

NATIONAL ACADEMY



A S S O C I A T E

May/June 2015 | Volume 17, Number 3

The Magazine of the
FBI National Academy
Associates

The Critical Role of the Reunification Center during School Violence

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EMERGENCY DOOR

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“Continuing Growth Through Training and Education”



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AN ALLIANCE SPOTLIGHT:

Greg Cappetta



This issue's alliance spotlight is Verizon Wireless. Verizon Wireless is the FBINAA's official wireless carrier and has supported the Association since 2006.

Beginning in April 2011, Verizon Wireless began a partnership with the FBINAA in support of Law Enforcement Officers killed in the line of duty.

Verizon Wireless also provides benefits to law enforcement during times of crisis and in times of

natural disasters. Verizon Wireless has 43 crisis response teams that respond to areas in crisis where they set up and maintain portable cellular towers called Cell on Wheels (COWs).

In addition to the above, Verizon operates Network Operations Centers (NOC). These cutting edge centers monitor transmissions from their towers and can identify automatically if a certain area around the country has a spike in usage.

Verizon recently authored preparedness articles regarding "Being Ready" for severe weather and "Virtual Survival Kits".

suggests using apps to stay informed about weather and other emergency situations, and having numbers stored in your phone and set up under "In Case of Emergency" (ICE) contacts.

Over the past several years, the FBINAA has worked closely with Verizon Wireless and their management staff. John Monroe, Jeff Favita, Gabe Esposito, Guy Johnson, along with many others have supported both the FBINAA and law enforcement.

May/June 2015
Volume 17 • Number 3

The National Academy Associate is a publication of the FBI National Academy Associates, Inc.

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

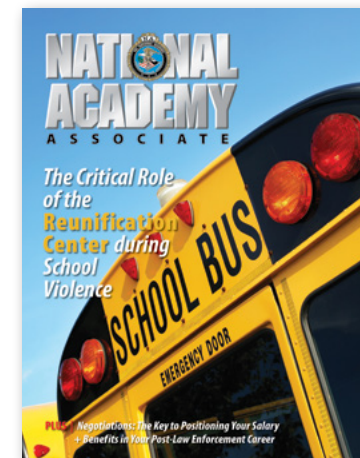
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Table with 3 columns: ISSUE, EDITORIAL DEADLINE, MAIL DATE. Rows include Jan/Feb, Mar/Apr, May/Jun, Jul/Aug, Sep/Oct, Nov/Dec.



On the Cover: Reunification centers, once established, will serve a myriad of important functions: reuniting parents with children, determining which students may have investigative information, aiding in the identification of injured students, providing parents with official information and assisting with the overall student and staff accountability process.

WE'RE LOOKING FOR DYNAMIC SPEAKERS TO JOIN THE NEW FBINAA SPEAKERS BUREAU!

The Training Committee is creating a Speaker's Bureau database that would allow for chapters to find dynamic and experienced speakers for their events who have been already been vetted and endorsed by other chapters and or members.

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In an effort to build the Speaker's Bureau database, we are asking for your assistance in helping us identify these speakers, whether it's a personal colleague recommendation or a chapter recommendation.

For your convenience, we have created a simple and easy online Speaker/Presenter Application Form.

HELP US BUILD OUR SPEAKERS BUREAU!

Visit https://fbinnaa.formstack.com/forms/presentapp to apply ONLINE!



ASSOCIATION PERSPECTIVE*by President Joe Gaylord**Greetings!*

I have had the pleasure of attending some recent FBINAA graduations and the guest speaker has been FBI Director **James Comey**. He speaks about the five things he feels are essential for a successful career with the FBI and in Law Enforcement. He was gracious enough to allow me to summarize some of his wisdom in this issue of the Associate.

FIND JOY IN YOUR WORK:

That should be easy. Police officers "do good" for a living. They protect the innocent, rescue the vulnerable, and have jobs with high moral content. That is a great combination for a rewarding career and should bring joy. Police officers don't choose their careers for the money. Rather, they choose their careers to protect and serve the public and then strengthen that commitment with dedication and drive. If an officer doesn't find police work rewarding, then something needs to change for that individual.

EXPECT TO WORK HARD:

When you first started your career, working hard was possibly not a challenge. Serving the public and protecting the innocent gives us plenty to do in our society. And that hopefully motivates us to do better. Just the thought of helping others can drive each and every one of us to commit to long hours. Expect to work hard because the taxpayers are paying us to protect them and they deserve this commitment. But also take care of yourself.

KEEP A LIFE:

You will find joy in your work and will work hard for the people you serve. But you have to learn how to keep a balance in your life. Find something that will keep you healthy in mind, body, and spirit. Working in Law Enforcement can do damage to all three if we are not careful. And the public needs us to be in good mental and physical health. Officers tend to laugh off stress, but we shouldn't neglect ourselves. There are others in our lives who are called our loved ones. And somebody is supposed to love them. That is you. We often think we need to work this certain case and we will get back to our loved ones later. This is dangerous. We must always keep an even balance between work and family in order for us to perform our job well.

EXPECT THAT EVERY HUMAN BEING WILL BE TREATED WITH DIGNITY AND RESPECT:

No matter what your rank, position of authority, or privilege you may hold over others, it is imperative that you treat everyone with dignity and respect. While working, the chain of command is important for operational purposes. But we must always treat each other as we would like to be treated or how we would like our loved ones to be treated.

PROTECT THE GREAT GIFT YOU HAVE BEEN GIVEN:

That gift is: when you identify yourself as an officer in courtrooms, on street corners, in someone's house, total strangers are going to believe what you say and stand for. Those who came before you built a reservoir of trust and credibility; they built that reservoir and filled it by making a promise and keeping that promise. And if they made a mistake, they admitted it and found a way to rectify that mistake. In addition, their behavior was conducted in a way that honored the badge they carried. That reservoir is what helps people believe us and



trust us in time of need. The problem with reservoirs is that they take a long time to fill but a single hole in the dam can drain the entire thing. Your sworn duty is to protect the reservoir and to pass it on to those who will follow in your footsteps.

In today's world, we should reflect on Director Comey's remarks, remember them, and pass them on.

Be safe and God Bless.

Joe Gaylord

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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 phone: (302) 644.4744, fax: (302) 644.7764 asutton@fbinaa.org

ARIZONA

Congratulations to Mark Renkens, 212th Session, who was appointed Chief of Police for Palm Bay Police Department in May.



Mark Renkens

His began his law enforcement career with Palm Bay in November 1989. Prior to joining the Palm Bay Police Department, Chief Renkens served in the U.S. Marine Corps for four years.

Chief Renkens has a master's degree in administration of justice and security from the University of Phoenix. He is also a graduate of the Senior Management Institute of Police and FBI's Executive Development Program.

Chief Renkens has served the agency in a variety of disciplines to include field training officer, honor guard member, SWAT team member, and detective. He was promoted to sergeant in 2000 and served as a patrol supervisor, special operations supervisor, and traffic unit supervisor. In 2007, he was promoted to lieutenant and served as the code enforcement manager and patrol watch commander. In 2010, he was promoted to captain and served as the District 2 commander and support services commander. He was promoted to deputy chief in September of 2013.

IOWA

The Iowa Chapter held its annual Spring Retraîner in Burlington in April. The retrainier

was hosted by Major Darren Grimshaw, 186th Session and the Burlington Police Department. Darren coordinated the retrainier and showed us great hospitality and a super education lineup.

We wish happy retirement to two members. Captain Jim Steffen, 201st Session, retired on June 1, 2015, from the Iowa City Police Department after serving for nearly 33 years. Captain Bernie Walter, 218th Session, retired on May 30, 2015 from the Cedar Rapids Police Department after 33 years of service. Congratulations to Jim and Bernie!

The Iowa State Patrol has a new colone! Mike VanBerkum, 228th Session, was promoted to Colonel from Captain on May 1, 2015.



VanBerkum receives his Past President plaque from Iowa Chapter President Mike Venema.

Congratulations to Tim Lane, Scott County Sheriff's Office, and David Disney, Urbandale Police Department, on their graduation from Session 260 of the National Academy. Chris Scott, Des Moines Police Department, will be our representative in the 261st.

KANSAS/W. MISSOURI

The annual FBI NAA Spring



(L-R) Scott (261), Lane (260), FBI Omaha SAC Mike Metz, Disney (260).

Retraîner was held in Wichita, KS April 27-30, 2015. It was well attended and fun was had by all at the training sessions, golf outing, shooting, and social events!



Session #231 Classmates reunited at the Retraîner (L-R): Dave Williams (Chapter President), Zim Schwartze (Past President), Gary Steed, and Tim Burnett (President Elect).

Chief Bruce Howey, 181st Session, retired June 5, 2015 from the Warrensburg, MO Police



Chief Bruce Howey.

Department after serving 15 years as Chief. Bruce began his career June 5, 1975 with Warrensburg PD and has proudly served his community for 40 years! Congratulations!!

Major/Asst Chief Asher Snook, 250th Session, retired from the Warrensburg, MO Police Department as of June 6, 2015. Asher served with the Warrensburg PD and his community for 30.5 years!! He holds a Bachelor's of Science degree from the University of Central Missouri in Warrensburg.



Major/Asst Chief Asher Snook.

MARYLAND/DELAWARE

The National Academy Associates Maryland-Delaware Chapter held its Inaugural Chapter Baseball Event on Thursday, May

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(L-R) Alice Brumbley, Chapter President Melissa Zebly and Laura O'Sullivan hanging out with Oriole's mascot.

21, 2015. The pregame meeting was held in the Designate Hitter's Lounge located on the fourth floor of the Warehouse at **Oriole Park at Camden Yards** in Baltimore, MD. Approximately 100 members attended the event and enjoyed Bratwursts, Beverages, Boog's Baked Beans, and Baseball. During the event, members discussed the upcoming golf tournament that benefits the Maryland Delaware Special Olympics and the College Scholarship Fund. Despite the rain delay in the middle of the third inning, a great time was had by all and everyone is looking forward to next year's event in Camden Yards.

Both **Scott Canter**, 228th Session, and **Joseph Conger**, 241st Session were promoted to Captain for the Baltimore County Police Department. Scott Canter is assigned to oversee the Homeland Security Section while Joseph Conger the Technology and Communication Section.

MONTANA/IDAHO

Chief **Lee White**, 242nd Session has been appointed as the new police chief in Coeur d' Alene, Idaho.

NEW ENGLAND

Tom Roth, 236th Session, retired after a 27 year law enforcement career as Captain of the Westbrook, Maine Police Department in December 2014. Roth was with Westbrook PD for 12 years and was with the Auburn,

Maine Police Department for 15 years. In January of 2015, Roth was hired by the State of Maine Department of Health and Human Services as their Director of Fraud Operations. Roth oversees a team of 17 fraud investigators statewide.

NEW YORK/E. CANADA

Congratulations to Sgt. **Brian Coughlan**, NYPS, 235th Session, New York Board of Governors and Bandmaster, NYPD Emerald Pipe Band being recognized for his support of the **Detective Barney Ferguson Legacy Fund**. Barney was a well-known and well liked member of NYPD. He was the only Detective ever selected to be the Grand Marshal of New York's St. Patrick's Day Parade and was well known in Hibernian and law enforcement circles.

Retirements:

- Chief **William Blair**, 162nd Session, Toronto Police Services
- Superintendent **Greg Mills**, 200th Session, Durham Regional Police
- Chief **Brad Duncan**, 204th Session, London Police
- Chief **Dennis Poole**, 207th Session, Chatham-Kent Police
- Superintendent **Brian Osborne**, 245th Session, Durham Regional Police

ROCKY MOUNTAIN

The Rocky Mountain Chapter is planning their **fall training conference** in beautiful **Steamboat Springs**, Colorado August 27 & 28th. There will be golf on the 26th at the Haymaker golf course. Any member is invited to attend.

- Randy Webster**, 234th Session, is retiring from the Wyoming Division of Criminal Investigations.
- Captain **Joe Padilla**, 235th Session, retired from the Denver Police Department after 31 years (37 years in law enforcement).
- Joe Harvey**, 250th Session, moved from Greenwood Village Police to the Golden Police Department and is serving as Captain.

Joe Cassa, 151st Session, retired on February 20th from the Wheatridge Police Department.

Dwane Pacheco, 201st Session, was appointed to Chief in the Rock Springs Wyoming Police Department.



Dwane Pacheco

John L. Kammerzell, 144th Session, United States Marshal for the District of Colorado announced his retirement effective July 11, 2015.



John L. Kammerzell

John L. Kammerzell, a Colorado native son, was appointed by President Barack Obama, on December 29, 2009, to serve as the 30th United States Marshal for the Federal District of Colorado. He began his term as United States Marshal on January 11, 2010. Although new to the United States Marshal's Service, Marshal Kammerzell is not new to Colorado Law Enforcement. He began his law enforcement career as a Colorado State Patrol Patrolman on July 9, 1972.

Marshal Kammerzell has served the citizens of the state of Colorado for over 42 years, and has served at all levels of law enforcement: as the elected Rio Grande County Sheriff; and as the Undersheriff, Operations Division Commander and Patrol Supervisor of the Larimer County Sheriff's Office. Marshal Kammerzell served as the Executive Director of the County Sheriffs of Colorado from 1990 through 1996. Prior to his appointment as U.S. Marshal, his service as the director of the Colorado Peace Officer Standards and Training Board allowed him

to work in partnership with local, state and federal law enforcement agencies.

TEXAS

The **Texas Department of Public Safety (DPS)** announced the selection of **Randall Prince** as the new Texas Ranger Chief in Austin. A graduate from Southwest Texas State University with a degree in criminal justice, Prince is also a graduate of the 216th FBI National Academy and of Class XXXII of the Governor's Executive Development Program. "I am grateful to be associated with this esteemed group of law enforcement officers, who are a vital part of Texas' law enforcement community and rich history," said Prince. Congratulations from your NA 216th Family.



Randall Prince

On May 11, 2015, **J.P. Bevering**, 235th Session, was promoted to Chief of Police for the City of White Settlement Police Department. J.P. began his career with the department in September 1992 and promoted up through the ranks over his 22 year career.



J.P. Bevering

UTAH

Dale F Ward, 201st Session was



Dale F. Ward

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promoted to Chief Deputy January 2015 for Box Elder County Sheriff's Office by Sheriff Kevin Potter. Chief Ward started his law enforcement career in Idaho in 1977 then hired with Box Elder County in 1985. He has been active member of the FBINAA Utah Chapter since June of 2000.



(L-R) Stephen McCauleys, Matthew Porter.

W. PENNSYLVANIA

Congratulations to **Matthew Porter**, 232nd Session on his appointment to Chief of Police effective July 1st. Chief Porter is the first officer to rise to the ranks of Chief with the Pittsburgh Port Authority since he began his career in January 1994. The outgoing Chief of Police was also a FBINA graduate, Session 208, **Stephen McCauleys**.

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HIGH SCHOOL

THE CRITICAL ROLE OF THE REUNIFICATION CENTER DURING SCHOOL VIOLENCE

Stuart Cameron

A student enters a large suburban high school armed with a firearm intending to randomly kill his fellow students. Unfortunately, this school could realistically be located anywhere in America. Unlike a terrorist attack, which would be more likely to target a large city, these types of attacks have happened in rural, suburban and urban schools. Sadly no area is immune from this type of random violence. It truly can happen here, there or anywhere.

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The Critical Role of the Reunification Center During School Violence *continued from page 11*

An individual's motivation for such an attack will be largely immaterial during the initial law enforcement response to the event. The officers who are responding will be focused on stopping the attack and then saving the lives of those who were injured. Once investigators arrive on scene they will be concerned about motive, as will the cable news pundits as they speak about the event for hours on end. There may be speculation about bullying or the use of violent video games, but to the officers first to arrive, locating the attacker and stopping him will be their paramount concern.

At some point the attack will end. The attacker may cease the attack himself, by fleeing or committing suicide, for example, he might be stopped by civilians or by the police, but eventually the attack will end. Quite often there will be indications that an additional attacker or attackers were seen in the school. These reports, which are not uncommon during events of this nature, would complicate evacuation and casualty extraction, due to a perceived ongoing threat to responders.

As the event unfolds the law enforcement response will shift from immediate action rapid deployment to a more traditional slow and deliberate clearing process. Often this will involve a transition from patrol officers to members of highly trained tactical teams who will systematically go through the school room by room evacuating those who have sheltered in place, while determining that there are no additional hazards or suspects present. Despite their best efforts this operation will be time consuming in a large school facility.

As students and teachers are released from their classrooms they must be brought to a safe location. Students and school staff may be interviewed by police to determine if they witnessed or may know anything that would be relevant to the investigation into this attack. They may need to speak with mental health counselors. Ultimately they will need to be reunited with their parents or family members and everyone who was present when the attack began will need to be located and accounted for. The location to which the non-injured are transferred is referred to as a reunification center.

Parents of the students who attend this school will likely be made aware of the ongoing events very early on, likely via cell phones

calls, text messages or social media postings from students at the school. Word that your son or daughter's school has been the target of a school shooting is no doubt an extremely traumatic and harrowing experience to say the least. Parents will not relax until they personally see and hug their children. If not properly addressed, parents may flock to the involved school thereby unwittingly hindering ongoing response efforts. It is unlikely that effective traffic control could be established rapidly enough to keep many of these parents from getting near the school, especially considering all of the other priorities that law enforcement must address initially. Parents will desperately seek information and rumor and speculation will abound.

Reunification centers, once established, will serve a myriad of important functions: reuniting parents with children, determining which students may have investigative information, aiding in the identification of injured students, providing parents with official information and assisting with the overall student and staff accountability process. The planning for reunification is one of the most overlooked yet critically important components in a school district's emergency response plan.¹ Reunification often involves moving an entire school full of students and staff members to another facility. This movement may require a transportation plan which must be implemented outside of normal student transport times, often when buses are being used to bring students to other schools or when drivers are no longer at work. Just selecting a site to serve as the reunification center may be daunting for some school administrators. Since the planning can be so challenging many school districts may simply throw in the towel and omit this item from their emergency response plans. School administrators may not appreciate the critical importance of the reunification center or may be unfamiliar with law enforcement operations. Clearly the difficulty encountered during planning is precisely why this function should receive attention. Items that are tough to plan out in advance are not likely to go smoothly without thoughtful and innovative consideration.

Many school emergency response plans are almost entirely focused on getting through the initial aspects of the event. Clearly mitigating the harm and effectively sheltering students is of the highest priority, but once the attack itself has ended the event is often far from over. Properly managing the entirety of the event can go a long way

to mitigating the long term harm caused to a community; it can help with recovery and can help prevent the public from losing faith in school staff and law enforcement.

Law enforcement must work hand in hand with schools on emergency planning efforts. This must include properly addressing the reunification issue. Plans will need to be viable under all conditions, such as during severe weather when students will be unable to stay outdoors. Students who could walk across an athletic field during mild weather would find this challenging with snow on the ground. Evacuating students outside onto the school grounds and massing them together may also increase their vulnerability to further attack. Although they didn't function as intended, the Columbine attackers did position large improvised explosive devices in the parking lot of their high school. A reunification center must transition chaos into order to ensure accuracy and accountability. The quicker students can be verified as being safe and present at the reunification site, the easier it will be to rapidly identify students who are either injured or deceased. Accountability will be more difficult in a high school when compared to lower grade levels, as students may be more inclined to self-evacuate which may cause students to remain unaccounted for extended periods after the event has occurred unaware that officials wish to locate them. Providing a method for those who self-evacuate to check in once they are safe can help to ease this burden. Frightened students and staff members have been found hiding in confined or unusual locations long after attacks have ended, terrified to come out.

Many schools may opt to utilize another school building for reunification. Some important considerations when making this decision include the travel time between the two buildings, the ability of the proposed site to handle a large increase in traffic volume, how the influx of people would impact the existing students and staff already occupying another school building and how people will be moved between these locations. If buses are in short supply and the round trip is lengthy, the speed with which evacuation can occur will be compromised. The layout of the reunification center should be planned out in advance, especially if it is another school already full of students and staff. Plans should clearly identify suitable locations for relocated students and for their parents it should specify what entrances will be used and consider the traffic flow into and out of the venue, all while maintaining the security

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of those already in the building. Some large high schools may have well over a thousand students who will need to be relocated. Areas will be required for mental health personnel to work, as well as police investigators who seek to interview people. A method to communicate with students, staff and parents, who may be clustered in gyms or cafeterias, should be considered. Are public address equipment, variable message signs or even grease boards available?

Effectively managing a reunification center will require close cooperation between school staff, law enforcement, EMS agencies and hospitals. Injured students must be identified so that their parents can be located, notified and sent to the appropriate hospital. Injured students that appear at the hospital unconscious and without identification will be challenging to identify. Many younger students might not carry identification on their person, a fact that will confound efforts to identify them if they are unable to speak. Positively identifying any deceased students will also be taxing, especially in schools with large student populations.

Parents should be made familiar with the concept of the reunification center and made to see the advantage to going to this site rather than the involved school. A method to rapidly notify the parents where the reunification center will be located should be established. Phones lines into the school will likely be overloaded. Text messaging or on the fly changes to the school district's website may be viable options. As parents arrive at the site a method to vet them should exist as it is very likely non-family members, including the media, may try to get inside. Once inside parents should be given regular official briefings on the status of the event and how law enforcement is responding to it. For example, parents may not understand why it is taking so long to evacuate the school, so an explanation regarding the method used to clear the building may be relevant. These briefings may counter rumor and allay fear, however it is likely that what is said may go public rather quickly as parents post updates via social media. Parents may also be a source of information as they receive messages from their children still within the school.

Law enforcement will need to involve detectives as they plan to staff the reunification center. Many departments may have entirely focused their active shooter response planning on patrol officers, but detectives will be a key resource as the event unfolds.

Among the items that detectives will be tasked with is the interviewing students and staff, seeking out cell phone photos or video of the attack and assisting with the identification of casualties and the deceased.

Detectives who are more accustomed to communicating via cell phone than their patrol counterparts may be stymied during an event of this nature due to the cellular overload caused by parents, students, media personnel and others overtaxing the cell phone infrastructure. Wireless Priority Service, known as WPS, gives law enforcement preferred access to cell sites; however it must be configured in advance of an incident. Detectives who expect to utilize cellular air cards for their computers may be hampered for the same reason. Redundant, yet equally secure, communication plans should be developed. The old method of connecting to copper phone lines may need to be revisited.

Investigators will need to closely coordinate with school staff members to account for students and staff. Schools may wish to include school rosters and even student photos in their go bags or preposition this information at the designated reunification center. Having presorted lists, such as separate lists of male and female students, may be useful to work off. Keeping students together as a class with their instructor may also assist in the identification process. Access to records that include to whom students can be released must be available. Generally EMS agencies will have a designated transportation officer who should be consulted to establish who was transported to which medical facility. The medics who transported casualties may also be a source of valuable information. Detectives will need to respond to each hospital and coordinate their efforts back to the reunification center. Large numbers of detectives will be required.

Consideration should be given to the fact that some of those at the reunification center may require medical care. Whether they are parents suffering physical effects from the ongoing trauma caused by the event or students who suddenly realize that they have been injured once the adrenaline rush wears off, various medical needs will likely emerge. EMS resources will undoubtedly be stretched thin already, so planning for this will be important.

Reunification centers serve a critical, yet often underappreciated, role in the overall response to large scale school shootings.

If properly implemented, they can go a long way toward mitigating the harm caused to a community and lessen the trauma caused by the event. The close coordination required to effectively operate a center of this nature requires advanced planning and interdisciplinary cooperation. This facet of active shooter response is rarely included in exercises and detective personnel are infrequently asked to participate in preparedness efforts. The collaboration required to successfully perform these tasks is unlikely to occur in a vacuum. Law enforcement professionals should ensure that this aspect is addressed in school emergency plans, seek out participation with hospitals and EMS agencies and endeavor to include this part of the response effort in exercises and training.

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.

¹ Kenneth S. Trump, "Proactive School Security and Emergency Preparedness Planning" Corwin Thousand Oaks, California, 2011





Career →

Salary →

Benefits →

Negotiations: The Key to Positioning Your **Salary + Benefits** in Your Post-Law Enforcement Career”

Alan A. Malinchak

For those who have been following this FBINAA Career Transition Series of articles to prepare you for your next career – we are now at the stage where you have identified a position, targeted a company, networked with past and current professionals, completed the application, prepared for the interview, suffered through the long wait of others being interviewed and just received the call – they want to hire you!

Breathe that sigh of relief, you’ve made it and are eager to begin working in your new career. However, since your interview and prior to learning you have been selected, did you engage in a conversation with your prospective employer regarding salary, bonus structure, vacation/sick days, 401K, executive compensation, and a myriad of other benefits that are available? If you have, we trust you had sufficient advice regarding what was and wasn’t negotiable and you are confident their offer letter will include all the agreed upon compensation – good for you!

Sometimes, a prospective employer will send an “offer letter of employment” to review, sign and begin your next career – it’s in their best interest. You’re excited, anxious and so ready, but not so fast – are you prepared to negotiate before you sign that letter. If you sign and send that offer letter without considering items that are open for discussion/negotiation with your new employer – realize you may be leaving several compensation benefits on the table – regrettably, benefits that are no longer available once you have signed and on-boarded.

If you haven’t entered into a compensation negotiation prior to their offer letter of employment, NOW and prior to signing the offer letter, is the time to pick up the phone and ask for an opportunity to discuss salary and compensation packages related to the position.

Consider the receipt of their offer letter of employment as the first, not final offer. There are a multitude of items which can be negotiated; below are examples of what can and should be discussed. Know that your future employer will almost always try to bring you in at a low base salary – to help them meet their financial numbers, improve their margin, and save money to increase net operating profit – and the base salary is only the beginning of the items to negotiate in a collaborative not confrontational setting.

As a former law enforcement professional you know the value of a positive demeanor when talking with others – that experience will pay off nicely as you enter into conversational negotiations with your future employer. Remember they

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Negotiations: The Key to Positioning Your Salary + Benefits in Your Post-Law Enforcement Career *continued from page 11*

have decided to hire you, there was something about you, your experience, and your capabilities that they liked; and, they are not ready to start the process all over again – they will meet, listen and negotiate with you – this too is in their best interest. As for you – there is never any harm in asking and probably improving your compensation package. There is one caveat – if during an interview for the position, or during the negotiation phase of a compensation package – your future employer mentions that you are already financially comfortable because of your retirement monies from your law enforcement career – be prepared to walk – in fact run – as your retirement salary and benefits should always be off the table in any discussion of future employment.

Value and Interest

Always understand your value – your retirement salary is NOT part of the value you bring to a company. Always understand that companies will NOT pay a penny more – it's in their interest, not yours!

Now, let's look at some of the negotiation categories bearing in mind the following:

- Axiom # 1 - Everything is Negotiable
- Axiom # 2 – Know What is Negotiable is Continually Changing

A former consultant instructor at the FBI Academy always used the phrase “It's not the Money, It's the MONEY”, it's always the money and total compensation packages equate to money.

Employer/Employee Negotiations

Employers expect to negotiate base salary and other compensation benefits. They are happy to, however, they must abide by factors which will influence how much leeway they have to negotiate, e.g., salary bands; internal parity with other employees with the same title in the same group; market conditions; your previous compensation history (post government positions). Companies will pay you a fair value and usually not beyond unless you are the only candidate in the marketplace that meets their needs.

Not Sure of Your Negotiation Skills?

For those unsure of their negotiating skills an internet search will yield several cites to self-educate, for example,

- <http://www.payscale.com/career-news/2015/04/6-tricks-to-get-you-the-salary-you-deserve>

- <http://hunt4staff.com/negotiating-the-salary-you-deserve-6-key-steps>

- <http://www.foxbusiness.com/personal-finance/2012/05/01/afraid-to-negotiate-6-steps-to-getting-salary-deserve>

These and other internet cites will yield tips such as:

Do your homework: research salaries in your industry of choice by using job boards and other internet sites and tools e.g., <https://www.careerbuilder.com>; <https://getraised.com> or <http://www.payscale.com/about.asp> and www.salary.com. There are several free tools on the internet related to salary compensation schedules based on position, title, experience and location, e.g., <http://www.negotiations.com>; <http://www.rileyguide.com> and <http://www.quintcareers.com>.

- **Rely on facts:** Know your KSAs and testimonies of former clients, peers and superiors as “a case based on facts is difficult to refute”
- **Have a dress rehearsal:** Practicing with a mentor can help you find holes in your argument and ensure you present a strong case
- **Understand the Title Pyramid and how it relates to salary/compensation:**
 - Each company is different;
 - Is title more important than salary/comp? Or vice versa?
 - Do you want a corporate or a business unit position?
 - Corporate – You are overhead and an expense to the company – will your position survive any future budgetary cuts or mergers with other companies?
 - Business Unit – You support a client that generates revenue for your company and should your company be acquired by another company, the contract you may be filling will be kept and your position retained!

Compensation Comes in Many Forms Beyond Base Salary

Base Salary is the only compensation component that is consistent from company to company. Other compensation components that can be negotiated depending on the company, the level, the role, the scarcity of talent for the position, etc. include the following as a start:

- **Sign-On Bonus:** this dollar amount can vary dependent on whether you will be corporate or business operations and is sometimes tied to the level of the government security clearance you possess and/or other professional certifications beneficial to the position for which you are being hired
- **Performance Bonus:** is typically tied to an individual's performance against stated metrics, development and execution of a business plan, meeting expected financials, etc. and can be paid at a specific interval of time from date of hire, e.g., 6 months, or quarterly or annually based on company policy
- **Company Bonus:** some companies pay annual bonuses to employees based on the company performance and can be a % of your base salary or the amount could be a % of company allotment regarding bonuses distributed proportionately or by title or amount of revenue your position generated for the company within a specified time period. Usually, it is related to your title and your base salary – hopefully you already are seeing how beneficial that starting \$\$ salary amount is when you sign with a company
- **Stock Shares:** these are shares of stock that a company can provide to you as a sign-on or performance bonus and can be future CASH – depends on the performance of the stock in the financial markets. How many shares you receive is usually tied to position title and future performance. This is free future monies you will receive simply by asking for them during a negotiation and if you are going to work for a “Start-Up” company, you may be able to discuss ownership shares of the company as part of your compensation package
- **Stock Options:** Publicly traded companies can also provide stock options to employees, usually those with the position title of Director and above. Even the number of stock options provided to an employee is dependent on the hierarchical title you negotiate. As an example, a company may provide you with 1,000 shares of common stock valued on the date of hire at \$25.00 a share. You now own stock valued at \$25,000 but not the actual \$25,000.00.

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FROM 241 TO 26.2

I remember the day my phone rang and my caller ID showed a number from Cleveland, Ohio that I was not familiar with. Anticipating a call from the Cleveland office of the FBI, I answered with eagerness. This was it, my time had arrived, and session 241 was mine for the taking. I was excited, nervous, and scared to death because it was a mere six months away and I knew that my PT was not where it should have been.

Don't get me wrong, at the time I could have lifted a small car, but, I probably could not have ran around that same car more than twice without stopping to catch my breath. I knew I had to work on my cardio and start running in preparation for the Yellow Brick Road. In December of 2009 I hit the treadmill in preparation for the National Academy in April of 2010.



Ken and Jim Risseuu (roommate from Cheboygan, Wi. after a challenge run).

I can remember my first full mile on the treadmill. It took me over ten minutes to complete it without stopping. However, this was a milestone for me and as time went on, the miles got easier and easier.

I met Fitness Instructor **Kevin Chimento** at the FBINA and he proceeded to change my entire outlook on health and fitness. In the weeks that followed, my fellow 241er's and I learned about more than just running and weight training. We learned about healthy living. We were told about eating, sleeping, and all around physical training that will prepare the law enforcement leader to be a true example of a professional law enforcement officer.



Ken after his first full marathon.

So it began; stretching, crawling, crab walking, lifting, pulling, and yes... running. We eased our way into it with *Wizard of Oz* references like “*Not in Kansas Anymore*” which is a short 1.8 mile jog. From there, the mileage increased as we worked our way through the “*Tim Man Trot*”, “*The Journey to Oz*” and capped it all off with a 6.1 mile trek over “*The Yellow Brick Road*.”

All of our hard work paid off at the end with a presentation of a yellow brick, inscribed with our session number on the front. The sweat, and sometimes pain, was more than just our bodies adjusting to this new lifestyle. What Kevin did not teach us was how to be a team. It just happened. I have fond memories of running with my roommate from Wisconsin, a trooper from New Hampshire, and getting passed by an officer from Germany. Our bodies changed physically, our minds expanded, and our hearts continued to swell with the love for our chosen profession.

After graduation I still use many of the techniques I learned while attending the FBINA. Most of all, I never stopped running. Running gives me the opportunity to re-energize, to think through my problems, and to give me the chance to clear my mind. I have run many charity 5k races and watched as my times slowly got faster and faster. I then started running 10k distances and before I knew it, my first of many half marathons was in the books.

I'm grateful for the opportunity to have met so many wonderful people and to have learned so many valuable lessons that I carry with me still today. In October, 2014, I ran the Nationwide Children's Hospital Columbus Marathon in Columbus, Ohio. This was my first full distance marathon of 26.2 miles. I recall coming down the last mile stretch. There were so many people cheering and clapping; encouraging complete strangers to finish strong and not give up. In a way, the last mile in my marathon reminded me of my first mile when preparing for the NA. They both hurt, but when I finished, the overwhelming sense of accomplishment nearly brought tears to my eyes.

My message to all NA grads past and present is this; never give up, keep clapping and cheering each other on, and run your first mile as hard as your last. No matter what you do, stay fit, be prepared, and continue to set the example of what true leaders are. That's what we do. 🏃

Ken Klamar
Perkins Township Police Chief, OH
FBINA Session 241

A MESSAGE FROM OUR **CHAPLAIN**

by Dan Bateman

“Forgiving Others” – The Most Difficult Mountaintop to Conquer

I send greetings and blessings as you lead your officers during these difficult times. May God bless you in every decision and action you take.

Our theme for 2015 has been “*Mountaintops and Valleys: Our Journey*”. And, while I previously explored the glory of reaching the mountaintop and leaving the dark valley below, the ideas expressed were philosophical in nature. Sometimes, the actual doing is so much more difficult than the discussing.

And so it is with forgiving others. Forgiving is a difficult subject for many. Asking for forgiveness is only slightly easier than granting forgiveness as it typically follows the self-realization a wrong has been committed, you own up to it, and make the request to have your slate wiped clean. That request, more often than not, is honored and peace is restored.

Forgiving others, on the other hand, is an entirely different matter. In fact, it is so difficult, some never attain it even though they yearn to reach the mountaintop of peace, contentment, and tranquility. Some think forgiving others cannot be accomplished without the person needing forgiveness demonstrating remorse. One radio talk show host advises callers not to forgive someone who has wronged them unless a request for forgiveness is made, genuine remorse is observed, and penitent action is taken on the part of the person who committed the offense.

The topic of forgiving others is multi-faceted and deep. Some aspects cannot be adequately addressed in this forum. But, for our purposes, I am encouraging all of us (me included) to reflect on forgiving others in our personal lives where ascending to that mountaintop can be treacherous and difficult. Only through determined perseverance can one conquer the difficult journey of forgiving others and claim the peace, calm, and spectacular view of life from the awe-inspiring pinnacle of “*Mount Forgiving*”.

One of the best examples came from a friend of mine whose marriage is rock solid. It caused me to wonder why and ask him what it was that kept his marriage so strong. His answer: “Be ready to forgive every day.” Wow! As I pondered that simple but powerfully profound thought, I realized how very true that is! Can you imagine bringing a forgiving heart to your marriage every day? And, likewise, imagine your spouse blessing you with the gift of daily forgiveness towards you. Your marriage would be well in its way to the very pinnacle of the mountaintop!!

Defining forgiving is important and can help us on that journey as we scale the heights to the mountaintop. Dr. James MacDonald, from Harvest Bible Chapel, defines it this way: forgiveness is a decision to release a person from the obligation that resulted when they injured you. The important point Dr. MacDonald makes is this: forgiving is a decision, an act of will, not a feeling. He goes on to explain when someone injures you, through word or action, a debt is incurred. Traditionally, “payment” of that debt would be to exact revenge of some sort. Instead, Dr. MacDonald encourages us to release the person from




that debt of “injury” by making the decision to forgive. Easy? Never. Rewarding when successful? Always.

But someone centuries ago pointed us in the direction to the path of forgiving. He made statements that, in today’s world, would be considered unworkable and ludicrous. Given His inspiration and example, it becomes the gold standard against which we measure true forgiveness.

Jesus, the Christ, said long ago in the Sermon on the Mount: “*But I tell you, love your enemies and pray for those who persecute you, that you may be children of your Father in heaven.*” (Matthew 5:44): Later, the inspired Apostle Paul quotes the Old Testament book of Proverbs 25:21-22 to show the true way to exact “revenge” towards someone who has wronged you: “*If your enemy is hungry, feed him; if he is thirsty, give him something to drink. In doing this, you will heap burning coals on his head.*” (Romans 12:20)

Regrettably, those we cherish and whose relationships are extremely transparent may be the very ones who can hurt us most deeply, both emotionally and psychologically. Our desire to extract “payment” through revenge may exhibit itself through hurtful words, denying them attention, or in the worst case, physically hurting them. Climbing to the mountaintop of forgiving others by your conscious decision, your act of will, to release those you love from the debt they incurred when they “injured” you, will free you from the setbacks on the trail of life. Even more so, when you forgive a wrong, your family and close friends will draw even closer to you as you journey to the summit of “*Mount Forgiving*”.

Perhaps the greatest example can be found in the dying words of a man innocently sentenced to death. No matter what wrong we personally suffer from those closest to us, the greatest example of the unrequested forgiving of others can be found in one of the last statements Jesus said before He breathed His last at the hands of those who carried out His sentence of death: “*Father, forgive them; for they know not what they do.*” (Luke 23:34)

Blessings as you forgive others on your journey to the mountaintop! 

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THE HISTORIAN’S **SPOTLIGHT**

by Terry Lucas

Talk About A Goal Setter!

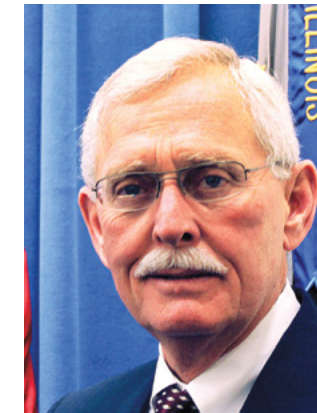
Our featured NA grad this issue has taken goal setting (and achievement!) to a highly commendable level.

Clayton D. Johnson, NA Session 180, is currently serving as the United States Marshal for the Northern District of Oklahoma. He was appointed to that position in August 2011. The Northern District consists of eleven north east counties and approximately one million people. Prior to becoming US Marshal, Clayton served as the police chief of the Ponca City, Oklahoma Police Department.

Clayton was born in the Minneapolis, Minnesota area and lived there until 1st grade. At that time his parents, Nick and Judy Johnson, were transferred by Conoco Oil Company to the Kansas City, KS area where he lived until he was twelve years old. The family was then transferred to Ponca City, OK where he has lived since that transfer.

A career interest in law enforcement was developed in Clayton at an early age. While still attending school in Independence, Missouri one of his favorite TV shows was *Adam-12* and he even remembers “taking notes” on the show so he could learn all of the techniques and strategy used to fight crime! Another indicator of Clayton’s early interest in law enforcement was his desire to be a “Junior Deputy” of the Jackson County, Missouri’s Sheriff’s Office. This was a rather unique program in which every 5th grade student would become a Jackson County Junior Deputy, complete with a commission card, a metal Junior Deputy badge and a handbook on rules and regulations. (This sounds like a commendable program to involve young people and improve relations between the public and law enforcement!) Clayton stated his parents, Nick and Judy, raised him to respect law enforcement officers. They have always been and continue to be role models and mentors to him. The early parental guidance and later life experiences make Clayton “deeply disturbed when someone disgraces the badge of law enforcement!”

The initial attempt at a formal college education for Clayton did not succeed very well so he went to work for the Conoco Oil Company just like his parents. His motivation and initiative soon paid off for him and he worked into a good paying career position in the Research and Development Department. His early interest in law enforcement had never left however so he ended up becoming a Reserve Police officer for the Ponca City Police Department a few months prior to his 21st birthday. He served as a Reserve Officer until he was 25. At that time he resigned from Conoco and was hired as a full time police officer by Ponca City. Clayton advised that it was a tough decision to leave Conoco as he knew he had a secure future there and also he would be



taking a 25% reduction in wages alone to say nothing of other benefits – but he wanted to be a police officer!

While he was a young police officer he sent the Ponca City Chief a letter telling him he would like to be chief someday and asked what he needed to do and would the chief help him. The Chief informed

Clayton that he needed at least a Bachelor’s Degree and preferably a Master’s Degree in order to be competitive as a candidate. At that point Clayton began a serious multi-year pursuit of his college degrees. His first degree pursuit involved a 15 miles round trip to Northern Oklahoma College to obtain an Associates in Applied Science in Law Enforcement. Following receipt of the Associates he continued on and then drove 100 miles one way to the University of Central Oklahoma to obtain a Bachelors in Criminal Justice. He also later obtained a Masters in Criminal Justice Management. It should be noted that he was an honor role student while taking courses but he advised that his job as a police officer always came first! Attendance at the FBI National Academy was another goal which Clayton had set for himself in his law enforcement career. A Deputy Chief, Bill Boese, had attended the NA and informed Clayton of the benefits of being a NA grad. Boese had also served as a mentor

for Clayton throughout his career. Clayton attended the 180th Session (Jan-Mar 1985). His favorite memory of the NA’s when “he walked from the reception area, through the glass security doors that gave access to dorms and the rest of the facility. He recalls the etching which said “Through these doors go the finest in law enforcement.” He was truly humbled to go through the doors!”

Clayton was single when he attended the NA and his favorite thing to do was explore the Capital region with all of his new NA friends. He had never seen the DC area or the Atlantic Ocean prior to coming to the NA. He still keeps in touch with two of his classmates, Allan Baker - Chief of Danbury, CT PD and Richard Shiraishi - Captain with Sacramento, CA PD.

His most remembered class was “*Community Policing*”. Although

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STAYING ON THE **YELLOW BRICK ROAD**



Running Better Would be Better – PART TWO

John Van Vorst

“In skating over thin ice, our safety is in our speed.” – Ralph Waldo Emerson

In Part One, I introduced the idea that running as a skill worthy of being developed and highlighted the characteristics of efficient runners. Those techniques were geared towards endurance running and might be part of a comprehensive physical training program to enhance cardiorespiratory endurance while avoiding common running injuries. Endurance running is fine, but speed is the difference maker. In this article, I'd like to cover the fundamentals of agility, or speed while rapidly changing directions in all planes of motion with excellent body control. Law enforcement officers who train and improve their agility will be able to quickly get into and out of positions that might have otherwise been impossible. This has major implications for officer safety as well as improved job performance. It can also add a nice punch of variety to a stagnate program.

In Vern Gambetta's *Athletic Development*, he defines agility as “the ability to change the direction or orientation of the body based on internal or external information without a significant loss of speed”. Therefore, agility requires a combination of dynamic balance, coordination, power and speed. In other words, you can't effectively train for agility if you haven't developed those critical components. If you're not sure, answer the following questions from long-time strength and conditioning coach Mike Boyle:

1. Can you decelerate? Eccentric strength is the ability to put on the brakes.
2. Can you restart movement quickly after to you stop? Can you put force into the ground?
3. Can you take off and land with stability?

Unlike endurance running or linear speed work, keep your feet low to the ground for quick and accurate strides. Gambetta also points out that true agility has cognitive component. In addition to possessing the critical movement skills, your perception and decision making skills will heavily influence your multi-directional speed. Once you possess the motor skills to stop and start efficiently, introduce a reactivity component such as auditory, visual and/or tactile cues. Rather than simply running around the same set of cones, have training partners call out directions, flash signs or touch a side of the body to influence the next change of direction. This will provide endless variations and maximize your training.

Training for Agility

Once you've established or re-established the required motor abilities for agility training, here is a progression for improving your change-of-direction:

“Wheel” Drill

From a stationary start, imagine you are in the center of a wheel and all of the spokes represent the potential directions or planes of motion (moving forward, laterally and to the rear). Drive out aggressively out in the direction of the desired spoke using a three-step sequence of “left-right-left” and “right-left-right”. On the third step, “stick” the landing with your foot flat on the ground and your shin perpendicular to the floor. Hold for a solid one count before stepping back to the starting position. Remember to work your way through every spoke in the wheel. Adding steps increases the braking demands, and you can begin the drill with a rolling start. For operational readiness, try starting from a seated position.

“Sway” Drill

Place two cones (or red solo cups, if you prefer) approximately 6 feet apart and stand in the middle. Squat down while keeping your chest up and “sway” back and forth towards the cones on either side. The goal is to not to see how far you can stretch your arms, but rather how well you can project your hips laterally over your foot (Figure 1). Gradually increase distance between the cones and widen your feet while focusing on projecting your hips outside of your base of support. As the cones or cups widen, speed up the drill by adding a lateral step out to touch the cone and back (Figure 2). With one foot anchored in the middle, take a lateral step to one side and then take a powerful pivot step finishing all the way on the other side (Figure 3).

“Curve” Drills

Curved runs are a great way to introduce gradual change of directions and shifting your center of gravity outside of your base of support. Start with a “lazy S” or serpentine pattern and gradually tighten the course with sharper cuts. Progress to a large “figure 8” pattern and progressively shorten the course. Eventually, add full “circle” patterns in clockwise and counterclockwise directions.

Agility training sessions should be characterized by short, intense bursts of quick and accurate changes in direction, with fairly long and complete rest or recovery periods. Overall, the training volume should start small and build slowly over time. Training for agility when fatigued

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



Figure 1



Figure 2



Figure 3

and before technique is perfected is a recipe for compromised movement patterns and injury. Build the quality, and then build the capacity!

Testing Agility

The Illinois Agility Test, used in some law enforcement physical ability tests, is a good example of assessing movement speed with multiple changes in direction and orientation of the body. The test begins with the participant lying prone on the floor behind the starting line with their arms at their side and head facing forward (or turned to the side). On the command “go”, the participant quickly pops up and moves forward around a cone or mark at the far line and returns to the first of four center cones. The participant then quickly weaves up and back through the center cones, and then quickly moves to other cone or mark at the far line. After rounding that cone or mark, the participant runs across the finish line as quickly as possible.

GENDER	EXCELLENT	ABOVE AVG	AVERAGE	BELOW AVG	POOR
MALE	<15.2 secs	15.2-16.1 secs	16.2-18.1 secs	18.2-19.3 secs	>19.3 secs
FEMALE	<17.0 secs	17.0-17.9 secs	18.0-21.7 secs	21.8-23.0 secs	>23.0 secs

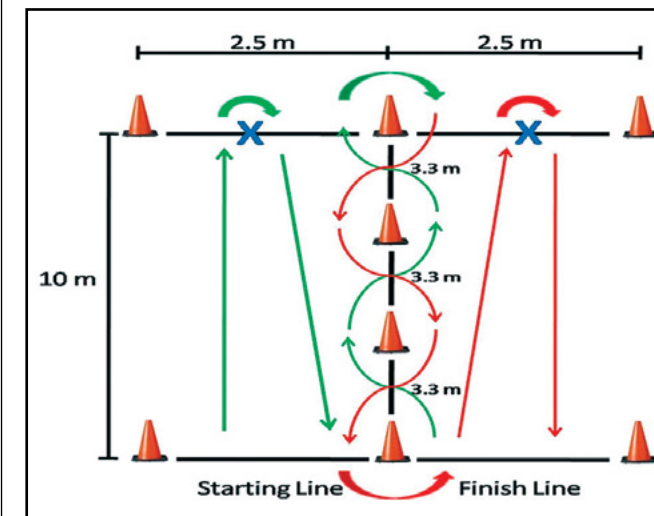


Figure 4: The Illinois Agility Test

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Boyle, Michael. *Functional Training for Sports*. Human Kinetics, 2004.
Gambetta, Vern. *Athletic Development: The Art & Science of Functional Sports Conditioning*. Human Kinetics, 2007.

About the Author: John G. Van Vorst is a Health & Fitness Instructor within the Physical Training Unit at the FBI Academy. He holds a master's degree in exercise physiology and is certified by the American College of Sports Medicine, the National Academy of Sports Medicine and the National Strength and Conditioning Association. He also serves as a defensive tactics instructor for the FBI New Agents Training program. John.vanvorst@ic.fbi.gov .

The Historian's Spotlight *continued from page 19*

his Chief had recommended that he take the course he had little interest in the concept. However since his boss had “suggested” he take the class he did so! He ended up bringing several programs back to his agency including the citizen police academy. He learned that he was a believer in the philosophy of community policing without knowing it!

Clayton fulfilled his goal of becoming Ponca City Police Chief in November of 2002. This came after serving in both patrol and investigations and being promoted up through the ranks. He stayed in that position until August 2011 when he fulfilled another goal of becoming US Marshal.

If you read the resume of Clayton Johnson you would immediately notice that he is a man who has given much to his community and the law enforcement profession. His list of awards and accomplishments are many and varied and include being President of the Oklahoma FBINAA Chapter in 2005. Marshal Clayton Johnson is typical of most FBI National Academy graduates who daily serve and protect our great nation and continually strive to improve their professionalism so they can serve even better.

If you know of a distinguished NA grad in your area who you feel deserves recognition please contact me by cell 540.810.2721 or by email at Terry.lucasfbinaa@gmail.com. Thanks for all you do and stay safe out there.

Terry Lucas
FBINAA National Historian, NA Session 182

IT'S WHAT I DIDN'T KNOW

I knew when I learned I would be attending the 196th Session of the National Academy in January 1999 that it was going to be a very special time. I suppose like most everyone fortunate enough to have this opportunity, I read everything I could, and talked to everyone I could about what to expect from the NA experience. I knew I would be attending one of the world's elite law enforcement management training classes with peers from across the country and around the world. I knew I would make lasting friendships, and I knew I would be challenged physically, intellectually, and emotionally.

While I knew a lot about what was to come from my NA experience, it's what I didn't know that is on my mind today as I write this. I didn't know, for instance, that of those many friendships I would develop during those amazing three winter months in Quantico sixteen years ago, one of those would become like the brother I never had. I didn't know that I would cross paths with a fellow North Carolinian with whom I would have so much in common, both professionally and personally – from the love for our jobs and training recruits and other officers, to the love for our families and friends. I didn't know that soon, we would both discover the love for motorcycling, and that we would find ourselves putting in many miles of seat time on our Harleys riding the mountains of Virginia, North Carolina and Tennessee, and along the coasts of South Carolina and the Florida Keys (the first Keys trip being shortly after we had both retired from our respective agencies within a few months of each other).

I didn't know, and would have never expected that one day he would be diagnosed with an aggressive brain tumor, and I didn't know how I would react when I got that call from his wife, eighteen short months later saying, "Bobby passed away this evening." I really didn't know how short sixteen years could be.

In the years since we attended the 196th, we shared a lot of great times - times with just the two of us, times with our wives and children, and times with a group of guys on motorcycles. After his diagnosis, we had some good, heart to heart talks about the great times we had had and the memories we had shared. But we also talked about life and how short it really is. And we talked about how much we meant to one another – which was a hard thing for a couple of crusty old cops to do. I know I am happy we had that talk.

I didn't know things would turn out the way they did when I headed to the NA, but I know I am grateful they did. I am thankful we were chosen to attend the 196th together, and that our paths crossed there and that we lived close enough to stay in touch and enjoy the times we did. I know that Bobby loved the National Academy, for what it represents, and for all it meant to him and means to so many others. I know too, that if he could deliver a message to his fellow NA alums right now, it would be to enjoy life and live it to the fullest with integrity and passion in everything you do. He would say to you to spend time with those you love today, and to let them know you love them, because life is truly short. I didn't know how short sixteen years could be.

In memory of

CAPTAIN BOBBY WALSH, RET.
Wilkes County (NC) Sheriff's Office,
196th NA | EOW | March 13, 2015



(L-R) Bobby and Ron. Last ride together, NC Coast, Spring '14.



(L-R) Bobby and Ron. First ride to the Florida Keys after retirement, January '08



(L-R) Bobby and Ron. Bike week 2011, Ft. Sumpter, SC.

About the Author: **Ron Stowe**, 196th Session, Public Safety Director, Guilford College, Greensboro, North Carolina and retired Captain, High Point (NC) Police Department.

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LAW ENFORCEMENT OUTERWEAR

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KEEPING LAW ENFORCEMENT OFFICIALS AT THEIR PEAK PERFORMANCE FOR ALL SEASONS

This past winter in the Northeast was one for the record books. Record cold coupled with some of the highest ice and snow amounts ever recorded made law enforcement officials' jobs more challenging than ever. "Seeing it on TV or *The Weather Channel* is one thing" states Police Chief **Ken Truver**, Castle Shannon PD in Pittsburgh, PA. "Working in it is something entirely different." Outerwear that offers protection against the natural elements, coupled with peak performance and comfort throughout the shift allows the officer to focus on the critical needs of their day.

FORUM-DIRECT, and the developers of **GORE-TEX** fabrics, W. L. Gore and Associates, are engineering clothing specifically for today's law enforcement official.

As a Gore certified manufacturer, **FORUM-DIRECT** has produced a wide range of products for over 12 years. **FORUM-DIRECT**, based in San Antonio, TX, produces the high quality apparel line for the law enforcement community. All **FORUM-DIRECT** outerwear is sold direct from the factory in San Antonio to law enforcement agencies and individuals, eliminating the costly distributor and dealer mark up, allowing the agencies to provide their officers great performing and high quality outerwear at an affordable price.

While the high-end quality and design of their gear is impressive, how Forum and Gore go about gathering the intel that goes into their products helps the two companies really hit the mark. Product developers and sales associates spend time in the field on ride alongs to gain firsthand knowledge of the environment law enforcement officials work in and to get their insights on what they need with regards to outerwear.

"The officers spent much of each shift getting in and out of the car, whether handling traffic stops, responding to incidents, or stopping by the station. They were experiencing a broad range of temperatures and weather conditions," states **Steve Lampo**, Gore's Product Manager for North America. "When we talked to chiefs, they stressed the importance of providing the officers a jacket they would actually wear rather than one they just throw in the back seat of the car."



Forum Direct is the proud sponsor of the delegate gift at this year's annual conference in Seattle.

Gore's products go far beyond duty jackets. The company has also developed products for footwear and accessories to help keep today's law enforcement professional at the top of their game. Additionally, they produce protective fabrics for professionals in the military and fire and safety.

MAKING INFORMED DECISIONS

To help customers understand the many unique benefits of these products, **Forum** and **Gore** have put together an educational seminar for law enforcement officers. This seminar explains some of the differences in competitive products and myths and facts about waterproofness and moisture breathability. The seminars are scheduled throughout the upcoming fall and winter season and are held at the Gore Fabrics facility in Elkton, Maryland.

To gain a further level of understanding of their customers' needs and gather feedback, **Forum** and **Gore** invite law enforcement from all over the country to Gore's campus for a one-of-a-kind, hands on tour and field-test. The visit begins with a tour of the facility, a unique show and tell on how **GORE-TEX** fabrics work to deliver protection and comfort, and ends with a product field-test. The field test is held at a top secret location that allows the officers to experience firsthand the benefits of the products. It also shows the two companies' commitment to gathering as much feedback as possible which they can then pour back into making their products some of the best available on the market.

Want to learn more? You can view a full line of **FORUM-DIRECT** featured law enforcement products by visiting www.forum-direct.com. As a sponsor of this year's **FBINAA Annual Training Conference**, you can also stop by their booth (**Booth #418**) during the Law Enforcement Exhibition and speak with company representatives one-on-one.

Negotiations: The Key to Positioning Your Salary + Benefits in Your Post-Law Enforcement Career *continued from page 16*

Normally, you can decide to cash out 1/3 each anniversary date from the date they were given to you. To cash out all 1,000 shares will take 3 years. If the stock is doing well, that is great, e.g. at year #1 each share is worth \$30.00 – you can cash out 333 shares at increased value of \$5 for total over \$1,600.00. If the stock value has decreased to \$10.00 a share, don't worry, you just wait for anniversary years 2 then 3. Stock options are usually part of each yearly performance evaluation, just like the cash bonus

- **Employee Stock Option Plans (ESOP):** the company buys stock on your behalf, if it makes money, you make money; normally you can't exercise options until you retire/leave the company
- **Employee Stock Purchase Program (ESPP):** some publicly traded companies provide this benefit to employees allowing them to use part of their salary to purchase stock at a discount to market price
- **HR Benefits:**
 - **Insurance:** if you have health/dental/vision insurance from retirement, some companies will negotiate the amount or a % of that amount it would have cost them if you had enrolled in their programs. These monies could be negotiated in the form of a sign-on

- bonus or an increase in your base salary offer
- **Life insurance:** if a leadership title, usually 3 x salary base only
- **LTD and STD:** long term disability and short term disability are usually paid by the company
- **401K:** max out your pre-tax portion as the % saved in not paying taxes is a good strategy and the more you can save now, the better for when you retire. Know what the company match policy is on 401K or if they have the option for a Roth
- **Vacation/Paid Time Off (PTO):** companies will either provide Vacation + Sick Leave or combine the two into a benefit referred to as Paid Time Off (PTO). These are usually set by company policy, however, the higher the title, normally the more PTO – when you negotiate your title and level within the company, you are affecting your PTO now and into the future
- **Business travel:** dependent on your position business travel may be required; however, if business travel occurs on a weekend, compensation time can be negotiated

- **Understand the value of your government CLEARANCE:** If you have a government clearance, know when it expires. Insure the background investigation is complete and it is renewed prior to leaving your public law enforcement service career. Without your clearance, you are NOT as valuable to some companies

There are many other items open for negotiation and although space is limited here, consider a compensation consultant beyond your own current and future knowledge. Good Luck and Stay Focused – Your Next Position is Within Reach and Remember what Milton Berle said "If Opportunity doesn't knock, build a door." Then knock! 🚪

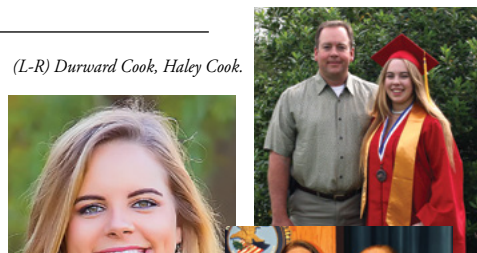
About the Author: Alan A. Malinchak is retired FBI, a graduate of the 163rd session and CEO of Eclat Transitions LLC, a career transition services company www.eclat-transitions.com with over 35 years of professional experience in government, industry, academics and is a U.S. Navy Veteran (DAV). Al can be reached at al@eclat-t.com or contact him through LinkedIn.



FBI NAA Charitable Foundation
The heart and helping hands of the Association

The Charitable Foundation is pleased to announce 2015-2016 collegiate year scholarship awards. We received an outstanding group of applications from FBINAA member children and grandchildren. Reviewing the applications, it soon became obvious, NA children are over achievers like their NA sponsors, making competition very keen. It is clear our future is in good hands. The four \$1,000 scholarship award winners are:

NAME	SECTION	CHAPTER	SPONSOR	
Hannah Sonstegard	I	CA	Eric Sonstegard	246
Haley Cook	II	OK	Durward Cook	188
Sarah Kinsey	III	VA/FL	Donna Kinsey	222
Kirsten Hendricks	IV	OH	Barry Hendricks	194
Emily Moran	Society of Former Agents of the FBI		David Moran	



(L-R) Durward Cook, Haley Cook.



Hannah Sonstegard



(L-R) Sarah Kinsey, Donna Kinsey.



(L-R) Barry Hendricks, Kirsten Hendricks.

(L-R) Emily Moran, David Moran.

We are already looking forward to the 2016-2017 scholarship awards – Bob Young, *FBINAA Charitable Foundation*. Please feel free to contact me with any questions at bob.young@fbinaafoundation.org or 517.655.4222.

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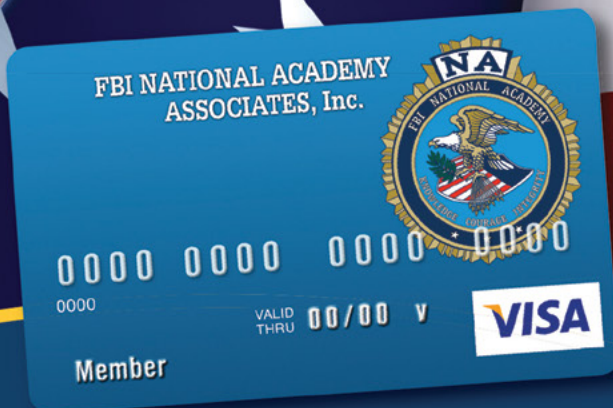
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Visit www.jfcu.org to apply online, or call 800.550.5328



Information contained in the brochure is current as of May 1, 2015 and is subject to change. Membership with Justice FCU must be established via a Share Account prior to the approval of the FBINAA Visa card application. Subject to credit approval. *APR=Annual Percentage Rate. **FBINAA card must be used within the first six months of opening the account or the \$80 credit will be revoked. Justice FCU reserves the right to withdraw this offer at any time.

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