170 countries have graduated from the National Academy Program. As global crime and terror risk continue to rise, the stronger the need for higher levels of international cooperation, collaboration and law enforcement expertise. The FBI continues to put a priority on offering and coordinating international training opportunities for its partners around the world.

#### **The FBINAA International Chapters**

The FBI National Academy Associates is the strongest law enforcement leadership network in the world with nearly 17,000 members around the globe. Members are part of 48 Chapters – 44 U.S. and 4 International Chapters. It is through the networking and training at National and Chapter events where the network is forged and enhanced. This past year each of the four International Chapters held their training events. Each event included a full agenda of 21st Century contemporary training and social networking. 

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Global Network *continued from page 18*

# FBINAA AFRICA/MIDDLE EAST CHAPTER RETRAINER

Dakar, Senegal | August 14-18, 2017



# FBINAA LATIN AMERICA/CARIBBEAN CHAPTER RETRAINER

Buenos Aires, Argentina | April 23-27, 2017



# FBINAA ASIA-PACIFIC CHAPTER RETRAINER

Siem Reap, Cambodia | June 18-21, 2017



# FBINAA EUROPEAN CHAPTER RETRAINER

Bristol, England | September 22-28, 2017



*European photo credit: Danielle Masucci*







# PROGRESSIVE POLICING IN THE 21st CENTURY: A BLUEPRINT FOR CHANGE

We are all well aware of the need for criminal justice reform. At the heart of that reform should be police reforms, for policing is the most visible part of the criminal justice system. The good news is that progressive agencies constantly make reforms and improvements, for we know policing cannot remain stagnant.

Gerald W. Schoenle, Jr.

**T**he challenge, of course, is the way policing is set up in the United States. There are more than 18,000 police departments that all operate under different state, county, and local laws and many more when you add in public safety departments. This article will discuss the ways some of these departments have responded to the call for change and provide a blueprint for progressive policing in the 21st Century.

States around the country have been grappling with how to improve policing, balancing community criticism about excessive force and the concerns of law enforcement agencies under increasing political pressure to tamp down crime rates. Across the country, states have been considering a range of measures to grant more rights to victims of police brutality, roll back special protections for police accused of wrongdoing and allow greater transparency of police disciplinary boards. **Ricardo Lopez** provided this overview of the situation in the *Minneapolis Star Tribune*, October 13, 2016.

So where do we begin to address these critical issues? First, start at the top: CEOs (presidents, vice presidents, mayors and city Managers) that oversee police or public safety agencies need to have hard discussions with their chiefs. CEOs must ask, *“Is our police department accredited?”* and develop an understanding of the accreditation process along with the benefits of being an accredited agency. If the agency is not accredited, make certain that obtaining accreditation is part of the agency’s strategic plan. University administrators understand the value of accreditation in their numerous programs. Having a police or public safety agency that is accredited shows the agency’s and university’s continuing commitment to keeping students safe by having the best possible organization. There is no doubt that going through the accreditation process makes an agency a better organization that adheres to best practices in law enforcement.

Many states offer excellent accreditation programs. If your state does not, then the **International Association of Campus Law Enforcement Administrators (IACLEA) Accreditation** program is the way to go for campus law enforcement. If your department has already received state accreditation, pursuing IACLEA Accreditation will take you to the next level. This program is campus law enforcement specific and helps address the many unique aspects of campus policing. The **Commission on Accreditation for Law Enforcement (CALEA)** is another option for agencies, as well. With more than 18,000 agencies, we need some type of standardization, and accreditation provides that.

For agency chiefs, the accreditation process provides the opportunity to take a hard look at all facets of the department and to use this as a blueprint for change in pursuit of excellence. **Accreditation standards provide the framework for developing policies, procedures, trainings, and for adopting the best practices in the industry.** While the agency is going through the accreditation self-assessment process, progressive agencies pursue many of the best practices that dovetail with accreditation. The agency must have the support of the CEO to make this happen as there is a lot of work involved

and some plant modifications may be required. However, **failure to pursue excellence through accreditation does not seem like an option in these challenging times for law enforcement.**

One critical area that agencies must address is **bias in policing.** The accredited agency will have policy and training in this regard. One of the better-regarded programs is **Fair and Impartial Policing (FIP).** This philosophy is a new way of reflecting on bias, based on an understanding that all of us have biases. The old way of addressing this was to point out bad behavior and tell cops to stop the behavior. This caused some to feel police are full of racist, biased officers, which is not the case.

**Dr. Lorie Fridell**, former Director of Research for the **Police Executive Research Forum (PERF)**, is one of the leaders in this field and has developed a great research-based training program that numerous police agencies throughout the country have adopted. The training examines explicit and implicit biases that we all have and how they may cause police to respond as a result. I equate teaching this program to officers with teaching ethics. I do not believe you can teach police officers (or any adults) ethics, as they have spent many years developing their ethical standards. However, you can teach ethical behavior and ethical decision-making so officers use these tools in their decision-making process.

There are several accreditation standards that mandate policy/procedures dealing with use of force. Current programs including de-escalation and tactical retreat training must be part of this. This is often a culture shift from old academy training that implied officers must immediately handle every situation they encounter. Progressive police and public safety agencies have policies that address this, and they train their officers in modern de-escalation techniques including when tactical retreat might be the best immediate course of action. Interpersonal communications training such as **Verbal Judo** has proven effective in reducing the likelihood of having to use force. Many agencies have developed and trained groups of officers in crisis intervention and implemented **Crisis Intervention Teams (CIT)** to specifically deal with individuals with mental illness or other immediate crisis. This is an often-recommended best practice that has the potential to significantly improve citizen and officer safety (see <http://www.iacp.org/onemindcampaign> for additional recommendations).

Perhaps no area is better addressed through accreditation than procedural justice. The concept implies that when fair procedures are followed there is a greater likelihood of a fair outcome. The accredited agency has gone through the accreditation standards and developed policy and procedures as required to maintain consistency, fairness, and transparency. To complement policy adoption, there must be appropriate training to make sure officers understand and follow procedures. Clearly, people feel affirmed if they are treated with respect, and there is a far greater likelihood they will accept the outcome. **Every good cop has stories of being thanked after issu-**

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## THE HISTORIAN'S SPOTLIGHT

by Pat Davis

### Billy Gibson

Each time I talk with people and read information about them in preparation for the Spotlight article, I am humbled and impressed by their stories. **Billy Gibson's** story is no exception. Many of you see and have seen Billy attending local, national and international FBINAA events and are familiar with his kind and calming manor. I am honored to present his story below.

Billy was born in the late 1930's in the town of Pageland, South Carolina, and spent his early years on the family farm in the nearby small town of Mt. Croghan. During World War II, the family moved to Charleston South Carolina where his father worked in the Naval Ship Yard.

In 1946 the family moved back to their farm home where they constructed and operated a community grocery store. Billy commented that being raised on a farm has so many benefits, and even though it is a hard life, there is so much to learn that you could not experience in any other way. In 1948, their home was consumed by fire taking his father's life. Billy was ten years old at that time. After the fire, he and his mother moved into a barn located behind the store and stayed there for two years. They had a well for water and an outhouse for their rest room, there was no electricity in the building. While it was a rough couple of years, Billy found it to be most interesting and learned a lot about life during this experience. He recalls waking up one morning with snow covering his bed and states *"while there were hardships, he and his mother made the best of the situation and grew stronger in their resolve to succeed in life."*

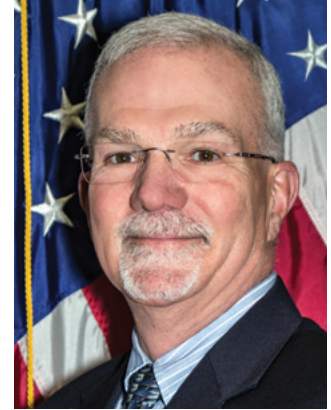


Billy Gibson

During those two years they were able to construct a new home by disassembling a farm house on the property and, using that material, framed their new home. In addition to attending school, Billy drove a school bus. The state paid student drivers \$25.00 per month for driving and a \$35.00 bonus at the end of the school year, if you didn't have a wreck. Big bucks at that time! Billy would also work on the farm in the afternoons. At the age of 16 he graduated from Mt. Croghan High School and became a full-time farmer as well as assisting his mother in operating their country store.

For fun, Billy learned to play the guitar. In 1955 he became part of a band called *"The Cardinals."* They began as a country music band but moved onto Rock and Roll under the influence of Elvis, Chuck Berry and many other stars.

Also during this period of time, the US Air Force Defense Command started a volunteer Ground Observer Corp program to monitor aircraft throughout the US. The family country store was selected as



one of the sites for monitoring, and the Corp enlisted fifty-five volunteers in the area to participate in the program. That's when Billy became involved with Air Force personnel, which would later result in his joining that branch of service. In 1959, after the program was deactivated, Billy made the decision to join the Air Force. He disbanded his band, sold all the equipment, and in April 1959 became an airman. This move changed his life forever. His hope and plan was to become an Air Traffic Controller, complete his four year term and return to the farm where he would secure a job at the Charlotte, North Carolina Airport as an air traffic controller and live happily ever after.

As fate would have it, his plan was short lived when he learned that the Air Force did not need any air traffic controllers, and he was assigned to the security service branch. Upon requesting information concerning the program, he was told *"We don't know, it's top secret."* After completing basic training, Billy was transferred to Goodfellow AFB in San Angelo, Texas to receive advanced security training. He completed the training with the highest GPA in the class and, as a result, was provided a list of possible duty assignments given first choice on where he would like to relocate. The list of sites included, England, Scotland, and other choice assignments. However, being a farm boy, Billy chose Alaska with visions of moose, caribou, bear, and salmon fishing. Other class members thought he was crazy, but he was excited. Billy reflects that this assignment would prove to be the best choice for him, as it was in Alaska that he met and married his wife, Phyllis. When he first noticed her, she was a participant in the Miss Alaska pageant. He later discovered that they attended the same church. It was at church that they became acquainted and the rest is history. Their fifty-five year joyous history includes two children, three grandchildren and one great grandchild with another on the way.

After completing his four year commitment to the Air Force, Billy and Phyllis returned to the Gibson farm in Mt. Croghan. Shortly after returning to South Carolina, he became a member of the Chesterfield County Sheriff's office as a Deputy Sheriff. Billy worked with that agency for twelve years and during his tenure with them was selected to attend the 93rd session of the FBI National Academy.

In the early 1970's the GI bill was put back into operation, and with this opportunity Billy secured his degree in Criminal Justice from the University of South Carolina. In 1976 he became Police Chief of the Pageland, SC Police Department and remained with that agency for six years. During his tenure with that department, the agency received the Southern Bell Award of Excellence as the most outstanding law enforcement agency in S.C. It was the first small agency ever to have ever received this award.

*continued on page 23*



Historian's Spotlight *continued from page 22*



Billy served as Director of Public Safety for the Town of Chesterfield South Carolina for one year. For the next sixteen years he worked at the South Carolina Criminal Justice Academy; starting as the Field Training Director and moving positions up to the Academy Director position before retiring December 31, 1999.

In 1994, the National Academy secured office space at the FBI Academy and employed its first Executive Director, **Les Davis** a retired FBI special agent. One of Les's first tasks was to select people for the role of Secretary/Treasurer to take care of the day-to-day business in the respective sections of the Association. Billy was selected to serve for Section III. The four secretary/treasurers were responsible for running the daily operations of their section. They collected annual dues, distributed annual membership cards, and wrote newsletters to each Chapter, as there was no Association Magazine at that time. They maintained their own bank accounts to deposit the dues collected and to pay all bills received from their Section representative and other board members. They also played an important role in the Annual Conference preparation as well as provide support for all board meetings at the Academy.

The four secretary/treasurers served in those positions for a four year term and were then re-appointed to another term with the goal of working themselves out of a job. This would happen two years later, and it was at the 2001 NA Annual Conference conducted in Charlotte, NC where they had accomplished their mission and the positions were abolished. Recognition for their outstanding contributions to the National Academy Associates consisted of a proclamation, engraved NA rings and a gold lifetime membership card.




It was during this conference that the Executive Board recognized the need for the Association to have a chaplain and Billy was tapped to develop and implement that program. He gladly accepted that assignment and over the next thirteen years we enjoyed reading his articles (*Chaplain's Corner*) in each issue of our *Associate Magazine*.

During his tenure as Chaplain, he conducted memorial services for 1,104 NA graduates at our Annual Conferences and is so grateful that only five of those deaths were by adversarial action. He fondly recalls the many times that he had the opportunity to offer counsel to NA members and, in most cases, was able to assist them with whatever matters they were experiencing. In 2013, Billy retired from the Executive Board and assisted with the selection of his successor, Chaplain **Dan Bateman**.

As he looks back over his career in law enforcement, he proudly feels that he made a difference by his contributions. One of which, was assisting people in avoiding prison, my guess is he did this through counseling and example. He considers the highlight of his career as attendance at the National Academy which contributed greatly to his professional success. He cherishes the many friends he's made through the NAA and stays in contact with many of them on a regular basis.

Billy and Phyllis continue to live in Columbia, South Carolina and maintain and operate the family farm in Mt. Croghan; the couple also owns and operates a travel agency and has many opportunities to travel the world.

In October of 2016, Billy had quadruple by-pass open heart surgery from which he has recovered fully. He feels very strongly that what failures he has experienced in life were of his own making and his successes are attributed to his faith in and service to God.

*Addendum:* Since drafting this *Spotlight*, I have learned that the South Carolina legislature enacted legislation to create a Law Enforcement Hall of Fame to be housed at the Criminal Justice Academy. 2017 is the first year for inductees and Billy was nominated and approved to be a member of the inaugural class of seven inductees. Others in the group include: Chief **J.P. Strom** the long-time Chief of the South Carolina Law Enforcement Division who was a graduate of the 37th Session of the National Academy and served as National President in 1964-65; Sheriff **I. Bird Parnell**, a graduate of the 53rd Session who served as our National President in 1981. Both men have long been deceased but, Billy states "I felt so honored to be selected among this group of special leaders and to still be alive to receive this honor; the NA did good in this first class." 

Patrick Davis, Session 152  
*FBINAA Historian*



## A MESSAGE FROM OUR **CHAPLAIN**

by Dan Bateman

### Thank You, Blessings, and Fare (Thee) Well

This article marks the end of my 4-year tenure as your Chaplain and I cannot find adequate words to express my appreciation for your support and kindness. It's been a whirlwind journey and exemplifies what the Holy Scriptures state in the *Bible's New Testament* book of James in Chapter 4, verse 14: *"You are a mist that appears for a little while and then vanishes."* Yes, the four years have flown by and you have been gracious to allow me to serve. It has always been my prayer God would use me to bring others closer to Him and I hope, in some way, my writings have done just that.

I also want to thank the Executive Board of the FBI National Academy Associates, the Executive Directors, and the staff who have worked with me over the years. The staff in particular has made me look far better than I deserved. The Board, Executive Director, and staff are some of the hardest working persons I know and have the membership's best interests at heart. I have witnessed difficult but necessary decisions they have made and know they are always guided by those three words emblazoned on our logo: Knowledge, Courage, and Integrity.

This has been a difficult year in our profession. We are witnessing profound disrespect from some quarters. This has resulted in outright assaults on police officers causing death and injury. It has grieved me as I penned sympathy cards on your behalf to agencies who lost officers in the line of duty. Since its inception, I have sent hundreds of cards to various departments. With each handwritten and heartfelt note, I pray it will be the last note written to any agency or family. This year alone, we have lost 4 National Academy graduates to adversarial action. Their names will be placed in the hallowed Hall of Honor at the FBI Academy to be forever enshrined with other National Academy graduates who gave their all.

During my tenure as your Chaplain and at each FBINAA annual training conference, I have had the honor of remembering our graduates who have passed on since the last conference. Hundreds of graduates were recognized, honored, and remembered over the last four conferences. While it is a difficult task to identify, notify, and maintain accurate records of all of our graduates who have passed away during a particular year, your State secretaries and treasurers have been enormous help in notifying the staff and myself so proper recognition and sympathy can be extended. I have, at times, been able to contact the spouse or grown children of our deceased graduates and extend our sympathies on your behalf. Without exception, they are grateful for your thoughtfulness and share with me how important being a member of the National Academy Associates meant to their loved one. Yes, we are family.

I am excited for our new in-coming Chaplain, **Jeff Kruithoff**, who will serve the next four years! Jeff will tell more about himself but suffice it to say, Jeff is a man of God whose love for the Lord and heart to serve is so very evident in his life and his profession. Jeff is devoted to the FBI National Academy Associates and, even as I write this, is in the storm ravaged areas of Texas following Hurricane Harvey ministering to others through his work with the Billy Graham Chaplain Rapid Response Team. Jeff is representing you and the FBINAA as well wherever and whenever he can.

I pray you have enjoyed this journey with me as much as I have learned from you. My goal has always been to remind us of who we really are and be wary of who we could become if we are not anchored properly. Couched in the theme *"Calling Us Back To Move Us Forward"*



is the understanding we know what pure motives drew us into this noble profession. However, by the very nature of what we do and how we must act in our careers, we face the constant pressure of "forgetting" how we are to be with those we should cherish the most... our families.

Whether it was recalling an important touchstone to remind us of what is most important or the mountaintops and valleys we face in our careers and in our homes, remembering is key to keeping us on the path. Likewise, important milestones change in our lives but should never disappear to be replaced by the stagnation of self-satisfaction. Finally, we were reminded of the oft-neglected transparency we need in our homes as we pour ourselves into our careers and, sometimes, leave little for those we need to love most.

As I close, I want to leave you with a few thoughts. First, you and the FBI National Academy Associates will always be in my prayers as I ask God to bless each and every one of you and the great responsibilities you bear in leading your officers. Secondly, while I bid you farewell, I prefer to use a more ancient rendering of the phrase by stating *"Fare thee well"* meaning *"May all go well with you"*. Even more pointedly, may I suggest you go with God who makes all things well, even in our darkest hours.

Finally, I conclude with an episode found the *Bible's Old Testament* book of Genesis, Chapter 31, Verse 19 where Laban and Jacob made a covenant between each other: *"It was also called Mizpah, because he said, 'May the Lord keep watch between you and me when we are away from each other.'"* This phrase, called Mizpah, is sometimes embodied in jewelry by a split coin made into two necklaces where these cherished words of commitment and promise are worn separately as a special covenant between two people. The coin is pictured here:

Only when the coins are brought together does the phrase become a complete statement once more and represents a renewal of that sacred covenant. And so it is a promise I make with you as I bid you *"Fare thee well"* – may the Lord keep watch between you and me when we are away from each other.

Peace and blessings,

Dan Bateman, Chaplain  
dbateman@fbinaa.org  
586.484.3164





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STAYING ON THE **YELLOW BRICK ROAD**



E.J. O'Malley

# NASHVILLE 2017

## Highlight Reel

I was very fortunate to attend the 2017 NSCA Strength and Conditioning Conference in Nashville, TN back in January. My goal for the last 20 years at these events is to take more notes than somebody next to me. Then go home filter through all the stuff. My passion is to share information to get the best, better! If my students don't believe my hype, then please believe much smarter people. These presenters are on the biggest of stages in my profession. Everybody is entitled to my opinion after we hear from these great coaches.

**L**et's jump into the weeds! Marisa Viola, the assistant director of strength and conditioning at Rutgers University, talked about influence. Her mission statement was impactful.

Why do you coach? *"Because of the kids and the passion I have for the game and the sport itself. There is no better feeling than teaching a child the importance of discipline, hard work, team effort, dedication, determination, and the heart it takes to win not only in sports but in life."*

*"The Title Shot for National Academy is the Week 8 mile in my eyes. Nobody puts more fire in my belly than those who completely obliterate their Week 1 times on that Oval Office. It is an emotional ride of speed and power that justifies everything we do."*

Clint Wattenberg MS, RD  
Coordinator of Sports Nutrition, Cornell University  
*"Perpetual Anabolism"*

- 3hr anabolic window for dietary protein
- Ideal dose for tissue repair equals 20-30 grams
- 50g limit to protein digestibility
- 20-40g dose before bed for sleep recovery

*"I don't deviate from my nutritional battle of 80% clean and 20% dirty. I simply want the return on my investment. Match the plate to meet the expenditure needs. Slashing sugar should be the focal point in the everyday plan. If the schedule requires me to train in the morning and the afternoon, I add more carbohydrates. A rest day should focus on more protein and healthy fats, thus lowering carbohydrate intake."*

Tara De Leon MS, CSCS

Tara's presentation focused on training the female athlete. Empowered girls grow into amazing women was her final slide. *"If we get girls lifting at a younger age, we will increase their self-confidence, self-efficacy, and teach them to strengthen their passion. Is there anything more important than that?"*

*"Some of our Female New Agent Trainees can knock out 7-10 dead hang pull-ups. This did not happen overnight. Their stories share common habits. Gymnastics and combative sports were par the course. They are the standard and I would be compliant if they knocked on my door!"*

Matthew Krause ATC, RSCC


Director of Strength & Conditioning, New York Yankees  
*"Hill training is back with a vengeance. The Yankees built a hill in their spring training complex. Find the right grade, 3-12 percent is ideal. Over 15 degrees adds stress to the Achilles and calf. The benefits include conditioning, running mechanics, strength/power, and elasticity in the ankle/foot. The hill prevents the athlete from reaching top speed which will protect the hamstrings, i.e. less risk."*

*"All tactical athletes must develop power in the lower body. The lower back will compensate for weak legs. Repeat hills require no gym membership and are fundamentals. It is also speed work in disguise."*

Here is a mandatory recipe from the Physical Training Unit of the FBI. The *Lumberjack Slam* from Denny's is on the training menu for the fall season. I know I have many researchers that have crushed this breakfast special. The twist here is to eradicate the food and add the conditioning! Rest one minute between each food group and drill!

Here is the Rx.

- Pancakes: Push Up variations for 1:00, then Leg Cranks for 1:00
- Eggs: 800 meter run
- Ham: 500 meter on the Rower
- Sausage: 1 mile on the Bike
- Bacon: Pull variations for 1:00, then Front or Side Plank for 1:00

Take 2 plates of conditioning if necessary! 

*About the Authors:* 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.

## *VirTra Experience at FBINAA Event Spurs Collaboration That Enhanced Use of Force Training for Multiple Agencies*



# HOW LOCAL LAW ENFORCEMENT CAN COLLABORATE TO ACQUIRE USE OF FORCE TRAINING SIMULATORS

When he first saw a modern, five-screen, police use of force training simulator in operation at the 2016 FBI National Academy Associates annual conference in July 2016, Deputy Chief **Kenneth Cox** of the St. Louis County (Missouri) Police Department was quickly convinced. *"My impression was that we need to get one,"* said Cox, a 2008 graduate of the FBI Academy, Session 232. *"It's not only for active shooter situations like Columbine – that's been on the radar for years – but it's also for de-escalation training."*

**T**he system – a totally interactive system from **VirTra, Inc.** that displays realistic video simulations on five large screens surrounding the officers who are being trained – allows participants to be completely immersed in multi-sensory experiences in real-time crime situations which feature human actors. A nearby training officer runs the computer-driven simulations, and can control how they unfold and conclude, from shots being fired to de-escalation of a dangerous situation with a suspect in police custody without any violence. The video scenarios can be re-played or changed at a moment's notice for all officers using the system.



**How Local Law Enforcement Can Collaborate to Acquire Use of Force Training Simulators**  
*continued from page 30*

Seeing it in use at the 2016 FBINAA conference, which was held in St. Louis County, allowed him to stand inside the simulator and try it out himself that same day. His time in the simulator left Cox with a personal mission to figure out how his department and officers could get one to improve their own training.

The realism of the experience in replicating what real police officers experience on the street in high-stress crime situations is what convinced him that the system would be beneficial to officers in his department. After trying it himself, he stood by and watched other FBINAA members as they went through video simulations using the system.

**"When I watched other officers go through the simulator, I saw them – veteran officers – using very good tactics, but they were sweating" from the stress and realism of what they were experiencing. "I thought, my goodness, if it's that realistic in this big auditorium, then that's what we need. You could tell it was intense for them."**

But getting a simulator wasn't in his department's budget at that point, so Cox left the conference and began talking about his experience with other police chiefs and officers in St. Louis County in the ensuing months. The county has 56 different police departments inside its borders and none of them could afford to buy such a system on their own, he said.

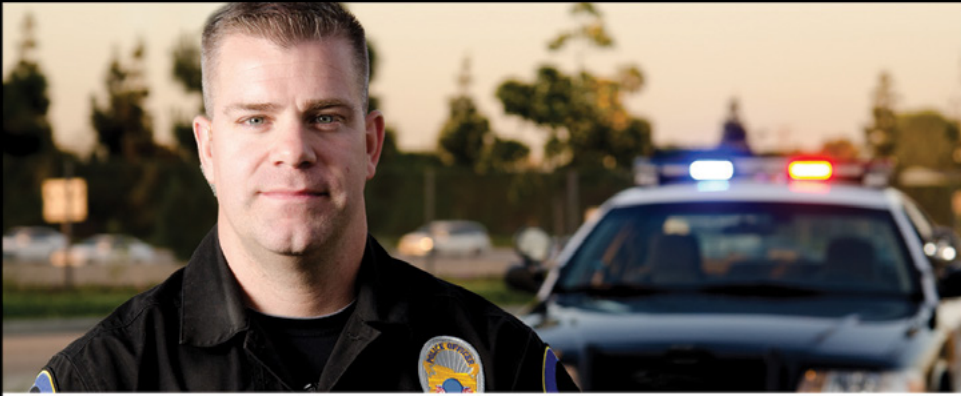
Other officers from around the county were also at the 2016 conference, which was sponsored by the Eastern District of Missouri Chapter of the FBINAA and featured Cox as its president and chairman that year. Many of those officers also saw the five-screen simulator and went through their own situational events using the system.

**"There were lines to try it out," said Cox. "Everybody was very impressed with the multi-screen, very realistic system."**

For years, officers throughout St. Louis County have only been able to train with an outdated system that used a single screen and animated images to simulate crimes. That old system is light years from today's multi-screen systems, he said.

After plenty of discussions among county police leaders and officers, the St. Louis Police Foundation, a non-profit group that supports

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local police departments by raising money for needed projects which aren't funded with tax dollars, was contacted and began brainstorming with local police. The foundation donates funds for police training, programs, technology and related expenses on behalf of the police in the county.

A local anonymous donor heard of the county's desire for the use of force training system and after reviewing several other proposals for other funding needs, volunteered to pay for the high-tech, five-screen training simulator system in its entirety – if the county's police departments would share it among all its members. The anonymous donor provided the money, the St. Louis County Police Department bought the system and it was recently installed at the St. Louis County and Municipal Police Academy, which provides training for all officers in the county.

The virtual reality training installed system is fully operational today and officers from the police academy are continuing to test it and gain experience with it before its use is soon expanded, said Cox, who is a 30-year veteran of the St.

Louis County Police Department and has served as deputy chief since 2014.

**"We had to actually take a wall out in the academy to accommodate it," he said. "We can't wait to start using it for ongoing training so all the officers in this area can train on it."**

The St. Louis County experience isn't the only way that communities can collaborate to acquire such systems, according to law enforcement experts.

**ALTERNATIVE FUNDING SOURCES**

Other options to buy virtual reality training systems include community partnerships where groups of departments and municipalities can apply for neighborhood grants, which usually come from federal and urban development agencies. The grants, which usually total about \$10,000 each, can be combined between grant applicants to make larger purchases together to initiate projects, including police simulator training technology.

*continued on page 44*

# CHAPTERCHAT

*continued from page 9*



(L-R) Cris Trulsson, Janis Trulsson, Timothy Overton, John Parker



(L-R) Cris Trulsson, Janis Trulsson, Timothy Overton, John Parker



(L-R) Cris Trulsson, Janis Trulsson, Timothy Overton, John Parker



(L-R) Mike McCann, Russell McKinney



Sheriff Bill Gore, President Ken Tanaka

President **Ken Tanaka**, NA 228, thanked Sheriff Gore, NA 95, for his long-time support of the NA and presented him with his 25-year plus membership pin.

Following the opening ceremonies, the first general business meeting was held. Upon the completion of this meeting classes began. The classes were well

attended with many interesting and knowledgeable presenters.

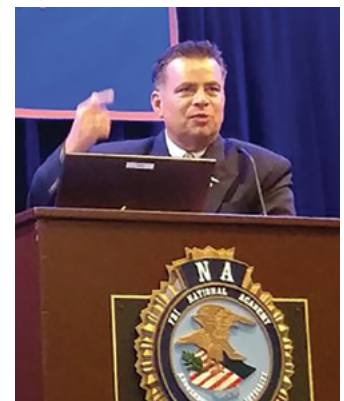
The Presidents Reception, hosted by **Sempre Energy**, was a cruise of the San Diego Bay by Horn Blower Cruises.

■ The National Academy Associates is truly a family and during the past year, **Michael McCann**,

NA 240, greatly assisted the **Barletta family** upon the tragic death of their daughter. Immediate Past President **Russell McKinney**, NA, 240, presented Mike with a resolution, recognizing his compassion, extraordinary assistance and never-ending support of a fellow NA member. Thank you, Mike!

Training continued on the third day followed by the installation banquet. Captain **Mark E. Cedrun**, retired United States Navy, gave an informative and interesting presentation on his involvement of the rescue of **Captain Phillips**, captain of the container ship Maersk Alabama who was held hostage by Somali pirates.

Captain **Mark E. Cedrun**, USN, ret. President **Ken Tanaka** was recognized for his service as President. He recognized his fam-



Barry is providing much encouragement for the youth participating.

ily for all their support over the past 10 years.

The new **2018 Executive Board** was sworn into office by San Diego SAC **Eric S. Birnbaum**.

New to the board is **Eric Thunberg**, NA 255 from the Chula Vista Police Department. Returning

*continued on page 33*



# CHAPTERCHAT

continued from page 32



(L-R) Colleen Tanaka, Ken Tanaka, Melanie Tanaka, Elizabeth Tanaka, Mike Barletta



(L-R) President Mike Barletta, IPP Ken Tanaka, 1st VP Daman Christensen, 2nd VP Eric Sonstegard, 3rd VP Craig Chew, 4th VP Eric Thunberg, Secretary Max Santiago, Treasurer Cris Trulsson, SAC Birnbaum.

to the board is Past President **Max Santiago** who won the election for the position of Secretary. President-Elect **Mike Barletta** appointed **Roxanna Kennedy** as the Corporate Sponsorship Development Coordinator, **Gina Haynes** as Historian and **Russell McKinney** as the Training/Digital Media Manager.

Leaving the board is **Jim Smith**, NA 214, after six years of service as the Training/Digital Media Manager. Thank you, Jim for all your hard work and dedication. Retiring from the Board is **Wayne Ikeuchi**, NA 182, after nearly 20 years of service to the California Chapter.

The California Chapter would like to thank all the sponsors and vendors for their contributions in making this conference a success.

Copies of the photographs are available to those that attended the conference. Please contact **Wayne Ikeuchi**, Historian at [wayne182@calweb.com](mailto:wayne182@calweb.com). Please state your name, session number address and phone number. Wayne will send you a thumb drive containing the photographs. Please return the thumb drive within 2 days so it can be resent. I have 3 drives loaded with photographs. Copies of the 2016 and the 2015 conferences are also available upon request.

## FLORIDA Skagway, Alaska to Daytona Beach, Florida for NASCAR Daytona 500

■ Sgt. **Ken Cox** (252nd Session), Skagway Police Department, Alaska, and his wife **Jill** planned a trip to attend the Daytona 500 NASCAR race. Ken and his wife



connected with **Doug Muldoon** (153rd Session) who was attending the Daytona race, and offered to show them around the track. Ken and Jill were given a grand tour and over the weekend and enjoyed their NASCAR experience. On Sunday prior to the race, Volusia County Sheriff, **Mike Chitwood** (204th Session) met up with Ken and Doug. Ken and Jill are now planning their next NASCAR venture. Special thanks to **Christopher Davis** (FBINAA member/ Retired Inspector FBI) and now Chief of Security for NASCAR for his hospitality.

■ **William Donald Maxwell**, NA 118, passed away on July 27, 2017 in Daytona Beach, Florida. Don was a Volusia County Deputy. During his time with Volusia County, he worked his way up from a Deputy to the head Administrative Lieutenant,

implementing policies, procedures, and grants to help better the department. During this time, he was the Vice President of the Police Benevolent Association (PBA) statewide.

■ **Charles Frank Scavuzzo**, 49 of NA 250, died suddenly at his home in Port Saint Lucie, Florida on September 15, 2017. He is survived by his wife of twenty years, **Tonya**, his three wonderful children, Sydney, Nicholas, and Lyndsey, his mother Ethel, and his siblings, Lori, and Robert Quist of Grand Rapids, MI. He is preceded in death by his father, Frank.

Charlie was a Captain who commanded the Criminal Investigations Division of the Saint Lucie County Sheriff's Office. He passionately served his commu-

continued on page 34



(L-R) Doug Muldoon, Mike Chitwood, Ken Cox

# CHAPTERCHAT

*continued from page 33*

nity through law enforcement for 28+ years. He worked in various divisions including the Special Investigations Unit and Road Patrol. He also worked alongside federal, state, and local agencies.

## INDIANA

■ Congratulations to Captain **Brian Nanavaty**, 255th Session, on his retirement from the Indianapolis Metro Police Department after 33 years of service!

During his career, Nanavaty created the Indianapolis Metro Police Department (IMPD) Office of Police Officer Development and Wellness (OPDW) and served as professional performance manager. His innovative officer and agency wellness and development programs created a culture of health at IMPD and resulted in a reduction of officer failures and disciplinary referrals by 40%.

He is now working for Dynamic Life Recovery Centers and serves as National Director for First Responder Outreach, educating and connecting police, fire and EMS, and their peers and loved ones with addiction and mental health treatment and long-term recovery programs. He is also an active member of the FBINAA's Officer Safety & Wellness Committee (OSW) and has presented at the National Academy as part of the FBINA Enrichment series.



*Captain Nanavaty, NA 255*

With his new position, Nanavaty has developed the **ARMOR Program**. His experience and knowledge recognized the sacrifice of first responders, and developed a treatment and recovery program focused on the following:

- Comprehensive and

### Personal Approach

- Individual and Family Centric Care
- Dual Diagnosis Treatment
- Trauma Therapy
- Transitional and Long-Term Care
- Structured Family Recovery

In addition to creating the officer resiliency program at IMPD and the Armor program at Dynamic Life, Nanavaty has instructed thousands of officers, agency executives, union officials, insurance providers and clinicians in the areas of personal and career survival for the Department of Justice (DOJ) VALOR program, the FBINA, Safe Call Now, the Dolan Consulting Group and at IACP, ILEETA, IADLEST, NOBLE, and FOP conferences. Nanavaty has also been featured on Police One.com, in Law and Order magazine and in the FBI Law Enforcement Bulletin and was previously Adjunct Professor of Criminal Justice at Indiana and Purdue Universities.

In 2015, Nanavaty and IMPD received the Destination Zero Valor Award from the DOJ and the National Memorial for his officer and agency wellness initiative, and in 2016, in addition to appearing in front of the US Congress on the issue of police officer wellness, Nanavaty was a finalist for the International Association of Chiefs of Police (IACP) Officer of the Year. In 2016, the White House sent US Attorney General Loretta Lynch to Indianapolis as part of the President's Task Force on 21st Century Policing where Lynch stated "Captain Nanavaty's officer and agency wellness program in Indianapolis should be the model for law enforcement across the US."

To learn more about the **ARMOR Program**, visit: [www.dynamicaliferecovery.com/first-responder-program](http://www.dynamicaliferecovery.com/first-responder-program)

## IOWA

■ Congratulations to **Barry Thomas** (Session 223) for finishing his eight years of service to all of us on the National Board. Barry wrapped up his time on the board at the Washington D.C. conference. He has agreed to continue to serve the Iowa Chapter as our Vendor Coordinator. We are grateful for Barry's passion and commitment to the NAA at all levels.

Plans are underway for the annual **Spring Retraîner** to be held in West Des Moines, April 25-27, 2018. Sheriff **Chad Leonard** (Session 233) is our conference chair and host. He has put together an outstanding program. This will also be the first conference where **Barry Thomas** (Session 223) will be in his new role. We are looking forward to having a great turnout as we will be in the middle of the state and hope everyone can attend.

### Promotions

■ Captain **Rex Mueller** (Session 254) was named Sioux City's next Chief of Police at City Hall in Sioux City on Tuesday, August 15, 2017. Congratulations to Rex on his promotion!

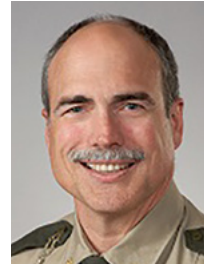
### Retirements

■ After 28½ years of service with the Linn County Sheriff's Office as a special deputy sheriff and full-time deputy sheriff, Major **John Godar** (Session 255) retired on



*Chief Rex Mueller, NA 254*

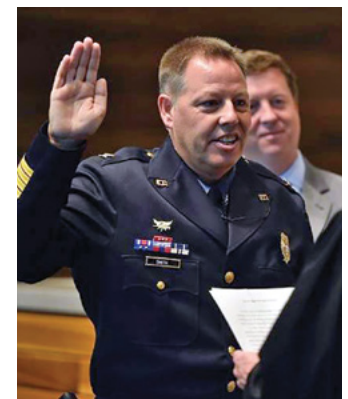
August 25, 2017. He has accepted employment as the Program Manager of the Weapons Permit Section of the Iowa Department of Public Safety's Program Services Bureau. We are looking forward to continuing to work with John in this new role.



*Major John Godar, NA 255*

## KANSAS/W MISSOURI

■ **Rick Smith**, a graduate of Session #233, was sworn in as the 45th Police Chief of the Kansas City, MO Police Department on August 15, 2017. Chief Smith is a 29-year veteran with KCPD and previously held the rank of Major. KCPD has over 1,300 sworn and nearly 550 civilian employees. Congrats to Chief Smith and we wish you the best as you lead your department forward.



*Rick Smith is sworn in as Chief of Kansas City, MO PD*

■ Major **Jim McCulloch** is a graduate of Session #251 and retired on April 14, 2017 from the Springfield, MO Police Department after 27 years of service. Jim started with the Wichita, KS Police Department for the first two years of his career before moving to Springfield PD. He served in many different ca-

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# CHAPTERCHAT

*continued from page 34*

capacities to include patrol, narcotics and criminal investigations. Jim served on multi-jurisdictional task forces over the years as well as community boards such as the U.S. Attorney's Law Enforcement Coordinating Committee, Salvation Army Advisory Board, and the Salvation Army Red Kettle Committee. He rose up through the ranks and was the Major that oversaw the Investigations and Support Services Bureau. We wish Jim well in his retirement and thank him for his many years of service.



*Major Jim McCulloch*



*Chief Peter Bartlett, NA 264*



*Chief Matthew Canfield, NA 257*



*Chief Patrick Swasnick, NA 216*

## NEW ENGLAND

■ **Peter Bartlett**, Session #264, took the helm at the Dracut (MA) Police Department in April, having previously served as the Chief in Hooksett, NH.

In May, **Matthew Canfield**, Session # 257, was promoted to Chief of Police for the Laconia, NH Police Department.

**Patrick Swanick**, Session #216, was promoted to Chief of the Wayland MA Police Department in October.

## NORTHWEST

■ The Northwest Chapter is pleased to announce **Emily Huettl**, daughter of **Jeffrey Huettl** (242nd Session), as the recipient of our 2017 scholarship. Emily graduated from Champlin Park High School. She is attending North Hennepin Community College in Brooklyn Park, MN to complete her general credits, with plans to transfer to St. Cloud State University and complete a degree in chemistry. Congratulations Emily.

## 2017 Re-trainer

■ The Northwest Chapter re-trainer was held in Fargo, ND September 18-20. A great time, with outstanding speakers and networking opportunities, was had by all. Thank you to our sponsors & vendors, including: **5.11 Tactical** **First Tactical** **Verizon** **ecoATM** **Wells Fargo** **3X Gear** **Fargo-Moorhead Convention & Visitor's Bureau** **Fargo-Moorhead Chamber D & S Beverage** **Happy Harry's Bottle Shop**

## PUERTO RICO

■ On a recent visit to Puerto Rico, **Johnny Sexton**, NA 115, met with Secretary -Treasurer **Alfredo Fuentes-Sosa**, NA 111 in Old San Juan. Over the years, members of the Puerto Rico chapter have welcomed NA grads who have vacationed on the island.

## UTAH

■ Congratulations to **Danielle Croyle** on her promotion to the



*Northwest Re-trainer*

rank of Captain with the Ogden City Police Department, Ogden, Utah, on July 1, 2017. Captain Croyle attended the 250th Session of the National Academy and has worked for the Ogden Police Department for 24 years.



*Captain Danielle Croyle*

■ Congratulations to **Colleen Nolen** on her promotion to the rank of Deputy Chief with the West Valley City Police Department, West Valley City, Utah, on 06/01/2017 and her subsequent appointment as Interim Chief on 09/09/2017. Chief Nolen attended the 249th Session of the National Academy.



*Deputy Chief Colleen Nolen*

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**Are Body Worn Cameras the Right Fit for All Agencies?** *continued from page 12*

BWCs due to the requirements contained in the Illinois Law Enforcement Officer-Worn Body Camera and Management Act, 57% of the seven respondents planned to continue using BWCs, 29% were unsure, and 14% planned to discontinue use. The results, then, were very similar to those found in the 2015-2016 survey.

Finally, in terms of the closed-ended survey questions, the respondents were asked, based on their experiences to date, if they would recommend the use of BWCs to other police agencies in the state of Illinois. Five of the respondents said yes, one respondent said no, and one respondent did not answer the question.

Respondents were also given open-ended questions, where they had the opportunity to describe the positive and negative reasons for using BWCs. The positive comments included discussion of decreasing complaints, evidentiary benefits, and officer buy-in. The negative comments included data storage, video and voice redaction, and equipment issues. Examples of positive comments included:

*“(BWCs) Support our officers and once persons know they are being recorded they aren’t as abusive when dealing with officers. Since we had them we haven’t gotten any complaints about officers being aggressive. I believe it tempers officers as well as those persons they are dealing with.”*

*“Shortly after the starting the program, a couple of our officers handled an incident that resulted in an arrest of a combative individual. Several months later, the individual filed a lawsuit against the officers and the department. Being able to review the video from both officer’s cameras really helped us understand the dynamics of what transpired during the incident and it clearly showed that our officers acted lawfully and appropriately given the behavior of the individual.”*

*“When we first started looking at using body-worn cameras (2011- 2012) there was some reluctance on the part of some of our officers and the police union had concerns about the proposed policy. We ended up postponing the implementation of the program while we worked with area legislators to create legislation specific to body-worn cameras. After the Ferguson Missouri incident, the law finally passed, albeit, quite different from the language that was first drafted. By then, some of the police perception from the public had changed from when we first started developing our program. Police misconduct allegations were on the news daily. So, as a result, our officers embraced the body-worn cameras as they saw that the use of body-worn cameras were aiding officers all over the country with defending their actions.*

*So, where there were concerns by some when we first started discussing cameras, with the passage of time and changes in attitudes towards policing, any perceived problems went away and the cameras were a welcomed tool.”*

Examples of negative comments included:

*“Cameras sometime go to “sleep” and officer(s) may not realize and push to activate only to find out the camera was awakened but not recording until second push of button.”*

**CONCLUSIONS FROM 2017 SURVEY**

The results from the 2017 follow-up survey suggest several themes. First, similar to the responses from the 2015-2016 survey, the number of agencies using BWCs in Illinois appears to be very low, but overall sentiment of users was positive. Second, while most the respondents were positive about their experiences and would recommend BWCs to other agencies in the state, concerns still existed, mostly surrounding issues related to data storage, redaction, and equipment issues.


**OVERALL CONCLUSIONS**

Synthesizing the results from the two surveys, the Illinois Police and Community Relations Improvement Act, outlining the use of BWCs, has not proven to be a catalyst for law enforcement agencies to drop the use of BWCs nor has the Act made it less likely for them to recommend the technology to other agencies. The Act, though, still appears to be viewed as burdensome

by some agencies and may actually restrict them from implementing a BWC program or lead them to consider discontinuing one in the future.

**NEXT STEPS IN ILLINOIS**

The Veritatis Institute convened two forums in September and October of 2017, Oak Brook, IL and Springfield, IL, to review the results of the two surveys and discuss ways that will improve the Illinois Police and Community Relations Improvement Act for law enforcement and the citizens they serve. Issues discussed included redaction requests and changes, flagged vs. unflagged video, footage loss, cost of labor, expectation on the use of video footage (i.e. traffic accident reports), liability issues, and CSI effect. There was consensus that law enforcement leaders need to find a way to reduce the burden of FOIA requests and redactions for law enforcement administration and give insight on the best use of BWCs to legislators.

The next step is for law enforcement advocates to meet with Illinois legislators to discuss improvements in the current legislation so that more agencies statewide will feel confident adopting BWCs in their departments/agencies. 

*About the Authors:* William P. McCarty, Associate Professor-Department of Criminology, Law & Justice, University of Illinois at Chicago (UIC); John Furcon, Director, Research & Consulting, Center for Public Safety, Northwestern University; Rahul Kalsi, Associate, John J. Millner and Associates, Inc.

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**Resiliency and Post Traumatic Growth** *continued from page 15*

In the early 1930's an American theologian named **Reinhold Niebuhr** wrote the Serenity Prayer. He first wrote this prayer to be used at a sermon at the Heath Evangelical Union Church in Heath, Massachusetts, fifteen minutes from where I grew up.

God, grant me the serenity to accept the things I cannot change, courage to change the things I can, and wisdom to know the difference.

Niebuhr must have had a congregation full of police officers when he preached this for the first time. In post traumatic growth research, it was found that the ability to accept situations that cannot be changed is crucial for adapting to traumatic life events. Researchers call it "acceptance coping", and have determined that coming to terms with reality is a significant predictor of post traumatic growth. According to psychologists Tedeschi and Calhoun, post traumatic growth (PTG) or benefit finding refers to positive psychological change experienced as a result of adversity and other challenges in order to rise to a higher level of functioning. Unlike resiliency, PTG is not about returning to the same life as it was previously experienced before a period of a traumatic incident; but rather it is about undergoing significant 'life-changing' psychological shifts in thinking and relating to the world, that contribute to a personal process of change, that is deeply meaningful. Police officers who have experienced traumatic growth report a greater appreciation of life; changed sense of priorities; warmer, more intimate relationships; greater sense of personal strength; and recognition of new possibilities or paths for one's life and spiritual development. The "new normal" can be a new and improved normal for many who choose to look at their traumatic critical incident through a different set of lenses.

Posttraumatic growth is facilitated by relating to others, new possibilities, personal strength, spiritual change, and appreciation for life. In a perfect world, PTG evolves from peer support and close relationships. While resiliency attempts to lead us back to a baseline level of function-

ing, prior to a critical incident, PTG transcends the baseline. Resiliency and PTG are both crucial in surviving a 20 – 30 year law enforcement career. It bodes well for us to learn all that we can about both. We owe it to ourselves and we owe it to those who care about us. 

*About the Author:* Captain **Andy Carrier** joined the Georgia State Patrol in 1989 after a two year stint with the Richmond County, Georgia Sheriff's Department. Over his career with GSP, he has served as a road trooper, adjunct and full time instructor, assistant post commander, post commander and assistant troop commander. Carrier also served at GSP HQ's in Atlanta, where he oversaw daily operations with of the Honor Guard, Hostage Negotiations and the Critical Incident Support Team (peer support). As a hostage negotiator, Carrier was the primary negotiator in two lengthy, volatile standoffs that gained continuous national media coverage.



Carrier was a member of the security team that escorted the Olympic flame across the country in 1996 for the Atlanta Olympic Games. He also served as a squad leader at the 2004 Presidential Inauguration for George W. Bush in Washington D.C., where he was part of a GSP security detachment. Carrier facilitated Georgia's first-ever three day Post Critical Incident Seminar (PCIS) in 2013. The seminar, designed to assist law enforcement officers who have endured traumatic experiences, had officers in attendance from the Columbine, Virginia Tech and Sandy Hook School Shootings, as well as law enforcement officers from around Georgia, South Carolina, Vermont, Florida, North Carolina, Texas and Virginia. Carrier has been awarded the Commissioner's Commendation on two occasions and the department's Valor Award for actions above and beyond the call of duty. He has been nominated as the Peace Officers Association of Georgia's Officer of the Year on two occasions and was named FBI National Academy Associate's Member of the Year in 2014.

Captain Carrier holds a BS in Criminal Justice from Brenau College, a Master of Public Administration from Columbus State University and a Masters in Clinical Social Work from the University of Georgia. He is a graduate of Columbus State's Law Enforcement Command College and a graduate of the 245th Session of the FBI National Academy in Quantico, Virginia. Carrier is a licensed mental health clinician in the states of Georgia and South Carolina, specializing in trauma, grief and loss and is certified Eye Movement Desensitization and Reprocessing (EMDR) therapist. Carrier resides in Augusta with his two children, **Justin** and **Meghan**.


**Progressive Policing in the 21st Century: A Blueprint for Change** *continued from page 21*

ing a traffic ticket or making an arrest. Agencies that put this concept into practice will also be transparent when their actions are called into question. It is critical for agencies to share information and keep the community informed. Policies and procedures must be in place addressing when and what information or videos can be released; this will go a long way to gaining the trust of the community.

The progressive agency will consider taking advantage of current technology such as security cameras, body cameras, and less-than-lethal options, while being sensitive to budget constraints. Of course nothing is a substitute for a highly trained officer that has the knowledge, skills, and abilities to diffuse tense situations. Agency policy will dictate the use of this technology in accordance with best practices and mandate appropriate training.

A great summary of best practices in policing can be found by reviewing *PERF's Guiding Principles on Use of Force* (<http://www.policeforum.org/assets/30%20guiding%20principles.pdf>) and the *President's Task Force on 21st Century Policing* ([https://cops.usdoj.gov/pdf/task-force/TaskForce\\_FinalReport.pdf](https://cops.usdoj.gov/pdf/task-force/TaskForce_FinalReport.pdf)). In 2016, I had the opportunity to attend a forum led by **Chuck Wexler**, Executive Director of PERF, that discussed the recommended use-of-force principles in detail, and over the summer I was one of several hundred law enforcement officials invited to the White House to discuss implementation of the President's Task Force recommendations. Every chief or public safety director should closely read these documents and adopt agency policy, procedures, and

trainings as required to comply with these well-researched recommendations. The PERF 30 provides 30 use-of-force guidelines with which agencies should be in compliance. In addition, the President's Task Force has *Six Pillars of 21st Century Policing* that every agency should strive for: building trust and legitimacy, policy and oversight, technology and social media, community policing and crime reduction, officer training and education, and officer safety and wellness.

**President Obama** stated in his October 27, 2015, address to the International Association of Chiefs of Police, "*Too often law enforcement gets scapegoated for broader failures of our society.*" While this is true, the progressive agency has worked with the community for months and years in advance to address community concerns so when that critical event occurs, the community will be standing by and supporting our police and public safety agencies. So, yes, to achieve and maintain excellence, police reform is needed; it always has been, always will be. The good news is many progressive agencies are already doing it, we just need to follow their example. 

*About the Author:* Chief **Schoenle** has 38 years of experience in law enforcement and has been the chief at the University at Buffalo for the past eleven years. He is currently an accreditation assessor for IACLEA and New York State (NYS) Division of Criminal Justice Services (DCJS). Previously, he was an assessor for CALEA, and he was an adjunct criminal justice professor. The University at Buffalo Police Department is accredited through NYS DCJS, received CALEA Recognition, and in 2016 achieved the gold standard of accreditation for campus police and public safety through IACLEA.

**An Unexpected Encounter: Tips for Law Enforcement Dealing With Deaf People** *continued from page 16*

Here are some tips:

- **Identify when you need an interpreter.** If you're just asking for the name and address of someone at the scene of a crime, you probably don't need an interpreter. For longer interactions, such as an extended interview, on the other hand, the Americans with Disabilities Act (ADA) requires that law enforcement agencies provide a deaf person with an interpreter at no charge.

- **Generally, don't use friends or family members as interpreters.** An emotional connection between a deaf person and a family member or companion can constrain or hinder their ability to translate impartially and accurately. In a few cases – if your questions are uncomplicated, the need for information is pressing and the family member or companion is willing – then you may use such a person as an interpreter for short conversations. But as a rule try to avoid it.

- **Don't rely on written communication.** Writing a note to a deaf person to convey a message may work for short exchanges, but you really do need an interpreter for longer interviews. ASL actually has its own rules, grammar and structure. Many deaf people speak American Sign Language (ASL) as their first language, and have limited knowledge of English as a second language that they aren't fully fluent in. The two languages have entirely different rules and grammar structures. They aren't interchangeable, and you shouldn't count on using written English language exchanges for discussing complex details or incidents involving shades of distinction.

- **Understand that there are real limits to lip-reading.** While it's true that a good number of deaf and hard-of-hearing people can read lips to understand the general gist of what a person is saying, many can't. Moreover, even the best lip readers can generally only capture about one third of the words you speak. Lip readers rely on body language and context, and any number of other unspoken cues to figure out what you may be saying. You can't count on it as a reliable and explicit translation method.

- **Be conscious of your body language and aware of critical communication cues.** You should find an area that's well-lit and where there's not very much noise before you begin speaking. You might make sure you have a deaf or hard-of-hearing person's attention before you begin speaking by offering a light tap on the shoulder or a wave of a hand. Make sure only one person speaks at a time. Don't chew gum or cover your mouth when speaking. When you can, use visual aids – such as pointing at a citation or other document – to make your point very clear. Speak slowly.




- **Have assistive devices available.** With a hard-of-hearing person, a device that amplifies sound may be a perfect solution and all you need to fully communicate. For deaf people, a Communication Access Real-time Translation (CART) device can be a great help. CART uses special software that transcribes everything that is being said, word-by-word, onto a computer, projection screen or television that deaf people can read.

If arrested, a deaf person has the same right to call a friend or lawyer in private that everyone else has, so any police department you're working with to make an arrest will probably already have in place a video phone that deaf people can use to make a **Video Relay Service (VRS)** call. These video phones connect the deaf person to an interpreter, who then can pass on their messages in spoken English to other relevant people.

Deaf rights groups and other advocacy organizations such as the ACLU are working to educate deaf people about possible encounters with law enforcement so that incidents with law enforcement can go as smoothly as possible. Increasingly, deaf people know to keep both their hands on the wheel if they're in a car when a law enforcement agent approaches them, or to use other methods to alert an officer that they're deaf rather than reaching for anything in a pocket in a way that might cause alarm. One of their first moves should be to point to their ears – the universal sign of deafness – to alert an officer that they're deaf.

Most of the time, the majority of the deaf people you'll encounter in routine stops have good will towards you. They may even be a bit sympathetic: Many deaf people have learned about **Sue Thomas**, an American woman who is regarded as a bit of a hero since she became the first deaf person to work as an undercover specialist doing lip-reading of suspects for the Federal Bureau of Investigation. But in any case, it's likely that a deaf person is probably a bit more anxious than others you may regularly encounter simply because of a fear of being misunderstood.

If you find yourself in communication with a deaf or hard-of-hearing person and you aren't sure it is going as well as it could, simply ask in writing: What sort of aids or assistance do you need from me?

Almost invariably, deaf and hard-of-hearing people will deeply appreciate your effort to help, and be grateful for the respect that you show them when doing it. 

*About the Author:* Marilyn L. Weber, president and CEO of DIS, is a certified sign language interpreter and has an adult daughter who is deaf. Marilyn has been working for more than 25 years promoting accessible communication, and advocating for the rights of the deaf community. She has interpreted in thousands of professional situations, and conducts deaf awareness workshops, cultural diversity training, and ADA Compliance Consulting. Marilyn has over 2,900 hours of related professional training. Her husband John has his state of Texas master peace officer license. Marilyn has received several awards from various local and national organizations recognizing her work and dedication to the deaf community.



# THE PROS OF GETTING AN MBA FOR PROSPECTIVE STUDENTS

An MBA is often referred to as a terminal degree, or the highest educational level one can reach in any particular field. Generally, people go back to school to get their MBA for one of two reasons: They are looking to earn more money in their chosen profession, or advance to a higher level that is unattainable without an MBA.

Regardless of the reason, the MBA is now the most popular degree in the country. According to the U.S. Department of Education, the number of people who hold an MBA has increased by 43 percent since 2002. At present, there are more than 16 million people with this advanced degree. This number represents about 8 percent of the U.S. population.

Advancements in technology are likely a contributing factor to the overall growth of individuals who hold an MBA. Being able to earn your degree online offers a measure of convenience that people enjoy. The William & Mary Online MBA is designed with working professionals in mind, with a flexible format that allows you to maintain career momentum while earning an MBA in as few as two years. The two-year time commitment is often much more palatable when you don't have to attend on-campus classroom sessions, while also managing a day-to-day career and other responsibilities that require both time and attention.

Another positive for students thinking about getting an MBA is that job prospects are abundant because companies are actively looking for MBA grads. Poets & Quants, citing research conducted by the Graduate Management Admission Council, wrote that 72 percent of employers participating in the GMAC poll stated that they were looking to hiring candidates with an MBA in 2015.

On top of that, the GMAC study revealed that 18 percent of employers polled stated that they expected MBA salaries to be higher than the current inflation rate, while 47 percent believed that salary increases for those with an MBA would be in line with anticipated inflation.

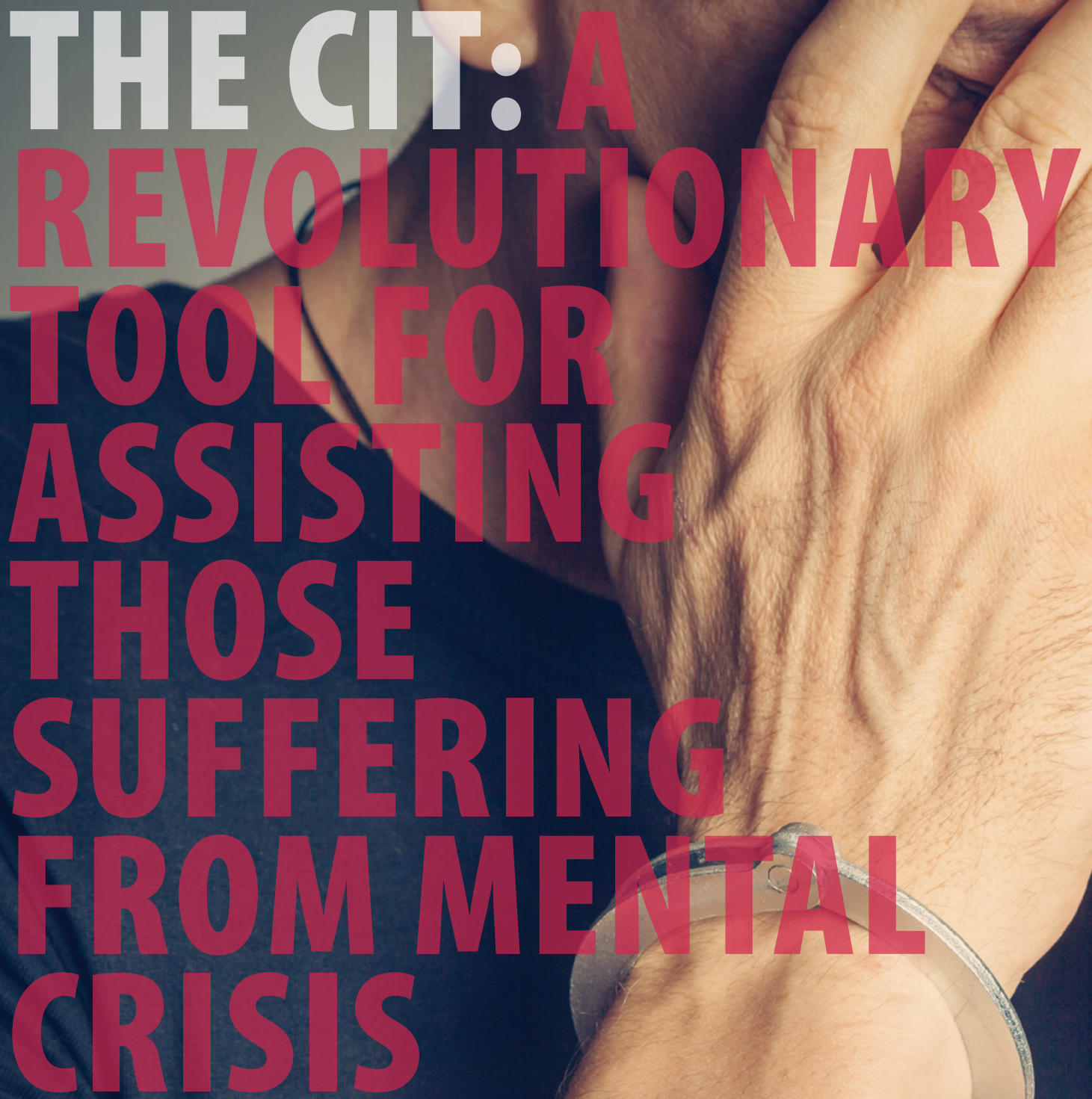
Either way, this is yet another positive and motivating factor for prospective students to enroll in an MBA program. The time commitment to complete the degree is well worth the investment considering the aforementioned data. Whether online or on-campus, going back to school and getting an MBA should be seen as worthwhile commitment toward your future.

Learn more about the **William & Mary Online MBA** by calling **844.234.4076** or visit **[onlinemba.mason.wm.edu/fbinaa](http://onlinemba.mason.wm.edu/fbinaa)**.



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# THE CIT: A REVOLUTIONARY TOOL FOR ASSISTING THOSE SUFFERING FROM MENTAL CRISIS

James D. Estep



## CRISIS INTERVENTION, AND INDIVIDUALS WITH A MENTAL ILLNESS: AN INTRODUCTION

An unfortunate fact of life is that a crisis can occur at any time and to anyone... it has no respect of persons. *McMains & Mullins (2014)* define a crisis as “a situation that exceeds a person’s ability to cope”. This definition shows that a crisis can take many forms (financial, etc.). A crisis is a dynamic concept in that it is fluid in nature and has no one set pattern or framework in its occurrence. A crisis intervention is defined by *Lanceley (2003)* as “an assortment of techniques intended to return an individual in crisis to their normal functioning level and to get them past potentially dangerous impulses”. The need for crisis intervention involving those having a mental illness is a result of the **Deinstitutionalization Movement** which occurred in the 1970s. *Ellis (2011)* states that during the 1970s, individuals with a mental illness were deinstitutionalized (removed) from the psychiatric hospitals wherein they resided. He reveals that the goal of this movement was for the allowance of those suffering from chronic mental illnesses to become reintegrated into society, destigmatized, and to receive mental health services on an individual basis. These services would be applied by the usage of what is known as the “**3R Conceptual Model of Care**”, and which was comprised of the concepts of response, relapse, and recovery.

The de-institutionalization of individuals with a mental illness was plagued by various challenges; *Ellis* discusses some of these challenges, and which includes the fact that many of the patients that were released had become “institutionalized” (accustomed to their controlled environment) and therefore, had difficulty in reintegrating back into the community. Other challenges mentioned is that of these individuals having little or no social skills, support, or resources to assist them. *Tucker, Van Hasselt,*

*Vecchi, and Browning (2011)* are in agreement with *Teplin (2000)* in revealing other challenges which pertains to the de-institutionalization movement, and which includes the restriction of federal funding for mental health as well as the introduction of legal reforms which gave persons with a mental illness the right to live in the community without receiving treatment. As a result of this, these individuals came into contact with law enforcement officials more and more.

In contemporary society, many innovative criminal justice programs have been developed for diverting some individuals having a mental illness from being incarcerated and allowing for the assistance of these selfsame individuals through the utilization of diversionary programs (i.e. mental health courts). One such approach/special response which has been developed and which is used by law enforcement and mental health officials for the purpose of intervening/assisting those in mental crisis is the “**Crisis Intervention Team**” (CIT).

A review of the literature shows that the utilization of a CIT has been effective in its goal of assisting those in mental crisis and has expanded all across the U.S. since its inception in Memphis. *Morrissey, Fagan, and Cocozza (2009)* state that more than 300 municipal or county police departments across the U.S. have utilized their own CIT and *McMains & Mullins* support this by stating that the CIT has been endorsed by more than 30 states, therefore, illustrating the need for this type of crisis intervention.

## CIT: AN INTRODUCTION AND OVERVIEW

A **Crisis Intervention Team (CIT)** is defined by *Browning, Van Hasselt, Tucker, and Vecchi (2011)* as “a type police-based specialized response, which involves collaboration between mental health and law enforcement involving specialized training for law enforcement officers in mental health issues, crisis intervention/de-escalation, and service user-friendly mental health resources”.

*continued on page 42*

### The CIT: A Revolutionary Tool for Assisting Those Suffering from Mental Crisis *continued from page 41*

It has been well documented that the CIT was born out of a tragedy (*Watson & Fulambarker, 2012*). The CIT was created in 1988 in Memphis, Tennessee and *Browning, et al. (2011)* recalls the event as told by *Vickers (2000)* in that it involved the Memphis Police Department's responding to a call involving an individual who had been diagnosed with schizophrenia and who also was known to have suicidal tendencies. The subject was known to many officers but those responding to this particular incident were new and unfamiliar with the individual. The subject became agitated when confronted by the officers as well as by their demanding that he drop a knife in his possession. During the course of the altercation, the subject made sudden movements, which resulted in his being fatally shot by the officers. As a result of this tragic event, a collaborative effort was born and which would bring about the creation of the CIT. *Steadman, Deane, Borum, and Morrissey (2000)* makes mention of this collaborative framework, and which included the **Memphis Police Department**, the local chapter of the **National Alliance on Mental Illness (NAMI)**, and the **Universities of Memphis and Tennessee** in developing a specialized response team within the police department for the purpose of assisting those in a mental crisis. *Dupont, Cochran, and Pillsbury (2006)* defines NAMI as "a nonprofit, grassroots advocacy organization whose mission is the elimination of mental illnesses and to improve the quality of life for those who are affected". One of the most renowned results of this collaborative framework was the creation of a single location mental healthcare facility known as "**The Med**". *Browning, et al. (2011)* describes this facility as having a no-refusal policy for police referrals and a speedy intake process which allows police officers to admit persons with a mental illness and to resume their patrol duties in approximately 30 minutes time.

The makeup of a CIT is comprised of three core elements: the law enforcement, the mental health, and advocacy communities. *Dupont, et al. (2007)* go into great detail in describing these three components in their article "*Crisis Intervention Team Core Elements*", which bears further reading in order to gain a greater understanding of each component and its role in the CIT. The purpose and goals of CIT are revealed by *Dupont et al. (2007)* as being twofold... the improvement of officer and consumer safety and to redirect individuals with a mental illness from the judicial system to the mental health care system.

The training required for CIT members entails a 40 hour course which consists of class-

room didactics, experiential role-play scenarios, field visits to local mental health facilities, and the participation in a ride along program (*Ellis, 2011*). The training course is very comprehensive and includes lectures which covers many topics, some of which include the policies and procedures of CITs, community resources which are available to CIT members for assisting those in a mental crisis, the recognition and understanding of the signs and symptoms of mental illnesses, alcohol and drug assessment, crisis intervention, and de-escalation skills. For a more comprehensive list of the curriculum involved in CIT training, the reader should refer to the article by *Dupont et al (2007)*. The goal of CIT training, as stated by Ellis, is to train law enforcement personnel in redirecting individuals suffering from a mental illness and whom have engaged in noncriminal activities to the appropriate treatment services instead of the criminal justice system.

## CIT AND CRISIS NEGOTIATIONS TEAMS (CNT)

Crisis negotiations has not always been at the forefront of law enforcement. **McMains & Mullins** point out that prior to 1973, there was no training in crisis management, hostage negotiations, or abnormal behavior in police departments. *O'Neill (2012)* supports this fact by pointing out that the use of negotiations by law enforcement dates to the tragedy which occurred at the 1972 Olympic Games in Munich, Germany. **McMains & Mullins** discusses the "second generation" of negotiations in the 1980s as having evolved from prisoners and terrorists to situations involving emotionally disturbed individuals, trapped criminals, and domestic incidents. They also reveal that in the 2000s, negotiations evolved even further due to crisis situations having taken on a greater emphasis being placed upon them by the media and general public.

The individuals who must attempt to quell the aforementioned situational types, as well as those involving hostages in a peaceful manner, are those who belong to a "**Crisis Negotiations Team**" (CNT). The evolution involving both the CIT and CNT is that of their cross-training/ blending with one another in order to bring about a peaceful resolution to critical incidents, including those involving individuals having a mental illness. Hostage situations requiring negotiations is a regularity in the existence of a CNT. *Miller (2007)* states that "hostage negotiations is all about psychology", herein is the parallelism of the CIT and

CNT. The cross-training between these two entities is beneficial to both and is a common practice in contemporary society. *Noesner (1999)* points out that many law enforcement agencies continue to utilize a linear approach to crisis resolution rather than a synchronized approach (i.e. the relationship/collaboration between the CIT and CNT).

A cross-training with or having a CIT officer(s) as a member of a crisis negotiations team is beneficial for both the CIT and CNT. The duties of a CIT officer acting as a member of a crisis negotiations team are varied but critical. *Lanceley* points out that while a mental health professional such as a CIT officer does not negotiate, they do provide an assessment of the mental state of the subject/offender, make recommendations for negotiation techniques and approaches for the CNT, and can render emotional and stress management support to the team. *Kitaeff (2011)* provides other areas of training that a mental health professional/consultant such as a CIT officer should possess which will allow them to better operate with a CNT. He states that said individual(s) should attend a basic negotiator school and should also be familiar with the literature of hostage/ crisis negotiations, critical incident response, SWAT operations, and high-risk operations. On the other hand, CNT members should receive and/ or possess training in areas related to that of the CIT. It would behoove CNT members to possess a working knowledge of the various mental illnesses (and their signs and symptoms) which may be encountered in the field. CNT members should also be trained in various aspects of the behavioral sciences such as the interpretation of body language and the recognition of verbal cues that may arise from a subject/ offender.

Another area in which CITs and CNTs cross-train is in that of the utilization of the FBI's "**Behavioral Influence Stairway Model**" (BISM). The BISM is described by *Vecchi (2009)* as a process for developing a relationship between a communicator (i.e. hostage negotiator, CIT member) and an individual in crisis which results in influencing said individual to accept and act upon the suggestions made by the communicator. The BISM is comprised of four stages and Vecchi describes each stage in great detail. The stages of the BISM are as follows:

**A) Active listening:** This stage is the foundation of BISM. It allows the communicator to initiate/encourage conversation with the individual in crisis, and which is done through the usage of various active listening skills (ALS) such as

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## The CIT: A Revolutionary Tool for Assisting Those Suffering from Mental Crisis *continued from page 42*

paraphrasing, mirroring, and summarizing their understanding of the individual's plight in their own words.

**B) Empathy:** This stage alludes to an identification with and understanding of the individual's situation, feelings, and motives. Vecchi points out that empathy should not be confused with sympathy which involves pity for the individual, but rather allows the communicator to understand and then to be understood by the individual in crisis.

**C) Rapport:** Once empathy has been affirmed from the viewpoint of the person in crisis, a rapport can develop between the individual and the communicator and which is based upon trust and mutual affinity.

**D) Influence:** The final stage of the BISM is brought about by the communicator's having "earned the right" to make suggestions to the person in crisis which pertains to identifying solutions and alternative means for resolving the situation.

Vecchi states that the BISM has been honed over the past 30 years and that it has been shown to be highly effective in resolving crisis without injury and within relatively short periods of time. There are other ways by which those in either a CIT or CNT (or both) have or currently use for cross-training in order to better meet their goals. One such method is described by McMains & Mullins, and it is that of competitions amongst hostage/crisis negotiations teams. They deem this type of training as "external training". This competition has been held annually in San Marcos, Texas since 1990. Since mental health professionals such as CIT officers are frequently a member of a CNT, this type training is beneficial to both in the "cross-breeding" of their skillsets.

Lastly, one other training method provided for by McMains & Mullins is that of the use of roleplay training, which they deem as "internal training" in that it can be conducted within a team such as a CIT/ CNT and does not require members to travel to compete as in the previously mentioned competition training. McMains & Mullins state that roleplay training is one of the most widely used and valuable forms of training. In this type training, participants are exposed to replicated scenarios/ situations which they may face in the field (i.e. hostage-takers, mentally ill and/ or suicidal individuals). This type of training educates participants on how to de-escalate potentially volatile situations and it also allows them to gauge their performance and to ascertain areas requiring improvement. This type of

training exercise is widely used by CITs as well as by the previously discussed CCRT. The value of this type of training methodology is in its ability to better educate and prepare participants on possible real world situations from a practical standpoint.

The cross-training/intermingling between CITs and CNTs has shown positive results. McMains & Mullins illustrate this by providing the example of the Weber County Utah Sheriff's Department, which has appointed a lieutenant to command both the department's negotiations team as well as its CIT program.

## CONCLUSION AND SUMMARY

The history of crisis intervention has evolved throughout the years, allowing for persons in mental crisis to receive much needed assistance. The crisis intervention team (CIT) was created as a result of a tragic event. It was through a collaborative effort made by various agencies and organizations that has made this method of crisis intervention possible. The CIT has proven to be successful in its goal of assisting these individuals and has been emulated by law enforcement agencies nationwide. The CIT has been successful and has evolved beyond that of its original scope in that it now cross-trains with Crisis Negotiations Teams (CNT), and oftentimes, a CIT officer is a part of a CNT also. The cross-training involved between these two interventional entities consists of areas in the behavioral sciences such as the Behavioral Influence Stairway Model (BISM), which can assist in the de-escalation of potentially volatile situations. Other cross-training methods such as team competitions and the use of roleplay scenarios has been shown to be productive in assisting with those suffering from some form of crisis.

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## FBINAA


# Charitable Foundation

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The 2017 hurricane season has been one for the record books. The first major storm was **Hurricane Harvey** that caused devastation in the Caribbean and then the Houston area of Texas. Soon afterward, **Hurricane Irma** also struck the Caribbean before hitting Florida. Many members have suffered extreme to total damage from these storms. The Charitable Foundation has been working to get aid to members as we learn of their needs. Here is one story worth telling.

**Doug Hummel**, a graduate of the 173rd session, and his wife **Patty** sustained major damage to their home in Naples, Florida from Hurricane Irma. They had direct damage from the storm itself, but it appears likely they were also struck by a tornado spawned by Irma.

A very typical "proud cop" reaction to offers of aid is "Please save the money for people who really need it." As a result, the Foundation tries to avoid asking in advance. We simply work to get assistance in the member's hands and ask that they consider paying it forward by supporting the Foundation in the future when they can. In this case, on approval the check was sent to a nearby friend and session mate, who set up a lunch with Doug and Patty and presented the check. It brought tears to their eyes, and the friend learned that the \$2,000 would pay for nearly half of their insurance deductible. We have heard directly from the Hummels that "The check from the FBINAA Charitable Foundation will help us so much! When we get past this we will be making donations to pay it forward."

A core group of 173rd session graduates has remained very close over the years and, on hearing the story, at least one other member pledged in a group email to support the Foundation in the future. The Charitable Foundation was formed in 2010 just for stories like this! We hope that you will also do what you can to support your foundation so that we can help more members in times of need. Please visit [www.fbinaa.org/foundation](http://www.fbinaa.org/foundation) to learn about the different ways you can support the FBINAA Charitable Foundation and read about all the ways your donation is lending support. 

### How Local Law Enforcement Can Collaborate to Acquire Use of Force Training Simulators *continued from page 31*

Arizona and Utah have been involved in creating state programs to buy and install five-screen use of force simulators across their states for intensive training by their own officers.


Federal asset forfeiture programs, where assets and proceeds of criminals involved in federal crimes can be seized and distributed, are also potential sources of funding for such investments, as well as possible special assessments on traffic tickets and other fees and fines, say experts. State attorney generals can also potentially help procure funding for local departments through grants from the U.S. Department of Homeland Security.

Ensuring that officers and police departments have the right training tools to prepare for their work in their communities is a growing



goal across our nation. Providing the best, most accurate realistic police simulator training is something we can all work to achieve to improve protections for the public and our officers as they do their jobs.

Deputy Chief Cox of the St. Louis County Police Department agrees, adding that his department requested that its simulator include a variety of additional non-shooting encounters in its accompanying video scenarios for training in all kinds of situations.

"The police are the ones seeking this out," he said. "We want whatever we can possibly get to prepare our officers for a deadly force encounter or a non-deadly force encounter." 



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