

The Magazine of the  
FBI National Academy  
Associates

# NATIONAL ACADEMY ASSOCIATES



March/April 2014  
Vol. 16, No. 2

*A Holistic Approach to*

# Active Shooter Response

**PLUS** | Exploring Potentially Lethal  
Law Enforcement Errors

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# CONTENTS



10



14



March/April 2014  
 Volume 16 • Issue 2  
 The Magazine of the  
 FBI National Academy Associates

### Features

- 10** A Holistic Approach to Active Shooter Response  
*Stuart K. Cameron*
- 14** The Challenge of the New Police Officer in Shaping Our Future  
*Frank Leonbruno*
- 16** Exploring Potentially Lethal Law Enforcement Errors  
*James J. Sheets*
- 18** Q&A with Ellen Kirschman

### Columns

- 4** Association Perspective
- 7** Chapter Chat
- 20** A Message from Our Chaplain
- 22** Historian's Spotlight
- 23** Staying on the Yellow Brick Road

### Each Issue

- 6** Strategic, Corporate & Academic Alliances

### Ad Index

- American Military University
- 2** Quantico Tactical
- 5** Trident University
- 9** Capella University
- 25** University of Phoenix
- Justice Federal Credit Union

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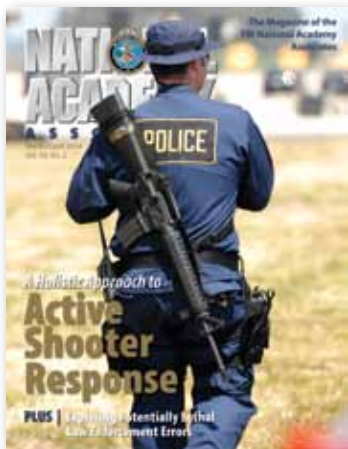
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ISSUE	EDITORIAL DEADLINE	MAIL DATE
Jan/Feb	12/1	2/28
Mar/Apr	2/1	4/30
May/Jun	4/1	6/30
Jul/Aug	6/1	8/30
Sep/Oct	8/1	10/30
Nov/Dec	10/1	12/30



**On the Cover:** Many law enforcement agencies across the United States have spent a great deal of time and effort preparing for the potential of an active shooter event in their communities. They have developed procedures, purchased equipment and trained their officers to rapidly deploy in an effort to neutralize the threat and stop the potential loss of life. These efforts are now a necessary strategy for law enforcement agencies.

# MEET THE CANDIDATE SECTION IV REPRESENTATIVE



**KENNETH M.**

# TRUVER

**Chief of Police, Borough of Castle Shannon  
W. Pennsylvania Chapter, FBINAA**



## Fellow Graduates,

It is with great pride and humility that I offer my service to the Association as the **Section IV Representative** for the FBINAA National Board and the 9 Chapters which make up Section IV; Connecticut, Eastern Pennsylvania, European, New England, New Jersey, New York/Eastern Canada, Ohio, Western Pennsylvania and West Virginia.



Like many of you, and so we've heard time and again after graduation, the FBI National Academy was one of the highlights of my career. After graduating from Session 225 in June 2006, I was excited to take an active part in my local chapter here in Western Pennsylvania, serving on the YLP committee, the Scholarship committee and the Membership committee, and as Vice President, President in 2011-12 and currently on the Executive Board.

My first National Conference was in Boston in 2010. (I haven't missed one since.) It was there that I met many of my friends in Section IV, and where the seed was planted that I would consider running for Section Representative. With much encouragement and support, I announced my candidacy at the annual Section IV meeting in Pittsburgh in September 2012.

I wish to express my gratitude to all of the Chapters (I'm sorry I didn't make it to Europe) in Section IV and the members who have been very hospitable and welcoming, as I campaigned throughout the northeast. I am additionally humbled that I have been endorsed formally by Connecticut, Eastern Pennsylvania, Western Pennsylvania, New England, New Jersey, New York State/Eastern Canada and West Virginia.

*continued on page 17*

## ASSOCIATION PERSPECTIVE

by *President Laurie Cahill*

### Greetings!

Finally, the winter weather is behind us and the arrival of spring is here. This time of year brings about renewal in many ways... annual spring cleaning, reorganizing our workspace, planting, and around the house clean-ups, which are usually indicative of improving weather. By now, I'm certain your Chapter's Executive Board has planned many new training opportunities and social events to keep you in touch with each other, as well as learning about the most current law enforcement topics, issues and trends.


Recently, the FBINAA Chapter Presidents and Secretary/Treasurers convened at the FBI Academy for our annual meeting to discuss the latest happenings within your Association. Unfortunately this year, we experienced yet another forecasted snowstorm which blanketed the Quantico area, thereby shutting down the FBI Academy and the Federal government. As a result, many of our scheduled instructors and FBI partners were unable to make the trip to be with us. Even as these obstacles surfaced, the Chapter Officers took it in great stride and it was another productive time together. For the first time, we surveyed the group to make recommendations for topics for our upcoming meetings during the **Annual Training Conference** in Philadelphia, as well as for next year's **Chapter Officers Meetings**. We were also blessed to share quality time with some of our valued sponsors. **5.11 Tactical** was amazing and provided the attendees with a home-cooked meal that will not be forgotten. We greatly appreciate all of our **Strategic and Academic Alliances**, who are a special part of our FBINAA family. As a result of our Chapter Officers' continued commitment and dedication to the FBINAA, these times together always prove to be beneficial for our organization and to the members that we serve.

This is also the time of year where we challenge our members to renew their membership dues. I am happy to report to you that many members have made great efforts to renew their dues on time. Please note that the **dues deadline is May 31st**. That means that on June 1st, anyone who has not renewed their membership dues, will be deactivated in our system and you will no longer be entitled to your member benefits, have access to the website and the Member Directory, and will no longer receive "*The Associate*" magazine. Your participation within our Association means so much so please continue to share in your NA experience and stay connected!

I want to further challenge each of you to reach out to a fellow FBINA graduate or session-mate that might have fallen away and bring them back into our dynamic Association. As the strongest law enforcement network in the world, our members are what make that happen each and every day. I would also like to ask you to send us your experiences and stories as to how the FBINAA has strengthened your professional and/or personal life. Excerpts about how your experience during the FBI National Academy program and/or after your return home, have contributed to either solving a case or helped you in some other way. This will help us to showcase the significance and importance of the FBINAA. Please send your experiences and digital photographs to **Ashley Sutton**, Communications Manager, at [asutton@fbinaa.org](mailto:asutton@fbinaa.org). Thank you in advance for your time on this project.



I look forward to seeing many of you at your upcoming Chapter conferences and events, as well as the **Annual Training Conference** in Philadelphia. please remember to register as this year's gathering will be memorable to say the least. The **Eastern Pennsylvania Chapter Planning Team** have been working tirelessly for you to experience a spectacular time with your family at our Nation's birthplace.

Please do not hesitate to contact me, any of our Executive Board members or Executive Staff Team members if we can be of service to you. I want to thank my fellow Board members and the hard-working staff team who work hard each and every day to serve you. We continue to work on our initiatives, especially in the area of training with our sister organizations to bring our members additional quality learning and networking opportunities. Please stay safe and try to enjoy each and every day! I salute you and thank you for your service to your community and for staying active in the FBINAA! 

All the Best,

*Laurie Cahill*

Laurie Cahill  
2014 *President*

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# CC

## CHAPTER CHAT

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

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

Ashley Sutton, Communications Manager  
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### ARIZONA

■ The **Annual Membership BBQ** was held again at Sahuaro Ranch Park in Glendale this year. The food, camaraderie, and raffle prizes were outstanding, as usual. Grill Masters **Joe Brugman, Joe Gaylord**, and **GT Fowler** did a great job with the steaks and chicken. One of the highlights of the evening was the presentation of a commemorative **FBINA Sig Saur Memorial Firearm** to **Roger Ripley** for his 30 years of service to the Arizona Chapter of the National Academy. Roger quietly works behind the scenes at virtually every event the Chapter puts on. The firearm was presented to him by FBINA 1st Vice President, Section I, and Arizona Chapter member, **Joe Gaylord**.



(L-R) Joe Gaylord with Roger Ripley.

■ We hope that those who attended our **Spring Trainer** in Peoria got a lot out of Assistant Chief (Ret.) **Randy Watt's** presentation on "Leadership Under Pressure." The Board is actively planning additional great presentations for our **October Retrainer** in Pinetop-Lakeside. Hope to see everyone at that one as well.

■ The Executive Board is excited to host another **Arizona**

**Leadership Education and Development (ALEAD) Academy** on the Campus of Northern Arizona University (NAU) in Flagstaff. This year's Academy will be held June 1-6 for another group of talented youth.

#### Promotions

■ Congratulations to **Joe Shelley** (247th Session) on his recent selection as Police Chief for City of Show Low. Joe previously worked as a Commander for the City of Mesa Police Department. We wish him well in his new position.

■ **Brian Seastone**, 213th Session was promoted to Chief of Police of the University of Arizona Police Department, where he has served since 1980.



Brian Seastone

■ **Anthony Daykin**, 198th Session retired from the University of Arizona Police Department, as Chief on 1-2-14, after a 13-year career at UAPD. Daykin, joined UAPD in 2000, after retiring from the Tucson Police Department, as Asst. Chief. Daykin served Arizona's law enforcement community for 40 years.



Anthony Daykin

### CALIFORNIA

■ **Lt. John Conneely**, Session, 228th Session, retired from the San Francisco Bay Area Rapid Transit District (BART) Police Department on August 29, 2013, after 28 years of service. He celebrated his retirement, and 50th birthday, with a month-long trip to Ireland. There, John enjoyed the hospitality of his #228 classmate **Denis O'Leary**. Denis had retired two months previously, also upon turning 50, from the **Irish National Police force, An Garda Siochana**, with the rank of superintendent.



John Conneely

■ The passing of **Michael "Mike" Loughran**, 61, 175th Session, while snorkeling in Maui with his wife, **Denise** will surely be missed. Mike joined the Napa County Sheriff's Office in 1977, where he rose through the ranks and served as undersheriff. Mike was also known as the sheriff's department Santa Claus visiting children in the Napa area. His wife and two children survived Mike.

■ (Sacramento, Ca) - **Kristen Anderson** passed away March 24, 2014. Kristen was recruited as a FBI agent in 1979 and eventually became the National Academy Coordinator retiring in 2005. Kristen will be missed by all of us.

### New California Chapter Board Members

■ 4th VP – **Mike Barletta**; Mike is a Commander with the San Diego Sheriff's Department. He attended Session #222. He is married to **Anita**, and has 3 children.

■ Secretary – **Roxana Kennedy** is a Captain with Chula Vista Police Department. She attended Session #243. She is engaged to **Mike Tardy** and will be married this September. She has a daughter and two-step sons. Roxana enjoys playing golf and tennis and volunteering with two non-profit organizations in her spare time, Project Compassion and Athlete's for education.



(L-R) Mike Barletta, Jim Wickham, Roxana Kennedy.

■ Historian – **James Wickham**, retired as Captain from Mill Valley Police; retired as Police Chief for Nevada City Police Department; currently the Public Safety Specialists for PG&E. Jim attended Session #214, married with five children and two grandchildren.

■ National Academy Coordinator – **Brian Jones** - Brian works for the FBI, Sacramento Division. He

continued on page 8

# CHAPTERCHAT

*continued from page 7*

is a Special Agent who serves as the National Academy Coordinator.

## Upcoming Events

■ **31st Annual Gene Jones Memorial BBQ and Shoot** at the Alameda Sheriff's Range is scheduled for June 13, 2014. Contact **Ken Tanaka**, 3rd VP for information.

■ **California Advance Training Conference** set for September 2-5, 2014, Sheraton Grand Sacramento Hotel, Sacramento, Ca. The conference theme will be "Leadership Under Pressure" with topics such as "The Dorner Manhunt," "The Psychology of Decision Making," and "Leadership under Pressure" to name a few. More information and registration at [www.fbinaacalifornia.com](http://www.fbinaacalifornia.com).

■ Welcome to the recent NA graduates from the SF Division, 256th Session: **Lance A. Brede**, East Bay Regional Park District Police Department; **Kenton R. Dunkel**, Mill Valley Police Department; **Craig A. Eicher**, Pleasanton Police Department; **Robert W. Knill**, Watsonville Police Department; **Sekou T. Millington**, Oakland Police Department; **Kirk A. Stratton**, Colma Police Department.

■ Congratulations to **Stanley Friedman**, 134th Session, who recently retired after 40 years of service to the law enforcement profession. Stanley retired from the U.S. Federal Reserve Police and has worked at several other local, state and Federal agencies, serving at various positions and ranks along the way. Stanley has been a member of the NAA, California Chapter for 30 years.

■ **Paul Capraro**, 240th Session, was named Pomona Police Department's new Chief of Police. **Mary Leef**, 213th Session, is retiring after 34 years with the Los Angeles County Sheriff's Department.

## Youth Scholarship Update

■ The California Chapter will highlight some of our youth scholarship recipients and this quarter **Kelsey Moty** has been selected:

Kelsey wrote: Thank you CA Chapter for your funding and support!

The scholarship has helped alleviate some of the cost of books and tuition. I will be graduating this May with high distinction from UC Berkeley with a B.A. in Psychology and Linguistics and a minor in Polish Language and Literature. This summer I will continue with my research on language learning and cross-language differences in thought by working in the Language and Cognition Lab at Stanford University. Additionally, I will be applying for cognitive science Ph.D. programs this fall. Congratulations Kelsey and I know your father retired Chief Leonard Moty, 192nd Session, and families are proud, as we are!

■ **Katie Fracoli**, (**Bob Fracoli**, 210th Session - Father), 210th Session attended the YLP. Katie utilized some of the leadership skills she learned at YLP as the captain of her high school flag team; they competed around the state at a very high level.

Katie graduated high school in 2006, and went to the University of California Davis. In 2010, she earned a degree in genetics, graduating with high honors. This past December, Katie graduated with highest honors from the Baylor College of Medicine in Houston,



*Kelsey Moty*



*Katie Fracoli*

as a Physician Assistant. She is now employed as a PA at the LBJ General Hospital in Houston, TX, where she works in the emergency room.

■ **Nico Mitchell** (**Hardwood Mitchell**, 214th Session - father), YLP had such an influence on me that after I graduated, I aspire for a career in law enforcement after my time in the military. YLP definitely showed me what my true interests were and the experience I obtained from it comes unmatched. I will be attending California State University, Chico in the fall of this year.



*Nico Mitchell*

## FLORIDA

■ On Feb. 12, 2014 the United States Senate confirmed **Amos Rojas Jr.**'s nomination to become the next United States Marshal for the Southern District of Florida, and on Feb. 18, 2014 President Obama signed the appointment. Marshal Rojas graduated from the 209th session of the FBI National Academy and is an active member of the FBINAA Florida Chapter.

■ Congratulations to **Paul Rooney**, 233rd Session, (retired Orlando PD Chief) has been appointed to Director of Security & Safety at Valencia College

■ It is with sincere sadness that the Miami-Dade Police Department announces the loss of former Deputy Director **Eduardo (Eddie) Gonzalez**, 113th Session. On March 14, 2014, Mr. Gonzalez passed away after suffering a heart attack.

## E. PENNSYLVANIA

■ Congratulations to Chief **Zenny Martyniuk** who recently retired after 39 years of service with the Bridgeport Borough Police Department. Martyniuk started as a Part-time Patrolman in 1974

and became a Full-time Officer in 1976. He was then assigned as Juvenile Officer

shortly thereafter, and became Sergeant in 1981. He was honored to be the first member of the Bridgeport Police Department to attend the FBI National Academy Session 171 in 1992. Upon graduation from the Academy, Martyniuk was promoted to Chief of Police in 1993, the position he held for twenty years until his retirement on December 31, 2013.



*Zenny Martyniuk*

## INDIANA

■ Congratulations to **Jim "Jimmy" Cleek**, 256th Session, who was promoted to Major of the Indianapolis Police Department.

## MARYLAND/DELAWARE

■ On Friday, March 7, 2014, the FBI National Academy Associates Maryland-Delaware Chapter Immediate Past President **Ralph Holm**, along with the current Executive Board, hosted the Chapter's Annual Past-Presidents Luncheon at the La Casa Pasta restaurant in Newark, Delaware. Twelve past presidents, and their guests, joined Past President Holm for a social hour and lunch sharing some laughs, stories old and new, and great food. Current Chapter President **Teresa Walter** presented Ralph with his official National Academy Associate's Past President pin while Ralph

*continued on page 13*



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# *A Holistic Approach to*

# ACTIVE SHOOTER RESPONSE

Stuart K. Cameron





Many law enforcement agencies across the United States have spent a great deal of time and effort preparing for the potential of an active shooter event in their communities. They have developed procedures, purchased equipment and trained their officers to rapidly deploy in an effort to neutralize the threat and stop the potential loss of life. These efforts are now a necessary strategy for law enforcement agencies. In order to comprehensively prepare for an event of this nature, agencies also need to plan and train for the time period directly after the shooter has been stopped. Once the shooter has been neutralized the potential exists for law enforcement agencies to encounter a very unique large mass casualty incident or MCI.

**D**ue to the potential for ongoing threats, during an active shooting incident and the immediate aftermath, it is very likely that emergency medical resources will stage some distance from the incident location and seek direction from law enforcement. The overall uncertainty as to whether there is an ongoing hazard posed to EMS staff will be a valid concern. Even after a shooter has been stopped from harming people it may be difficult for law enforcement to assure medical responders that the incident location is safe for them to enter, since visible law enforcement tactical operations will be ongoing to clear the remainder of the involved structure. In many cases the search for potential improvised explosive devices and possible presence of hazardous materials may continue for hours or even days. All of these secondary hazards have been observed at one time or another in prior mass shooting events. For example, the attack on Columbine High School in 1999, involved two attackers and a large number of improvised explosive devices, including some apparently meant to harm first responders.<sup>1</sup> When James Holmes attacked the Century Theater in Aurora Colorado, he dispersed a gaseous irritant which briefly delayed police in entering the theater.<sup>2</sup> As a result it is entirely plausible that emergency medical personnel may remain unwilling to enter the targeted location and therefore portions of their standard MCI plan may be thereby negated. This level of caution on the part of non-law enforcement responders is quite reasonable as they have been specifically targeted during prior attacks, such as the recent event that occurred in Webster, New York in December of 2012.<sup>3</sup> During this

event firefighters came under rifle fire when they responded to a structure fire. Two were killed and two others were wounded.

The vacuum created by the lack of on-site EMS will force law enforcement to become far more involved in the initial triage, treatment and extraction of wounded victims than they would ever be during a more routine MCI, such as a large automobile accident. In order to compensate for this absence of EMS providers a comprehensive active shooter response plan should be in place. The plan must be holistic, comprehensive and include the entire timeline of the event and not simply end once the shooter has been neutralized. This forethought and planning is especially critical in municipalities that have decentralized groups of volunteer EMS providers, due to the increased difficulty in overall coordination among many entities. Training and exercises should be held regularly and include both the time after the shooter has been stopped, as well as the time leading up to it. Many school plans include a lockdown/lockout configuration should an attack begin in their building. Exercises should include how entry will be gained into a building and anticipate issues that could cause delays in providing care, such as schools that lock all exterior doors and refuse entry to unidentified responders.

Agencies must plan, train and exercise for all aspects of an active shooter event to include the necessity of setting up inner and outer perimeters, quickly establishing traffic control, rapidly mobilizing additional personnel, extracting the wounded to a central

*continued on page 12*

## A Holistic Approach to Active Shooter Response *continued from page 11*

casualty collection point, establishing a liaison or direct communications line to the EMS staging area, and facilitating the safe movement of ambulances from the staging area. Upon arrival at the incident patients can be moved from the casualty collection point and then on to a hospital or a secondary triage area at a safe location. Additionally, for mass shootings occurring at school facilities, law enforcement should attempt to direct self-responding parents to a predesigned reunification center to prevent them from interfering with the flow of emergency vehicles into and out of the affected area. As the building is cleared, law enforcement must assist with the movement of the building occupants to a reunification center or other safe location. All of these actions must be conducted while officers remain vigilant for the potential of secondary threats and the possibility of diversionary tactics.

### MEDICAL ISSUES

The two tactical medics who accompanied the SWAT teams that entered Norris Hall to assist victims of the 2007 Virginia Tech attack have been credited with saving the lives of several wounded victims. In fact, no one that received care from these medics succumbed to their injuries.<sup>4</sup> All of these victims were extracted from the building and transferred to the care of EMS personnel by police officers who had heroically entered the building. Clearly this was not a standard MCI. Law Enforcement agencies should assess their ability to provide preliminary medical care to the victims of a mass shooting once the shooter has been neutralized. These plans may include incorporating tactical medics into a response and including combat care protocols, such as the use of tourniquets and quick clot packs. In order to maximize survival, police personnel may now be required to extract these victims. Prompt liaison with EMS will be necessary for unified action. Once adequate personnel have been deployed to neutralize the suspect, efforts should be focused on victim care and extraction. Getting timely medical assistance to those who have been seriously wounded during the attack may be the key factor in saving their lives. Police should quickly establish an EMS staging area or determine its location if it has already been established. Direct communications should be set up with EMS providers, or a police liaison officer should be assigned to facilitate coordination. A casualty collection point, CCP, should be established in a reasonably safe location, outside the involved structure preferably in a sheltered area, but as close to the victims as reasonably possible. The CCP is a central location that injured victims would be brought to, in order to facilitate their transfer to EMS providers.

Force protection should be assigned to the CCP and it should be checked for secondary threats, such as improvised explosive devices.

### TRAFFIC CONTROL & PERIMETER SECURITY

Traffic control must be established by police as soon as possible. In a school event, it is highly likely that parents will be notified by children who possess cellular phones. Once notified, it can be expected that parents will attempt to respond directly to the incident location to ascertain the status of their children. This could easily bottleneck roadways and clog emergency response routes if not controlled promptly. Schools should be requested to educate parents to respond to a pre-designated reunification center rather than the school itself. Traffic control should be utilized to channel vehicles to this location. Safe routes from the EMS staging area into the CCP should be established, as well as safe egress to a secondary stable triage area or to hospitals should also be planned and controlled. Rather than moving patients from the CCP directly to a hospital, EMS providers may instead wish to move them to a safe location, somewhat removed from the incident scene, to conduct additional triage and further preliminary medical care. Ideally, this triage area should be collocated with a helicopter medevac landing zone to simplify transport by air.

### REUNIFICATION CENTERS

Reunification centers are generally pre-identified in school emergency plans. They are locations to which students would be moved in order to reunite them with their parents after an emergency at a school building has occurred. Law enforcement personnel will need to be assigned to the designated reunification center. As the involved building is tactically cleared and occupants are released from lockdown or shelter they will need to be escorted to the center. Those who may have witnessed the attack will need to be identified and all will need to be accounted for as being safe.

### ADDITIONAL CONSIDERATIONS

Officers should be assigned to the hospitals that will receive the wounded from the event. Law enforcement personnel should make an effort to identify the victims transported to each hospital and this information should be forwarded to the reunification center. A media staging area should be established and made known to traffic and perimeter control personnel. Ideally the department's public information office should proactively push out the location of the media staging area to local news outlets to help facilitate traffic control. Advance training

should be offered to EMS providers to ensure that evidence is preserved, including clothing and bullet fragments from the wounded.

Training law enforcement personnel to rapidly respond and neutralize an active shooter is critical in order to mitigate the casualties once an attack has occurred. However this alone is not adequate preparation. Agencies must plan for the totality of the circumstances that they face, which may include large numbers of critically injured people incapacitated in a potentially hazardous location. Much of the initial response burden will fall to law enforcement until the scene can be stabilized. Adequate recognition of this fact and planning to address it will help to save lives.



*About the Author:* Stuart Cameron is a 29-year veteran of the Suffolk County Police Department and he is currently assigned as the Assistant Chief of Patrol. He is a graduate of the 208th session of the FBI National Academy and he has a Master's Degree from SUNY Albany. Chief Cameron has spent the vast majority of his career in patrol, including over a decade overseeing the operations of the department's Special Patrol Bureau. During his tenure within the Special Patrol Bureau the chief supervised numerous tactical assignments, barricaded subjects, bomb squad call outs, large crime scene searches, hazardous material incidents and he was actively involved in school and corporate security planning with both public and private partners.

Chief Cameron chairs the committee that developed the concept of operations for the Securing the Cities Program, the largest threat reduction program of its kind in the United States. Chief Cameron has developed several innovative public safety programs, five of which have been recognized with National Association of Counties Achievement Awards.

#### Ends Notes:

- 1 Jeff Kass , "Columbine, A True Crime Story" Ghost Road Press Denver, Colorado, 2009
- 2 CBS/The Associated Press, "James Holmes built up Aurora arsenal of bullets, ballistic gear through unregulated online market" [http://www.cbsnews.com/8301-201\\_162-57478749/james-holmes-built-up-aurora-arsenal-of-bullets-ballistic-gear-through-unregulated-online-market/](http://www.cbsnews.com/8301-201_162-57478749/james-holmes-built-up-aurora-arsenal-of-bullets-ballistic-gear-through-unregulated-online-market/) July 23, 2012 (Accessed March 23,2013)
- 3 New York Daily News, In apparent ambush , "William Spengler, 62, allegedly guns down four volunteer firefighters, killing two while crew battles Webster, N.Y., Christmas Eve house blaze" <http://www.nydailynews.com/news/crime/shooter-opens-fire-webster-n-y-house-fire-article-1.1226541> December 24, 2012 (Accessed March 30, 2013)
- 4 John Giduck, "Shooter Down, The Dramatic, Untold Story of the Police Response to Virginia Tech Massacre" Archangel Group Ltd. 2011



# CHAPTERCHAT

*continued from page 8*

distributed a newly created Maryland-Delaware Past President pin to those in attendance.



Past presidents attending this year's luncheon appearing in the picture from left to right were: **Jim Pianowski, Doug Verzi, Joe Jordan, Nancy Dietz, Ralph Holm, Bobby Cummings, Joe Forrester, Dick LaFashia, Bobby Emory, Mike Maloney, Jim Jubb, Bill Ryan, and Dave Deputy.**



*President Teresa Walter presents Immediate Past President Ralph Holm with his pin.*

## NEW YORK/E. CANADA

The New York City Police Department's F.B.I. National Academy Alumni along with the New York State/Eastern Canada Chapter would like to congratulate the following members of the New York City Police Department on their appointment to positions of leadership within the Department.

■ Police Commissioner **William Bratton**, FBI National Executive Institute.

■ Dep. Comm. of Public Information **Stephen Davis**, 144th Session (NYPD RET).

■ Dep. Comm. of Intelligence, **John Miller** – Commissioner Miller held the position of

Assistant Director of Public Affairs for the Bureau and has been the guest speaker at Chapter Events in past.

■ Chief of Community Affairs Bureau **Joann Jaffe**, 158th Session.

■ Chief **Michael Shea**, Commanding Officer Labor Relations, 179th Session.

■ Chief **Brian Burke**, Executive Officer- Detective Bureau, 212th Session.

■ Chief **James Murtagh**, C.O. Career Development Division, 205th Session.

■ Chief **Theresa Shortell**, C.O. Police Academy, 199th Session.

■ Chief **Steven Silks**, X.O. Patrol Borough Bronx, 200th Session.

■ Inspector **Gary Gomula**, X.O. Organized Crime Bureau, 177th Session.

Inspector Joseph Herbert C.O. JTTF, 200th Session

■ Inspector **Theresa Tobin**, C.O. Collaborative Policing Unit, 189th Session.

## Promotions

■ Inspector **Steven O'Brien**, 195th Session.

■ Dep. Insp. **Anthony Raganella**, 223rd Session.

■ Dep. Insp. **Faust Pichardo**, 237th Session.

■ Lieutenant **Allison Esposito**, 238th Session.

■ Lt/CDS **Christopher Guiffre**, 243rd Session.

## Retirements

■ Chief of Internal Affairs **Charles Campisi**, 136th Session  
 ■ Chief **James Molloy**, Detective Bureau, 193rd Session

■ **Heather Lothrop**, YLP Session #7 (2004) will be graduating from the Washington School of Law at American University on May 18th. She is currently engaged in an internship in DC's U.S. Attorney's Office. In the course of those duties, she was charged with taking two cases from start to finish including trial and in both cases, obtained convictions. Heather's Dad is a local, well respected clergyman. The Reverend **David Lothrop** of Nyack, is the Chaplain for the Clarkstown Police Department as well as for the New York Chapter of Federal Law Enforcement Officers Association (FLEOLA).

■ 1993 Chapter Past President **Richard (Richie) K. Mueller**, 97th Session, passed away on March 11, 2014 at the age of 73 years after a brief illness. Richie is survived by his wife and biggest fan, **Carol Stewart Mueller**. Richie was the father of 5 and grandfather of seven. A Detective Lieutenant who served the Nassau County PD for 39 years and was also an Adjunct Professor of Criminal Justice at C.W. Post for 37 years. Rich proudly served in the US Marine Corps Reserve from 1958-64. Richie was a true professional, highly valued colleague and most important, a cherished friend. He was always active in Chapter affairs, providing quiet support and guidance. He will assuredly be missed by us all.

## NEVADA

■ Captain **John Milby**, Douglas County Sheriff's Office, graduate of NA Session



*John Milby*

242, was recently accepted to the Naval Postgraduate School's Center for Homeland Defense and Security Master of Arts Program in Homeland Security.

## NORTHWEST

■ Lt. **Jerome Miller**, Session 214, retired on April 11th, 2014 after 25 years of service from the Sioux Falls SD Police Department.

## ROCKY MOUNTAIN

■ The Rocky Mountain chapter is planning several **luncheons** for 2014. All of the luncheons will be on the third Thursday of the even months. This is a time to see old friends and listen to quality topics. The **fall training conference** has been scheduled in Pueblo, Colorado at the Pueblo convention center. The training will be September 18 & 19 with a golf tournament at a local Pueblo course on September 17th.

## Member Updates

■ Congratulations to **Bob Brandt**, 178th Session, retired after 40 years in law enforcement. 37 are with Littleton Police. He is spending time at his cabin and is staying busy.

■ **John Garavaglia**, 167th Session retired from Golden Police. He also worked at Glendale and Fort Lupton.

■ After 40 years in law enforcement, Aurora Division Chief **Roger Cloyd**, 207th Session, has announced his retirement on May 2nd. He will be moving to Florida with his wife.

■ Aurora Commander **Kevin Flynn**, 239th Session will be promoted to the Division Chief position in May to take over Roger's duties.

■ **Sean Dugan**, 240th Session, is retiring from Littleton PD after 30 years of service. He is accepting the chief position at the Red Rocks Community College Police Department.

*continued on page 21*

# The Challenge of the New Police Officer in Shaping Our Future

Frank Leonbruno

Recently I attended the graduation of a local police academy. I find it to be an exciting day when such young, enthusiastic, and physically able men and women join the field of law enforcement. It is the spark to an exciting future.

**B**ut not all in law enforcement are as enthused about their appearance. Many are apprehensive about the future of law enforcement in their hands. You see they use those i-phones, i-pads, i-pods, post on Facebook, text incessantly, download videos, and they use hash tags. What the heck is a hash tag anyway?

I remember when I began my career there was no such thing as the public internet, i-phone, lap-top, Facebook or digital camera. But we did have these new amazing inventions called pagers, and were watching with wonder the new desk top computers being introduced with a huge 100mbs of memory.

Veterans who remember law enforcement before the appearance of such technology fear that we are losing the personal interaction skills necessary to interact with the public, gain confessions, and perform our duties through personal contact. Some wonder how they will ever get a confession without texting the perpetrator from across the interview room.

Such fears are not new. We heard similar cries in 1966 when Miranda was first codified. "We might as well give up policing now because it is over. How will we ever catch the bad guys and get a confession when we have to tell them they have the right to remain silent?" Well I think we have caught a few criminals since 1966, obtained a few confessions along the way, and Miranda is now part of our law enforcement lexicon. In short, we will survive the new generation and the technology they bring. We will not only survive, we will advance and rise to a new age of law enforcement.

Hopefully this new generation will not permit the naysayers to dampen their enthusiasm, nor their drive to bring us into a new age. But just as much as I hope they will not be disheartened, I equally hope they do not turn off the veterans who have "adjusted" to the introduction of such modern marvels. In such individuals the new recruits will find great wisdom, fashioned over years of experiences, failures and successes. If they listen they

*continued on page 21*







# Exploring *Potentially Lethal* Law Enforcement Errors

James J. Sheets

As a new Officer Safety Awareness Training Instructor for the Federal Bureau of Investigation's (FBI's) **Law Enforcement Officers Killed and Assaulted (LEOKA) Program**, I have been poring through 20 years of research, including the ground-breaking studies: *Killed in the Line of Duty* (1992), *In the Line of Fire* (1997), and *Violent Encounters* (2006). Under the watchful eyes of my predecessors, the vault doors have opened and I have been granted access to volumes of research materials which were used to develop the preceding studies.

**F**aced with information overload, I've tried to distill common errors of officers have made and are still making to this day. The following errors aren't new and most of us were warned about these errors when we were in the police academy. However, for one reason or another, the lessons have faded with time and research has shown lethal assaults may result with a temporary lapse of judgment.

## ***Lack of deploying appropriate use of force***

Appropriate use of force is critical to the safety of the officer and ending a violent assault. One study, *In the Line of Fire*, noted officers, when initially assaulted, felt it was appropriate to wrestle or tussle with an offender but had difficulty determining when they were actually fighting for their lives. Officers further described trying to recall their departments' approved policy on using deadly force prior to deploying deadly force. In some instances, the recall was too late. Law enforcement agencies should develop clearly articulated deadly force policies and officers should be tested for their recall of these policies.

## ***Improper searches***

Complete searches are a bedrock principle in the policing profession, yet officers are still critically assaulted because they fail to find weapons secreted on a person. *In the Line of Fire* explains officers assaulted with a hidden weapon reported a reluctance to search offenders who ap-

*continued on page 17*



**Exploring Potentially Lethal Law Enforcement Errors** *continued from page 16*

peared dirty or to be a narcotics addict. The reluctance by male officers to search the groin of male offenders was also noted. Offenders who were interviewed were aware of this and reported the groin area was normally where they hid weapons and contraband. When faced with searching members of the opposite sex, some officers are hesitant to thoroughly search the offender. Male officers reported a reluctance to search female offenders and tried to avoid these situations due to possible complaints and lack of department directives. Officers also reported finding contraband disrupted their search and they diverted to an arrest without continuing to look for weapons. When searching, the “plus one” rule of weapons is an effective technique. The rule emphasizes if an officer finds one weapon they should assume they will find another. Departments should stress the importance of proper searching techniques in a variety of situations. Clear policies should be created governing searches on prisoners and offenders from the opposite sex.

**Waiting for backup**

Officers are often faced with situations which require an immediate law enforcement response; circumstances when they must act decisively regardless of geographic area or personnel available for assistance. Research suggests officers who had backup readily available were assaulted and critically injured when they failed to wait for it. The study *Violent Encounters* explained officers must consider the consequences of acting alone – the risk versus the reward. The officers who participated in the study *In the Line of Fire* noted their desires to make an arrest or prevent an escape outweighed their concerns for personal safety. Recommended training would encompass exercises which assist officers to discern when the use of a back-up officer will increase officer safety. Training should incorporate reality-based scenarios to prepare the officers to respond accordingly.

**Procedural errors**


*In the Line of Fire* noted several behavioral descriptors of officers who were assaulted. A recurring theme was the failure of officers to follow established policies and procedures. Not following procedures during traffic stops, arrests, searches, prisoner control, radio communication, or failing to wait for backup were identified as critical areas for concern. Disregarding procedures may place officers at a disadvantage. *The Killed in the Line of Duty* study explained, “...41 percent of victim officers made improper approaches

to suspects or vehicles; and 65 percent were unable properly to control persons or situations.” Understanding this, officer safety is increased by adhering to prior training.

A priority for all law enforcement agencies is ensuring the use of current best practices in training methods. Agencies can continually strive to stay abreast of new methods, literature, studies, procedures, practices, concepts, court decisions, and equipment. As with most areas of concern, adherence to proper training can minimize officer risk. *The Violent Encounters* study noted in-service training should reinforce officer safety principles learned in the academy.

**Conclusion**

Although not all encompassing, these errors are constant themes listed by officers who had been assaulted and participated in the aforementioned studies. The research indicates training is a critical instrument in helping to mitigate officer risk in all relevant areas. Officers who survived critical assault incidents credited safety training, which had been repeated and practiced extensively, as having been a key factor for survival. Officers should take all training seriously and seek the value in each and every training evolution.

Officers who participated in the study stated they did not realize the importance of these exercises. Training creates officers better able to respond to the demands of the profession and better serve the communities they are sworn to protect. For more information, including electronic versions of the studies cited in this article, visit the **LEOKA Special Interest Group (SIG)** site here on LEO. 

**Resources:**

Davis, E. F. & Pinizzotto, A. J. (1992). *Killed in the Line of Fire*. (FBI Publication #0189). Clarksburg, WV: Federal Bureau of Investigation.

Davis, E. F., Miller, C. E., & Pinizzotto, A. J. (1997). *In the Line of Fire*. (FBI Publication #0163). Clarksburg, WV: Federal Bureau of Investigation.

Davis, E. F., Miller, C. E., & Pinizzotto, A. J. (2006). *Violent Encounters*. (FBI Publication #0383). Clarksburg, WV: Federal Bureau of Investigation.



**About the Author:** James J. Sheets, 226th Session, is a former police Lieutenant with 22 years of service, and is now an Officer Safety Awareness Training Instructor with the FBI's LEOKA Program, Criminal Justice Information Services Division.


**Meet the Candidate** *continued from page 3*

In addition to serving on committees at the Chapter level, I have been active at the National level, being invited to provide input to the Finance Committee, Budget Committee, The Space Working Group and the YLP Committee as an at large Section IV member.

My Board/Committee experience goes beyond the FBINAA as well. I have chaired, presided or served on an executive or advisory board for most organizations I have been affiliated with over the past 30 plus years, to include my local Fire Department (past president), my former union and Police Association (past president), our regional Negotiators' Association (team leader), the regional suicide hotline, and the regional Salvation Army Temple Corps.

I retired from another suburban Pittsburgh Police Department (Mt Lebanon) in 2009 as the Deputy Chief of Support Services, and took the helm of my current agency, Castle Shannon Borough the next day. I currently serve on the Police Chiefs advisory board of our local council of governments, and am on the executive board of the Allegheny County Chiefs (3rd VP), Western Pennsylvania Chiefs (Vice President) and the Pennsylvania Chiefs of Police.

I am consistently impressed with the professionalism and transparency of the current FBINAA Executive Board, and I am somewhat intimidated by the legacies of role models from Section IV who have preceded me, to include our current President Laurie Cahill, (New Jersey) and incoming 3rd VP Scott Dumas, (New England), but with my past and present board and committee experience, I hope to bring continued consensus building and collaboration, as well as continued sound governance to the FBINAA National Executive Board.

My neighbors to the east (Eastern PA Chapter) have been true friends and supporters of my campaign since the initial announcement. I know that they have a spectacular event planned for us in July and I hope you will join us in Philadelphia for the 2014 annual conference. I would certainly appreciate your support for my candidacy for Section IV representative. 







# Q&A w/ Ellen Kirschman

## Author and Police/Public Safety Psychologist

**Q:** You have been a police and public safety psychologist for more than 30 years. What are some of the biggest issues police officers face today? Are they different than in the past?

**A:** Many things have changed since I became a police psychologist. The threat of foreign and domestic terrorism since 9/11 has added extra pressure on law enforcement as has increased gang activity. New technology, such as cell phone cameras, dash-cams, lapel cameras, place officers under increased scrutiny that can be both a benefit and a challenge. Economic instability now threatens officers with layoffs and reductions in benefits. No longer is policing a secure job with a secure pension. A voracious, 24 hour news cycle underplays the thousands of everyday examples of good police work in favor of the aberrant scandal. The spread of AIDS has influenced the way all emergency responders work and changes in the way society treats the seriously mentally ill has forced police departments and jails to provide services once managed by health professionals and mental hospitals.

**Q:** Your book, *I Love a Cop, Revised Edition*, is a guide for families within the law enforcement community. Do you have any tips for cops on how to reduce spill-over from on-the-job stress?

**A:** Cops have two families: their work family and their family at home (their real family). This is both a blessing and a burden. It's important to treat both equally well, because you need both. Emergency response work is very negative, it is important for first responders to engage in wholesome activities with their families. We see too many "ustas," folks who used to have hobbies and are so burdened by the job they have no energy left for anything else. Remember, this is a job, not an identity. You may love your job, but it won't always love you back. It's also important not to play cop at home. One of the hazards of policing and other emergency response work is self-inflation, thinking you know more than any civilian, including your spouse. All you know is the 10% of society with which you interact. Respect the fact that your friends and family may know something about the other 90%.

**Q:** PTSD is a serious issue. Do you have any suggestions for police chiefs in particular for how to promote awareness and understanding?

**A:** We prefer the term PTSTI - post traumatic stress injury - because people can recover from injuries, whereas a disorder suggests a permanent condition. If I were in a position to tell chiefs what to do I'd like to see more time in the academy and during field training devoted to teaching cops and their families' good self-care. This would include the timely recognition of acute stress and ways to deal with it before it turns into what we call the emergency responders exhaustion syndrome, a combination of exhaustion, isolation, anger and depression. I'd like to see all supervisors trained to recognize the signs and symptoms of stress, know how to address these issues with compassion, and know how to make a good referral to a mental health provider. In addition, I think chiefs are responsible for providing their employees with confidential, accessible low cost culturally competent counseling, trained peer support, chaplaincy services, critical incident debriefings, and an atmosphere of mutual respect. Organizational stress far exceeds line-of-duty stress in many police departments. I would like to see young officers learn about how organizations work, not how they wish they would work. And I'd like to see disciplinary actions, internal affairs investigations, and most serious after-action reports handled in a fair and swift manner. Finally, I would like to see more services offered to families - orientations, support groups, telephone hot lines during an emergency, critical incident debriefings, and recognition for their contributions.

**Q:** What are some common misunderstandings between cops and the mental health professionals who treat them? Can you give one or two tips for avoiding them?

**A:** The biggest mistake a clinician can make with this population is to misunderstand the law enforcement culture; what cops do, why they do it, and how they feel about what they do. For example, some clinicians are uncomfortable talking to someone who is carrying a weapon. Cops and weapons go together. The clinician needs to accept this. Another big mistake is to confuse an officer's action with some pathological personality trait. Circumstance requires that cops occasionally need to use force. They do not do so because they are inherently aggressive or angry. The exceptions to this are rare. Cops are problem solvers and analyzers. They work best in counseling with clinicians who are direct, engaged, and transparent. A non-directive, blank-screen style doesn't work with cops who want things out in the open, because information keeps them safe. Clinicians who like working with first responders are pretty tough and enjoy humor, even gallows humor. They are prepared to hear the gruesome details because they know that first responders are protectors. If a fire fighter senses a clinician is upset by her story, she will stop talking or talk about something superficial, and not get the help she deserves.

*continued on page 24*

## A MESSAGE FROM OUR **CHAPLAIN**

by *Dan Bateman*

### **Honor to Whom Honor Is Due**

**G**reetings, once again, fellow warriors! I continue to pray for you and the noble work in which you are engaged.

As you may recall, I am focusing on the touchstones in our lives as our theme for this year. Touchstones are standards or measures that prove what is true and right. Each of us has touchstones in our lives whether we choose to acknowledge it or not. It may be parents or our family traditions. It could be a trusted friend who has been a mentor and guide early in your life. It may be one who has been with you during the dark times in your life when no one else would stay with you. It may be the very principles and foundations of our calling to serve others in law enforcement. For many, as it is for me, it may be the bedrock of faith in our God and His son, Jesus Christ.

The beauty of true touchstones is they never change. For me, one of my favorite Scriptures is from the Bible's New Testament book of Hebrews where the author states, *"Jesus is the same yesterday, today, and forever."* (Hebrews 13:8) True touchstones do not change or waiver.

You can always count on those touchstones in your life to bring you back to where you need to be; no matter how far you may have drifted. Our profession can change us in not so pleasant ways. We can sometimes cause a callous to form around our heart that serves us well in doing our job to protect us from emotions that may impair our judgment but, at times, that same calloused heart can insulate us from being who we need to be and not what we have become.

A touchstone can remind us of what is most important and become a true north compass in our lives. The sad fact is we sometimes know who these touchstones are but, all too often, fail to give them the honor for which they are so worthy. Oh, yes, we fully intend to let them know... some day. Some day in the future but, regrettably, that day never arrives until it is too late.

I am reminded of a poem by Charles Hanson Towne:

#### **AROUND THE CORNER**

*Around the corner I have a friend,  
In this great city that has no end;  
Yet days go by and weeks rush on,  
And before I know it a year is gone,  
And I never see my old friend's face,  
For Life is a swift and terrible race.  
He knows I like him just as well  
As in the days when I rang his bell  
And he rang mine. We were younger then,  
And now we are busy, tired men:  
Tired with playing a foolish game,  
Tired with trying to make a name.  
"Tomorrow," I say, "I will call on Jim,  
Just to show that I'm thinking of him."  
But tomorrow comes – and tomorrow goes,  
And the distance between us grows and grows  
Around the corner! – yet miles away...  
"Here's a telegram, sir..."*




*Chaplain Dan Bateman with Chaplain Emeritus Billy Gibson*

*"Jim died today."  
And that's what we get, and deserve in the end:  
Around the corner, a vanished friend.*

On rare occasions, I have heeded this advice. I remember a professor who still had profound influence on me some 10 years after graduating from college. As he was advanced in years, I decided to pen a letter thanking him for showing me the way and providing wise counsel and guidance when I was uncertain regarding life. I wanted him to know, before he passed on, his work was not in vain. While I never expected a response, the outpouring in his return letter expressed so much joy for what I had written to him! However, he sadly shared that not many had taken the time to contact him over the years.

But when I think of the countless letters that have gone unwritten to long past friends and mentors, I realize I have failed to remember those touchstones in my life for whom I am so grateful. And rendering honor is a true Biblical principle. In the Bible's New Testament book of Romans, Paul encourages us to give honor to whom honor is due.

While Facebook and other social media can connect us with ease to those we need to honor, that type of communication does not lend itself to the deeper issues of life. Therefore, let me encourage you to take a moment from your busy lives and let someone who has been a solid bedrock and guide in your life know how much you appreciate them. It may be as simple as a phone call or, more permanently, a letter they can read again and again to treasure to the end of their days. Trust me, you will reap much more than the satisfaction of honoring those to whom honor is due.

One last touchstone I want to call to mind: our very own **Billy Gibson** who has served faithfully as our FBI National Academy Associates chaplain for over two decades. Just reading his many articles in the archives of this magazine, *"The Associate"*, reveals a man who has been, and still is, a touchstone to so many of us. I know he has been one to me. Billy's faithful service in providing great guidance and counsel to our membership cannot be captured in words alone. All we can say is, "Thank you, Billy, for your deep faith in God and your ability to draw us closer to Him. We are indebted to you." 

Blessings, fellow warriors!

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



# CHAPTERCHAT

*continued from page 13*

■ **Andy McLachlan**, 224th Session had a scare just before Thanksgiving. He had an aneurysm in his brain and was lifted by helicopter to Denver for treatment. We are happy to say that Andy came through the event with no issues and is doing very well. He was at the February luncheon and is back to work.

## SOUTH CAROLINA

■ The Beaufort County Sheriff's Office is proud to announce its own Lieutenant Colonel **William Neill**, 168th Session, as the recipient of the 2014 South Carolina Law Enforcement Association's Lifetime Achievement Award. Lt. Col. Neill was recognized for this achievement during the March 26th luncheon held at the Charleston Maritime Center. This award recognizes the long term accomplishments and contributions of an individual who has earned the respect of the law enforcement community in South Carolina. The award was developed to honor those who have served the law enforcement and public safety professions generously and unselfishly for at least 25 continuous years. It is to commemorate exemplary talents and contributions as demonstrated by the nominee's dedication, loyalty, ability and integrity.

## UTAH

■ Utah has experienced a lot of changes in department leadership over the past few months. **Dale Brophy**, 220th Session, and current Utah Chapter President, left the West Valley Police Department and was appointed as Deputy Chief at the University of Utah Police Department effective October 15, 2013. ■ **Chris Snyder**, 239th Session 239, retired as Chief of the South Salt Lake Police Department and his Deputy Chief, **Jack Carruth**, 252nd Session, was appointed as the new Chief effective February 1, 2014.

■ Captain **John Eining**, 230th Session, left the Sandy City Police Department to take a position as Deputy Chief of the Draper City Police Department effective February 24, 2014.

■ **Craig Burnette**, 195th Session, was appointed as the new chief of the Murray City Police Department effective April 1, 2014.

■ **Steve Chapman**, 154th Session, retired, (after 43 years in law enforcement), as Chief of Police from the Sandy City Police Department and Assistant Chief **Kevin Thacker**, 223rd Session, was appointed as the new Chief effective May 1, 2014.

We thank all of these men for their service and wish them well in their new endeavors.

## VIRGINIA

■ It is with great sadness that we report the passing of Chief **Charles D. Grant** on March 14th. Chief Grant, who was Police Chief for the Norfolk, Virginia Police Department, and attended the 53rd Session of the FBINAA and was a Past President.

## WISCONSIN



*Brad Keil*

■ Middleton Police Chief **Brad Keil**, 213th Session, retired 3/28/14.

■ Captain **Chuck Foulke**, 228th Session 228, was promoted to Chief on 3/29/14.



*Chuck Foulke*

## The Challenge of the New Police Office in Shaping Our Future

*continued from page 14*

will hear oodles of knowledge when arriving on crime scenes of subtle hints to a crime they would never have thought about. They will see at accident scenes the pieces of evidence few tend to notice that will be major factors in identifying the cause. From veterans they will learn that it is the crossing of a leg, blinking at a certain point in an interview, the subtle change in voice inflection that brings the necessary information to reach a confession.

With this in mind it is important for veterans to take a proactive role in shaping the police officers of tomorrow. We can no longer wait until the "rookies" earn our respect, earn the privilege of our time and energy. We must reach out, shape their training, and take a proactive approach in the development of tomorrow's law enforcement officer. It means breaking old habits, being open to change, yet steadfast on the core principles of honesty, integrity, and commitment to public service.

Today technology is both a blessing and a curse to young and old alike. Digital imaging, digital fingerprints, retina scans, DNA collection, in-car video and voice analysis are critical advances that are bringing this field into the future, making law enforcement smarter, and more difficult for criminals to succeed.

Yet we must equally understand that technology is extremely expensive, and taxing on the shrinking funds available to fund our law enforcement efforts. Large departments spend millions annually on technology, hardware, software, IT support, upgrades ... the list is endless. As these costs advance we begin to lose our ability to afford personnel. Think about the fact that for every \$100,000 invested on technology we lose one officer on the street for a large department, or three part-time officers in a small department. That means fewer cars on the street, less officers for back-up, less proactive patrolling in the community, and an ever building load of cases to solve "when we get the time".

I have never seen a lap-top run-down a suspect, never witnessed an i-phone get a confession, nor watched a satisfied citizen talk over their frustrations with a person on a television screen. Citizens want to see a person, not a vehicle running down the street with the windows up and an officer typing on an MDT. Not to show my age here, but they want Andy Griffith 5th generation. They want the officer they know and easily recognize, the one who knows their name and knows the community that they live in. This is the personal Andy of Mayberry, who can also use technology when necessary to solve the particular crime that has affected their life.

That is the challenge of the new police officers appearing at our doors. They must successfully merge the old with the new, balancing personal contact with the rising cost of technology, in a seamless transition. It seems overwhelming. But I believe that they/we will not only survive, we will leap into a new age of law enforcement that will bring great things beyond our imagination.

*About the Author:* **Frank Leonbruno** is the Chief Deputy of the Lake County Sheriff's Office in Painesville, Ohio. A graduate of the 237th class of FBINA, he is also a graduate of Borromeo College of Ohio, CLEE (Certified Law Enforcement Executives Program), PELC (Police Executive Leadership College), National Institute of Corrections, as well as attaining recognition as CJM (Certified Jail Manager) through the American Jail Association. Chief Leonbruno teaches Criminal Law and Criminology at Lakeland Community College.

Besides service as a Deputy Sheriff, he has served as a Corrections Officer, Jail Administrator and on SWAT. Frank has been married to his wife Heidi for the past 30 years, and has two daughters, two sons who are both police officers, and two grand-daughters.

## THE HISTORIAN'S SPOTLIGHT

by Terry Lucas

### The Story of a "Real" National Academy Family

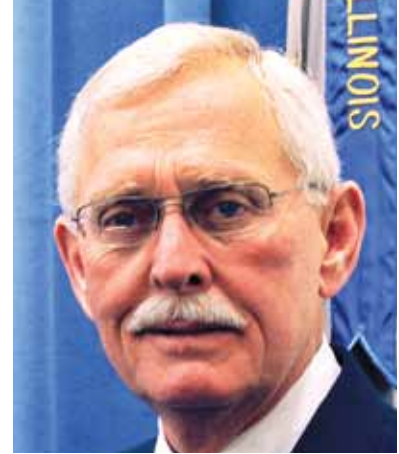
All of us who have graduated from the FBI National Academy at Quantico, Virginia consider ourselves part of a big NA family. We all are aware our brother and sister graduates are scattered all over the world but know they would offer any assistance they could following a single phone call!

I recently had the opportunity to interview **Greg and Renee Purden** who represent a "Real NA Family." Greg and Renee Purden have been married for 24 years and reside in Malabar, Florida. They are the proud parents of two children **Austin**, age 22 and **Sierra**, age 18. Greg is a graduate of the 244th Session (Jan 2011 start) and Renee is a graduate of the 238th Session (Jul 2009 start).

Renee currently serves as the Deputy Chief of the Melbourne Police Department and has been serving the citizens of Melbourne for her entire law enforcement career of approximately 30 years. She began her career as a student intern while attending Florida State University. After she began serving as a sworn officer she held a number of positions in the Department before she began moving up through increasingly more responsible supervisory positions. She now serves as the Deputy Chief of the 170 sworn personnel Department. Renee holds a Master of Arts Degree in Public Administration.

Greg has been serving with the Brevard County Sheriff's Office since 1986. Greg also served in a variety of positions during his time with the Sheriff's Office and has progressed up through the ranks to his current position as Commander of the Court Security Division. In that capacity he also oversees the agency Fleet and Central Logistics Services.

During the interview both Greg and Renee stated they considered attendance at the National Academy the highlight of their professional career(s). They felt the personal and professional benefits of being a NA graduate are many. Renee stated "you get out of the Academy what you put into it!" Both she and Greg came away with a greater



appreciation of the other cultures represented in their respective classes and continue to appreciate and utilize the networking availability. The potential to ask for assistance on not only cases, but also policy and procedure matters, was a huge bonus. "You don't have to re-invent the wheel" was the term used on several occasions."

Some of the challenges they faced while at the Academy were the absence of their respective spouses and being a single parent with two teen-agers at home. Greg in particular developed a better appreciation for all that Renee did around the house such as the laundry, cleaning house and grocery shopping let alone helping with the kid's homework! They both felt since they were both in law enforcement they were used to absences and were able to adjust to being a single parent.

Renee felt the "Chance to focus on self" was a personal highlight while at the Academy. She was able to concentrate on areas of personal interest and endeavor to better or improve herself both physically and mentally. Greg especially enjoyed the International Night and the opportunity to develop more awareness and appreciation for the different cultures represented at the Academy. The Academy has twice called Greg back to be a guest instructor

The favorite classes enjoyed were "Statement Analysis" by Renee and "Interpersonal Violence" by Greg. Renee felt she was able to utilize the information provided in all of classes to deal with the personnel in her Department and professional situations she encountered on the job. Greg also enjoyed all of the open class discussions and the chance to participate in the "Officer Involved Shootings" class. The Academy has twice called Greg back to be a guest instructor

As a husband and wife who have both attended the National Academy they feel they can better relate to one another. They have also developed a great appreciation for the affirmative benefits of being an NA grad both for themselves and their respective Departments. Attendance at state conferences throughout Florida and various national conferences has enhanced their appreciation for and improved relationships with the FBI.

The possibility of a retirement is looming for Renee in 2015 and she and Greg look forward to sharing their common interests of boating, off-shore fishing and an occasional game of golf.



Renee Purden

continued on page 24



STAYING ON THE **YELLOW BRICK ROAD**


**YELLOW  
BRICK ROAD  
FBINA 256**

John G. Van Vorst

## *Pull the Trigger on* **HEALTH BEHAVIOR**

**I**nspire. Teach. Persuade. These are the words printed on a small sheet of paper affixed to the base of my desktop computer. Truth be told, I can't even remember the exact faculty development training I attended that resulted in these words ending up on my desk. Nevertheless, this sign serves as a daily reminder of the purpose of our National Academy physical training classes. I want to change health behaviors for the lifespan. This sign is also a "trigger" for my own personal health behaviors. In this article, I'll review a model for understanding human behavior that can help you make the changes necessary to improve your health.

**B.J. Fogg**, from the **Persuasive Technology Lab** at **Stanford University**, has developed a helpful model for examining behavior change. The **Fogg Behavior Model (FBM)** states that for a health behavior to occur, you must (1) be sufficiently motivated, (2) have the ability and (3) be triggered to act. Knowledge is power but knowledge alone is not enough to change someone's behavior. Most adults have the ability to accumulate 30 minutes or more of brisk walking every day, the minimum amount of physical activity necessary to boost health, yet the majority of the population falls short of this daily requirement. Many are motivated to lose excess body fat, yet the majority find themselves in the vicious yo-yo weight loss/weight gain cycle. It's also possible to possess high levels of motivation and ability, yet you are missing the necessary trigger (spark or cue) to act when the time is right. The FBM helps further explain motivation, ability and triggers.

### **MOTIVATION**

The FBM asserts there are three core motivators, and each has a positive and negative side. The first, and most primitive, is pleasure

and pain. If I had to guess, I'd say that the majority of our National Academy attendees wouldn't describe our physical training as "pleasurable". In defense, I always like to mention there is a difference between discomfort and pain. Pain with exercise indicates something has gone wrong, and shouldn't be ignored. Discomfort must be embraced, and the pleasure comes when, for example, that nagging back pain is resolved. The second core motivator is hope and fear. Hope refers to the expectation of a positive outcome. I stopped drinking sugary beverages (except for that post-workout chocolate milk) with the hope that my body will better be able to regulate my blood sugar levels and maintain a healthy body composition.

Fear is the opposite, where you anticipate something negative. Fear of hospitals continues to be a powerful motivator for me to regularly eat mostly foods that fight disease rather than feed it. The third motivator is social acceptance and rejection. The FBM states that people are motivated to win social acceptance and even more motivated to avoid rejection. One of our greatest challenges continues to be the fact that many behaviors that lead to social acceptance are done to the detriment of our health. I'll spare you my binge-drinking episodes.

### **ABILITY (SIMPLICITY)**

What's the fastest way to increase ability? Training your mind or training your body? Which one (mind or body) has the most potential? Which one leads, and which one follows? The mind is the key. The FBM emphasizes the power of simplicity to increase one's ability through the following six elements:

1. **Time** – if the target behavior requires time, and you don't have any available time, then the target behavior is not simple (and not likely to occur). Within our physical training curriculum, we simplify the barrier of time with exercise training. As an example, traditional aerobic exercise regimens requiring three to five hours per week are evaluated against higher-intensity, intermittent exercise programs requiring a fraction of the time and yielding equal or greater results.
2. **Money** – if the target behavior requires money, then it's not simple. An example here is the higher cost of eating healthy. While it's true that higher-quality food sources cost more than processed foods, you probably need less of it. You'll also save money associated with health care costs treating the medical conditions linked to those cheap calories.
3. **Physical Effort** – as it relates to physical training behaviors, I'm afraid that some effort is required. Otherwise, you can't be upset with the results you don't see from the work you didn't do. However, physical training need not be sadistic or masochistic. Properly developed exercise programs don't end with people in writhing around on the floor.
4. **Brain Cycles** – this model suggests that if the target behavior forces you to think too hard, it may not be simple. I believe there's a lot of truth to the idea that many people simply don't want to think too much or think differently about health behaviors. We try to simplify our approach to physical training, but we still have work to do here. There's more to it than picking up heavy things and getting out of breath.
5. **Social Deviance** – if the target health behavior goes against the norm, then your ability to perform the behavior is reduced. Make


*continued on page 24*

Q&A with Ellen Kirschman *continued from page 19*

**Q:** You have also treated couples where one partner is a law enforcement officer. What are some ways clinicians can effectively address these couples' specific needs?

**A:** Clinicians can help an officer switch gears between work and home, home and work. Cops need two sets of interpersonal skills, one for work and one for home. When an officer starts acting like a cop at home, it creates fear, distrust, and makes the officer seem inaccessible to his or her family. Clinicians can help a couple negotiate how they communicate. Some officers don't want to talk about the job at home. There are many understandable reasons for this. Some are concerned that talking about the misery they encounter at work will 1) damage their families, 2) contaminate the wholesome atmosphere they need to restore themselves, or 3) lead to feeling misunderstood or criticized by family members or friends who don't understand what they do. Or maybe they just need a break. The problem is that keeping an artificial boundary between home and work is impossible, all it will do is make you a stranger in your own house. The job follows you home. Ask your family. They know the minute you walk through the door what kind of day you had, even if you never tell them. It is not a matter of tell all or tell nothing. It's a matter of being accessible to the people who love you.

**Q:** You've just written your first novel, *Burying Ben*, a mystery about police suicide. Why did you switch to writing fiction?


**A:** I was delusional. I actually thought writing fiction would be easier. It's not. As a therapist, I always wondered how I would react if a client of mine committed suicide. Writing this book, was a way to explore this issue. It's also timely. The issue of police suicide is now out in the open. Cops are two to three times more likely to kill themselves than to be killed in the line of duty. I think *Burying Ben*, even though it's fiction, goes a long way toward educating the reader about this problem. Finally, despite the serious subject, I had a lot of fun writing a mystery. It was payback time. I got to take pot shots at cops, psychologists, ex-husbands, and myself. 



*About the Author:* **Ellen Kirschman**, MSW, PhD, is a clinical psychologist in independent practice in Redwood City, California, and a volunteer clinician at the West Coast Post-Trauma Retreat. She is a recipient of the Award for Outstanding Contributions to Police and Public Safety Psychology from the Police and Public Safety Section of Division 18 (Psychologists in Public Service) of the American Psychological Association (APA). Dr. Kirschman presents workshops worldwide and is the author of the bestselling self-help guide *I Love a Cop: What Police Families Need to Know*, as well as *I Love a Fire Fighter: What the Family Needs to Know* and the mystery novel *Burying Ben*. Her website is [www.ellenkirschman.com](http://www.ellenkirschman.com).

The Historian's Spotlight *continued from page 22*

Greg and Renee Purden are truly excellent examples of the men and women who have been fortunate enough to attend the National Academy. In their case they are able to truly network and share the benefits of the Academy at a greater level than the single attendees.

They are both exemplary professional law enforcement personnel who are valuable resources for their respective agencies. The Purdens are the living history of the FBI National Academy. 

Please contact Terry Lucas if you know of any other NA Grads in your area that have done something unique or innovative. These outstanding NA grads are the history of our organization and represent the leadership qualities instilled in us at the FBI National Academy.

Terry Lucas – FBI National Academy National Historian, NA 182nd  
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Staying on the Yellow Brick Road *continued from page 23*


healthy behaviors the norm at your organization rather than the exception.

- 6. Non-Routine** – the FBM points out that people find behaviors simple if they are performed repeatedly. How many of you know someone who exercises at the same times, on the same days, with the same people, with the same equipment? In some cases, routine health behaviors without variation can become a health disturbance.

## TRIGGERS

According to the FBM, a trigger is necessary to tell the person it is time for the health behavior to occur. Triggers (cues, prompts, or calls-to-action) can increase motivation and spark behavior. A well-timed inspirational quote, text, or video might hit upon one of the core motivators. A trigger also might help someone who is already highly motivated by simplifying the target behavior. Previous Yellow Brick Fit may have facilitated health behaviors in this way by increasing your ability to train more efficiently, or make better nutritional choices. For those of you that have the ability and are highly motivated, the FBM states that you may just need a signal. A signal simply indicates that it's time to go to work. To anyone who has come through the FBI National Academy program, I have a "Challenge" for you involving one of your keepsakes. Many of you possess a Yellow Brick, earned through vigorous physical training during your 10 weeks at Quantico. The greatest value that brick holds now is its ability to be a signal for continuing or expanding a health behavior. I want you to complete the following statement:

When I \_\_\_\_\_,  
I will \_\_\_\_\_.

For the first part of the statement, use the Yellow Brick or another valued item from the National Academy program. Every time you look at, touch and or talk about the Yellow Brick, what health behavior will be triggered? Start with "tiny habit", and remember that you are what you repeatedly do. 

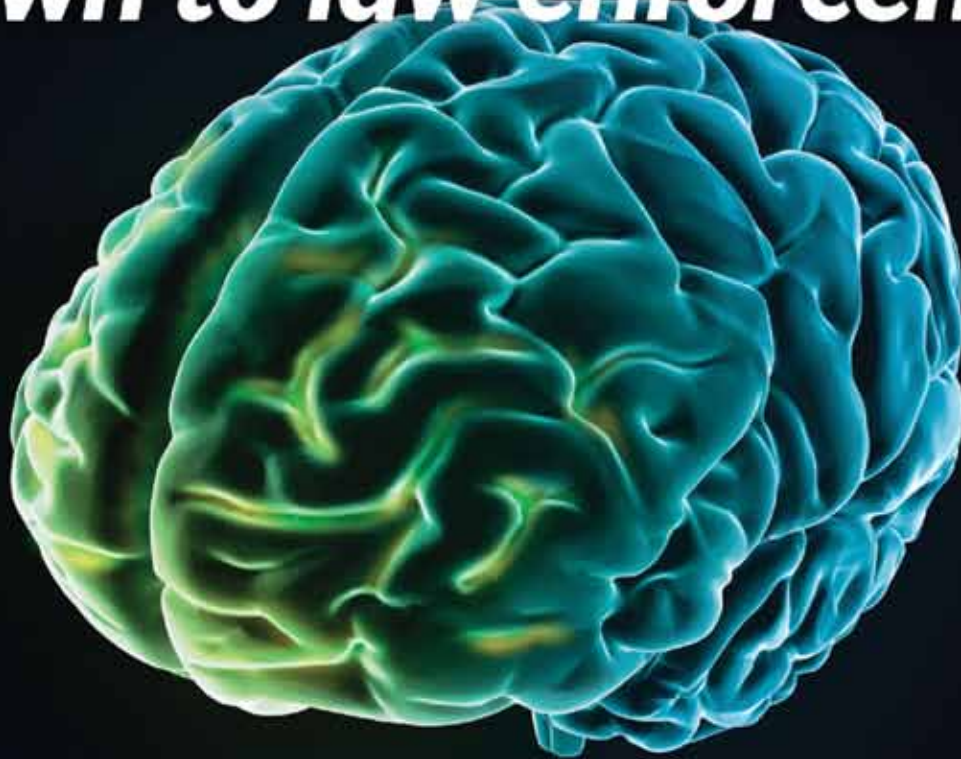
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About the Author: **John G. Van Vorst** is a health and fitness instructor within the Physical Training Unit at the FBI Academy. He also serves as a defensive tactics instructor for the FBI New Agents Training program. You can e-mail him at [John.vanvorst@ic.fbi.gov](mailto:John.vanvorst@ic.fbi.gov).



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