

The Magazine of the
FBI National Academy
Associates

NATIONAL ACADEMY



ASSOCIATE

January/February 2015
Volume 17, Number 1

**Body-worn
Cameras Have
Arrived; Now Comes
the Hard Part**

PLUS | Why Should Cops Study the Future?

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The Magazine of the FBI National Academy Associates

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AN ALLIANCE SPOTLIGHT: *Justice Federal Credit Union*

Greg Cappetta

Over the past two years, I have worked closely with our strategic alliances to form partnerships that ultimately benefit our members and the Association. These alliances have helped us accomplish our mission and have also helped to maintain a network of professional law enforcement both domestically and internationally. During 2015, I will highlight some of our alliances and what they bring to the Association. There is no reason for the order in which they will be presented but I feel recognition is warranted to help understand what they do to support our members.

Justice Federal Credit Union has supported the FBI National Academy Associates from the beginning of our association. They share our history in that they opened their doors in March 1935 and have partnered with the FBINAA as far back as anyone can remember. Justice Federal Credit Union remains extremely active in support of the FBI National Academy Associates. They are a Champion Strategic Alliance Partner. The Credit Union sponsors and attends the annual national conference, and is the sole sponsor of the annual IACP/FBINAA Reception.

Justice Federal Credit Union offers the "Official VISA of FBINAA." The FBINAA VISA Re-

"As we look to the future, we will constantly challenge ourselves to raise the level of service that we provide our Members, and look for creative, new ways to succeed as we serve the unique needs of the Justice Community. Our goal of providing service excellence has driven our strong performance throughout our history. We look forward to continuing to meet that challenge."

– Pete Sainato, President and CEO



wards Credit Card a special rate to members, and each time the card is used, the Credit Union gives back a portion of each transaction to FBINAA.

In addition, the Credit Union shows its continuing support throughout the year with programs such as the Youth Leadership Program where they present a class on Financial Management, and award an annual scholarship. Recently, in 2014, the Credit Union stepped in to assist to help raise needed funds for addition costs incurred for this program.

Recognizing the need to assist FBI National Academy Associates with an opportunity to further their education and achieve their professional goals, as well as ensure their family members, too, have an alternative solution to cover tuition and the overall cost of education, Justice Federal Credit Union developed the Education Assistance Line of Credit.

The Education Assistance Line of Credit program offers a line of credit up to \$40,000 for reimbursement of qualifying expenses, annual percentage rates as low as 6.90%, and an opportunity to defer payment for up to 90 days. I would like to thank Justice Federal Credit Union and their employees for their continued support of the FBINAA. Happy 80th Anniversary!

About Justice FCU: Justice Federal Credit Union has assets over \$628M and is headquartered in Chantilly, Virginia. The member owned, financial cooperative provides financial services nationwide exclusively to employees of the Department of Justice, the Department of Homeland Security, the Georgia Department of Public Safety, law enforcement communities, their family members, related associations, and contractors. Locations include California, Georgia, Illinois, New York, Texas, Virginia, West Virginia and Washington, D.C. The Credit Union was recognized as one of the "Top 50 Best Performing Credit Unions" in the nation out of approximately 7,000 credit unions by SNL Financial, one of the top financial data and analysis firms in the country.

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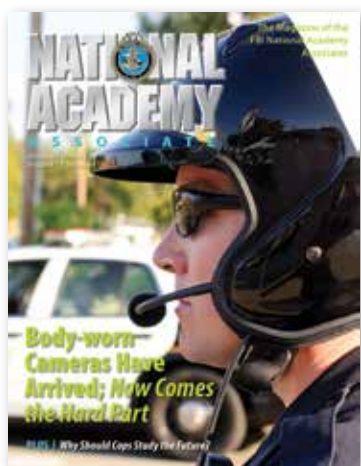
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ISSUE	EDITORIAL DEADLINE	MAIL DATE
Jan/Feb	12/1	2/28
Mar/Apr	2/1	4/30
May/June	4/1	6/30
Jul/Aug	6/1	8/30
Sep/Oct	8/1	10/30
Nov/Dec	10/1	12/30



On the Cover: Recent events around the country have demonstrated that now, more than ever, there is a need to strengthen police-community relations, and wearable cameras can play an important role. But effectively deploying and managing a body-worn camera system is a complex undertaking. A successful program requires well-designed governing policies, usage procedures, and training, supported by strong technology to administer, store and secure recorded information.

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 vetted and endorsed by other chapters and or members.

The Speaker's Bureau will feature subject matter experts in fields such as:

- Strategic Budgeting/Finance
- Ethical Excellence
- Executive Leadership
- Future in Law Enforcement
- Retirement/Career Transition Planning
- International Intelligence/Cooperation



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. Remember, the goal is to help your chapters identify suitable speakers for an upcoming event in a "one-stop-shop" environment.

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

HELP US BUILD OUR SPEAKERS BUREAU!

Visit <https://fbinaa.formstack.com/forms/presentapp> to apply ONLINE!



ASSOCIATION PERSPECTIVE

by President Joe Gaylord

I would like to thank you for allowing me the privilege to serve as your president of the FBINAA. It is truly an honor, and one that I hope to live up to in order to serve and grow our association. I would also like to take this opportunity to thank **Laurie Cahill** for her guidance and leadership over the past year. Also, we could not serve our membership without the outstanding work that our administrative staff achieves every day. They are dedicated individuals who are there to assist every member of the association and do so with great customer service. That being said, I am sorry to inform our members that **Nell Cochran** has left our ranks and has taken a position with the FBI as an auditor. We wish Nell all the success and happiness in her new assignment and know that she will be very successful.

What are some of the updates going on around the FBINAA?


1. **Barry Thomas** will be taking over as President in October of this year. We are making this change to shorten the length of time from swearing in to when the member actually takes office. We are also going to take steps to line up our section representatives timeline from election to taking their office. So this year when a new officer is elected to the board they will take office in October and not the following January. Then in 2016 when an officer is elected they will take office at the conference and all chair members will also move up at this time.
2. As you may know already, the store was relocated back to the academy. This allows the store to be open and on property where the students have access to merchandise during business hours. An added bonus is that this allows us to have better communication with students and to see what they want and need. The store is on the same level as the classrooms. We greatly appreciate that the FBI Academy Staff was able accommodate the store.
3. The **Youth Leadership Program (YLP)** will continue this year and we are looking at ways to improve the curriculum and the experience for our students. We are open to any and all suggestions. We will always lean toward keeping it at the academy if possible, but exploring new alternatives is a good way to conduct business. This board along with **Greg Cappetta** is committed to the YLP program and it is hoped that the students will be able to stay at the DEA dorms again this year. If not, they will be housed in a hotel on base and bused to the academy for classes.
4. The **FBINAA Foundation** made some small changes to their bylaws to improve their efficiency and to become more stable in order to serve the association better. One change is that the past president of the FBINAA will no longer automatically chair their board. This was done in order to conduct the association business without the annual interruption of having a new chair every year. This change was completed at the Foundation meeting held in Orlando. **Doug Muldoon** will continue to chair the board for this coming year. Remember this is a foundation set up to assist our members who are in need. Unfortunately, we have members who have had tragedies and needed the funding. It is a blessing that we have this Foundation and we will continue to support it.



5. Construction continues at the academy in order to update the facilities. We thank you and any current students for their patience and understanding. Please know that the FBI is working hard to make this transformation as pleasant as possible for our students and their recruits. One dorm has been completed and it is markedly improved! And the cafeteria is scheduled to open later this year.

On another subject, this past year has seen several controversial and difficult law enforcement issues and we all have been faced with conversations about events that took place in Missouri, New York, Ohio, and Florida. They are continuing issues and the media has made it clear that the relationship between police agencies and their communities is under scrutiny. We have been asked why we have not taken a stand in support of the officers in these areas. The FBINAA is an organization dedicated to the improvement and advancement of fact-based, quality-driven law enforcement. Many of the issues in question are still being investigated or litigated. When completed, the FBINAA will review the findings and as necessary, will comment or produce training material or suggestions based on the proven facts.

This is truly a profession where honor, dedication, commitment, and honesty are not just words but are actions taken by officers' throughout the country every day. I am proud to be a member of such an outstanding profession where you can make a difference while serving the community.

Thank you for your dedication and God Bless. 

Joe Gaylord

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
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251st Session Reunion: Back row (L-R) Jeff Golden (CT), Brad Smith (FL), Paul Magee (MA), Front row (L-R) Larry Aiken (FL), Alan Melvin (NC), Vern Foli (IL).

251ST SESSION REUNION

■ FBI National Academy Session #251 graduates got together for a reunion in the Berkshires, MA in September of 2014.

ALABAMA

■ Sheriff **Ronnie May**, 129th Session, of the Colbert County, Alabama, Sheriff's Office retired on January 20, 2015 after serving 16 years as Sheriff and a total of 42 years with the Colbert County Sheriff's Office. Sheriff May began his career in law enforcement in June of 1973 after graduating from the University of North Alabama. He was hired as a Deputy Sheriff, promoted to Investigator a year later and soon after became Chief Investigator. He was elected Sheriff in 1998 and took office in January of 1999.



Ronnie May

ALASKA

■ **Mark Mears**, 230th Session was promoted to Chief of Police for the City of Fife as of August 2014.

■ Participants attending the **Annual Training Conference and Expo in Seattle** in July will have the chance to experience a post-conference cruise to Alaska. One of their stops will be visiting **Skagway** – a truly unique experience! With an official population hovering just under 1,000 souls, Skagway is like no other rural community.

Cruisers will be docking into the third busiest port in Alaska, also ranked the 17th top world cruise destination by the industry. On a "5 ship day" Skagway can host 10,000 extra pairs of visiting feet into town. Skagway has 250 motel/hotel rooms, 24 places to eat, 12 tour companies, what feels like a bazillion places to shop, 5 churches, 3 museums, a grocery store, a bank, and a medical clinic. It looks and feels like a college town, as the population

swells with mostly young people making beds, making meals, and giving tours.

When fully staffed, Skagway PD consists of four commissioned officers, five dispatchers and a municipal code enforcement officer. Three of the four officers (75% of the department) are NA grads – a higher percentage than probably exists anywhere else nationwide. Chief **Ray Leggett** attended class #186 in 1996. Sergeant **Ken Cox** attended class #252 in 2013. Officer **Dave Sexton** attended class #184 in 1996 (Sexton was the police chief in Skagway at the time, and hired Cox as a patrolman in 1997!).

What else does Skagway have? We have a railroad. In fact the gold rush era narrow gauge White Pass and Yukon Route was declared in 1994 an International Historic Civil Engineering Landmark, a designation shared with the Panama Canal, the Eiffel Tower and the Statue of Liberty. Day excursions up and over 3,000 foot high White Pass and into Canada's Yukon Territory are available daily.



A second way to visit the Yukon from Skagway is up and over neighboring Chilkoot Pass on the infamous golden stairs of the Chilkoot Trail. The Chilkoot is part of the Klondike Gold Rush National Historical Park. FBINA grads visiting for the day will not have time for the entire 33 mile long trail, however they will be able to visit the trailhead and the historic ghost town of Dyea if desired. What they will have ample time for is a through discovery of Skagway's downtown historical district, also part of the National Historical Park.



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One of the things Skagway doesn't have is much crime. In fact, year after year Skagway has the lowest crime rate of any community in Southeast Alaska, if not in Alaska as a whole. Not that nothing happens – last year a young man upset at receiving a DUI citation went on a rampage, slicing the tires of several patrol and civilian vehicles and set afire a dispatcher's car. The year before that a disgruntled employee torched a restaurant. But on any given day the sound of boots against Skagway's wooden boardwalk is the only noteworthy disturbance in town.

The amazing low crime rate allows not only for a high quality of life for Skagway's residents but also the police officers, who work a four day work week allowing for adventures and extra-curricular activities in this great land. Away from the department, Chief Leggett is also Pastor at Life Link Fellowship Bible Church, a popular community congregation. Officer Sexton is an Associate Professor and Director of the online law enforcement degree program at the University of Alaska Southeast.

The members of Skagway PD look forward to welcoming fellow NA grads to town. July 20th promises to be the most unique day of your Alaska visit!

ARIZONA

Recently the Arizona chapter hosted the **Southern Arizona**



Chief Belmar (L) with FBINA Arizona Chapter President, Chief Ron Wheeler (R).

luncheon where St. Louis County Police **Chief Belmar** spoke and presented "Lessons Learned" regarding the issues they faced in Ferguson, Missouri.

Chief **Joe Brugman**, 224th Session, recently took over as the Police Chief for the City of Safford. Chief Brugman is happy to return home to the city where he was raised. Prior to his new role in Safford, Chief Brugman retired after 25 years with the Chandler Police Department and 4 years as the Police Chief in Coolidge, Arizona.

CALIFORNIA

Greetings from the California Chapter! The 2015 Executive Board is excited and ready to serve our members.



(L-R) Mike Barletta - 3rd V.P., Daman Christensen - 4th V.P., Gina Haynes - Secretary, Wayne Ikeuchi - Historian, Cris Trulsson - Treasurer, Ken Tanaka - 2nd V.P., Walt Vasquez - I.P.P., Max Santiago - President, Russell McKinney - 1st V.P. and Jim Smith - Training Manager.

In my articles I will profile members from our Chapter. It is only appropriate to start with our leader, President **Max Santiago**.

President **Max Santiago** served as the Deputy Commissioner of the California Highway Patrol (CHP) and was a distin-

guished member of the CHP for 30 years. The CHP is comprised of over 11,500 personnel and is the largest state police agency in the nation, and the fifth largest police organization in the United States. As the second-in-command, Deputy Commissioner Santiago was responsible for the day-to-day operations of the CHP and provided executive level oversight over a wide range of CHP's activities including criminal investigation; crime prevention; computer related crimes; information technology; information security; law enforcement performance inspections, audits, and program evaluation; CHP Academy training program; counter-terrorism operations, and homeland security.



Max Santiago

He is recognized as a Certified Inspector General (CIG) by the Association of Inspectors General and a Certified Law Enforcement Auditor (CEA) by the International Law Enforcement Auditors Association (ILEAA). He currently serves as a member of the Deadly Force Review Board for the California Department of Corrections and Rehabilitation.

President Santiago was instrumental in creating several firsts for the CHP such as a nationally recognized computer crimes investigation unit, a joint CHP-FBI Cyber terrorism task force, a Special

Weapons and Tactics Team, and was a key team member in implementing the Amber Alert system throughout the State of California which has resulted in the safe recovery of over 255 children.

In 2005 he served as a Special Officer of the Louisiana State Police (LSP) and as California Governor Arnold Schwarzenegger's representative to the LSP and Louisiana Governor Kathleen Blanco during emergency operations in the New Orleans region where he oversaw search and rescue and law enforcement operations.

President Santiago served as the Chief of the Law Enforcement Division of the California State Lottery for over two years, which is the largest, most sophisticated law enforcement operation of any state lottery in the United States or Canada. As Chief, he was responsible for ensuring the integrity, honesty and fairness in the operation and administration of the California State Lottery, which generates over \$4 billion in sales annually.

President Santiago earned a Bachelor of Science degree in Criminal Justice, Law Enforcement Management and Investigation from California State University, Sacramento. He is a graduate of the FBI National Academy, LEEDS and the Law Enforcement Command College of the California Commission on Peace Officer Standards and Training.

President Santiago is an author and law enforcement trainer on topics ranging from automated speed enforcement technology, emergency incident planning and operations, tactical operations, and law enforcement auditing. He has received numerous awards and recognition for his service from FBI **Director Mueller**, California Governor **Edmund Brown Jr.**, Major General **David Baldwin** of the California

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CHAPTERCHAT

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National Guard, the California Legislature and the CHP.

President Santiago proudly served our nation in the California Army National Guard and in the U.S. Army Reserve for over 21 years as a Military Police Platoon Sergeant and a Special Agent in the U.S. Army Criminal Investigation Division Command. He is a veteran of the Persian Gulf War and was awarded the National Defense Service Medal, Southwest Asia Service Medal (with 3 bronze campaign stars), Armed Forces Reserve Medal (w/ Mobilization Device), California Federal Service Ribbon, Liberation of Kuwait Medal (Government of Saudi Arabia) and Kuwait Liberation Medal (Government of Kuwait). He is a graduate of the US Army MP School Basic Course, Special Agent Criminal Investigator Course, and Hostage Negotiations Course.

President Santiago is the Director of Law Enforcement Relations for ecoATM and leads its commitment to partnering with, supporting, and educating law enforcement professionals on combating cell phone theft. The California Chapter is blessed to have such a committed and talented individual to lead our association.

California Chapter Activities: LOS ANGELES DIVISION

■ First Vice-President **Russell McKinney** is planning our **annual trainer and conference**. He promises it will be informative and full of activities. The theme "Leadership 9-1-1: Understanding What's Important" will be held at the Manhattan Beach Marriott in Manhattan Beach, CA, Sept. 1-4, 2015. Save the dates!

SAN FRANCISCO DIVISION

■ Second Vice-President **Ken Tanaka** held their **annual holiday event** in December, 2014. Five members were recognized with their 25+ years of service pins.



25+ year Award Recipients

The awards were presented to: **Jerry Baker** – NA 93, 41 years; **John Mindermann** – NA 96, 40 years; **Richard Klapp** – NA 125, 33 years; **Galen Temple** – NA 135, 31 years; **Don Olsen** – NA 151, 27 years. The California Chapter recognizes each of you for your continuous and loyal support of our association.

Future Events:

- March 20, 2015 – **Spring Lunch Meeting** – Danville, CA – Hosted by Chief Steve Simpkins, NA 246
- June 19, 2015 – **32nd Annual Gene Jones BBQ and Shoot**, Alameda Sheriff's Range-Hosted by Sheriff Greg Ahern, NA 215
- June 23, 2015 – Combined **San Francisco and Sacramento Division Lunch Meeting**, Fairfield – Travis AFB, guest Speaker – William Gallegos

SAN DIEGO DIVISION

■ Third Vice President **Mike Barletta** is busy planning the **LEEDS Conference**. It will be held at the Omni Hotel in San Diego from May 5-8, 2015. The San Diego Division has several other luncheons planned. They will be held on March 19, June 9, September 17 and December 8, 2015.

SACRAMENTO DIVISION

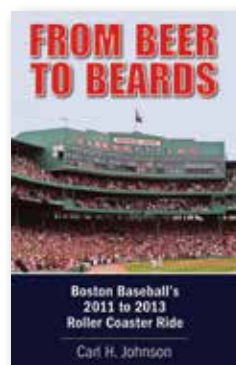
■ Fourth Vice-President **Daman Christensen** is off and running to a great start as one of the newest board members.

Future events:

- March 10, 2015 – Rancho Cordova City Hall; **Debrief of the 2013 Active Shooter**
- May 28, 2015 – Citrus Heights Community Center (tentative); Force Science Institute
- June 24, 2015 – Solano County: **Iran Hostage Crisis**
- September 23, 2015 – Post of Stockton: **Homeland Security at the Port of Stockton**
- December 9, 2015 – **Holiday Luncheon**, TBD (tentative)
- **Chris Macedo**, Lake County Sheriff's Office has been promoted to Undersheriff.

CONNECTICUT

■ **Carl Johnson**, 135th Session, retired Police Chief from Stonington, CT and Concord, MA, at the age 77 recently published a book entitled, *From Beer To Beards, Boston Baseball's 2011-2013 Roller Coaster Ride*, by Carl H. Johnson. It is available on Amazon or local bookstores.



From Beer To Beards, Boston Baseball's 2011-2013 Roller Coaster Ride, by Carl H. Johnson.

FLORIDA

■ Leon County Sheriff **Larry Campbell** passed away on December 24, 2014 after battling cancer. He is a graduate of the 95th Session and has been Sheriff since 1996. Major **Robert Swearingen** was appointed interim Sheriff by **Governor Scott**. He is a graduate of the 230th Session.

ILLINOIS

■ Past Illinois Chapter President **Michael Holub** retired from law enforcement, after more than 40 years, on December 31, 2014. Mike started his police career in 1974 after his discharge from the U.S. Army, where he served with the 3rd Infantry Regiment (the Old Guard) in Washington DC. He worked up through the ranks at the Stickney, IL PD to become Chief of Police. After his retirement from that agency, Mike went on to serve as the Chief of Police in other Chicago Suburbs, including the La Grange, IL PD, the post he retired from in December. Mike attained his Bachelor's Degree from Lewis University and his Master of Arts Degree from Western Illinois University. Mike attended the 174th Session of the FBI NA and he remains active in the Illinois Chapter. He is also active in various Chiefs associations and holds the distinction of being a Certified Police Chief. Mike Holub continues as a volunteer for Employer Support of the Guard and Reserve (ESGR), an office of the Department of Defense, where he serves as the Public Affairs Director for Illinois.



Michael Holub

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CHAPTERCHAT

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KANSAS/W. MISSOURI

■ Chief **Mark Lowe**, 190th Session recently retired. Mark began his law enforcement career with the Satellite Beach, FL Police Department in 1982 and has been with the Republic, MO Police Department since 2002.



Mark Lowe

MARYLAND/DELAWARE

■ On January 8, 2015, the newest Maryland/Delaware Chapter members from the 258th session of the National Academy met with the Chapter's Executive Board. During the luncheon at the FBI Baltimore Office they shared their experiences with the four new attendees scheduled to begin the 259th session on January 12, 2015.



The 259th Session attendees (L-R) are Maj. James Fenner Jr. (Montgomery County Police Department), Capt. Alice Brumbley (Delaware State Police), Capt. Ted McLaughlin (Maryland Transit Administration Police Department) and Capt. Craig Lustig (National Security Agency).

MICHIGAN

■ **Heath Velliquette**, 243rd Session, has been promoted to Chief Deputy of the Monroe County Sheriff's Office. As part of his



Heath Velliquette

duties, he serves as the Commander of the Special Response Team (SWAT) and the Marine Division, which oversees enforcement on the western basin of Lake Erie and the United States/Canadian Border.

MINNESOTA

■ Deputy Police Chief **Jay Henthorne**, 245th Session, was promoted to Chief of Police of the Richfield Police Department on October 28th, 2014. Chief Henthorne has been with the Richfield Police Department for 25 years



Jay Henthorne

Prior to serving over seven years as Lewiston's Chief of Police, Chief Orr served 25 ½ years with the Douglas County (Nevada) Sheriff's Office. Chief Orr holds a Master's degree of Justice Management from the University of Nevada, Reno. He has served on the executive board of the Montana/Idaho Chapter for over three years and as Chapter President in 2014. Prior to moving to Idaho Chief Orr served on the Nevada Chapter executive board for eight years and as Chapter President in 2005 and 2006.

NEW JERSEY

■ **Richard P. Larsen** of the Point Pleasant Police Department was promoted to Chief of Police on September 1, 2014. Chief Larsen is a twenty eight year veteran of the department and a graduate of the 245th Session.



Richard P. Larsen

■ President **Laurie Cahill** poses with students of the 258th Session from New Jersey during their graduation rehearsal.



(L-R) Sean D. Conrad, Lieutenant, Jefferson Township PD (Passaic County); Jeremy P. Russ, Detective Sergeant First Class, New Jersey State Police; Michael P. Fountain, Lieutenant, Manalapan PD (Monmouth County); NAA President Laurie Cahill, Ocean County Sheriff's Office; Paul Skill, Captain, Cape May County Prosecutor's Office; John J. Shaw, Chief, Riverton Borough PD (Burlington County); David J. Tyms, Lieutenant, Union Township PD (Union County).

NEW YORK/E. CANADA

■ Scarsdale Police Chief **John A. Brogan**, 195th Session, a 36-year veteran of the Scarsdale Police force retired January 30, 2015. A selection panel interviewed prospective candidates and recommended two for consideration by the Mayor and Village Manager who selected Captain **Andrew A. Maturro**, 207th Session, to lead the force. Effective January 31, 2015, Maturro became Scarsdale's new police chief.

NORTHWEST

■ Northwest Chapter Past President Chief **Jim Way**, 200th Session, retired from the Ramsey Police Department on January 30, 2015.



Jim Way

TEXAS

■ **Rick Pippins**, 224th Session, retired from the Odessa Police Department February 28th, after 30+ years. He has been selected as the Chief of Police for the City of Azle, Texas, and will begin his duties March 1st.

MONTANA/IDAHO

■ Chief **Steven Orr**, 176th Session, will retire on March 27th, 2015 from the Lewiston Police Department.



Steven Orr

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■ **Jeff Lester**, 239th Session retired January 1, 2015 after 38 and 1/2 years of service with Amarillo Police Department.

UTAH

■ **Terry Keefe**, Chief of Police, Layton Police Department, 139th Session, retired Jan. 9th, 2015 from Layton City after a combined 40 years in law enforcement. He started his law enforcement career in 1974 at the Clearfield City Police Department. He worked with the Davis County Sheriff's Office, Salt Lake County Sheriff's Office and 20 years with the West Valley City Police Department. Chief Keefe finished his distinguished career as the Chief of Police for Layton City. Terry is well respected in the law enforcement community. We wish him the best in his future endeavors in sunny St. George, Utah.



Terry Keefe

■ **Dale Brophy**, 220th Session, was promoted to Chief of Police/Director of Public Safety for the University of Utah on January 1, 2015. Dale is the immediate past president of the Utah Chapter. Chief Brophy started his law enforcement career at West Valley City Police Department where he served 19 years then transitioned to the University of Utah. Congratulation to Dale and we wish him a successful tenure at the U.



Dale Brophy

■ **Kevin Thacker**, 223rd Session, was promoted to Chief of Police of Sandy City, Utah in May of 2014.



Kevin Thacker

Kevin started his career in Sandy Police Department in 1983. Kevin served as President of the Utah Chapter FBINAA in 2013.

■ **Steve White**, 244th Session, will serve another term as the Grand County Sheriff. He is the current President of the FBINAA Utah Chapter. Steve serves in various capacities and assignments in the Sheriff's Association. Steve is a proven leader in the law enforcement community. Steve has been instrumental in providing exceptional training for the Utah chapter over the last two years.

■ **Matthew Bilodeau**, 243rd Session, was promoted to Chief Deputy January 2015 by Sheriff D. Chad Jensen. Chief Bilodeau has been with the Cache County Sheriff's Office since February 1987.

WASHINGTON

■ **Randy West**, 226th Session, retired from UWPD February 2015. According to Randy, "After a total of 35 years in policing (five at UW) I think it's time I find something else to do. On the bright side, this will probably free me up to maybe help out this summer with the NA Conference in Seattle in some capacity (depending on my



Randy West

"honey-do" list, of course!). I will keep you posted.

I worked for about 30 years in Southern Cal before coming up here to Seattle; started in 1980 with Laguna Beach PD, CA then to Anaheim PD, CA in 1982, and finally up here to UW in Feb, 2010. I do not believe I will be seeking another commissioned law enforcement job, nope. I am certain I will find something else to do down the line though. I am looking forward to moving to our recently purchased (and under refurbishment) home in the Useless Bay community, Langley (Whidbey Island) in March with my wife of 27 years, Kathleen... play some golf, ride my Harley and do a little traveling. One more thing to mention, as I am very proud of this...My one and only son, Everett, graduates in May, 2015 from the University of Puget Sound with his Bachelor's in Business Leadership. He is also an FBINA Grad...from the YLP Session 11. He will be seeking a job in policing in the area most likely after graduation. He can carry the torch from here."

■ **Ken Irwin**, 164th Session, is retired from Yakima Sheriff's Office in January.

■ **Neccie Logan**, 237th Session, is the new Deputy Chief of Police at Ocean Shores as of November 17th. This comes after having been with the Wapato Police Department for 14 years to the day! It wasn't planned that way, but her last day in Wapato was the same date she was hired which was November 12th.

■ **Don Culp**, 177th Session, will retire from law enforcement January 1, 2015. Upon retirement, he will have served with Douglas



Don Culp

County for 34 years / 8.5 months. Don served as a deputy sheriff, sergeant, captain and undersheriff. He was also a police patrolman for 1 year / 8 months in the town of Andrews, Texas before moving to Washington. He stated, "My NA session (177th) was spring of 1994 and was truly the highlight of my career."

■ **Mike Evans**, 218th Session, retired in December 2014. Mike came to the Clark County Sheriff's Office in 1978 after studying at California Lutheran University and a professional musical career. He has served in numerous assignments throughout his tenure at the Sheriff's Office, to include patrol deputy, Traffic Homicide Investigator and Accident Reconstructionist, and Training Officer. During his time attached to the major crimes unit, Mike worked on many high profile cases to include the **Wesley Allen Dodd** serial murder case. Mike was promoted to sergeant and served as a patrol sergeant and Field Training Officer for newly promoted sergeants. It was during Mike's time as a patrol sergeant that he became very involved in community policing efforts in the Sheriff's Office East Precinct.



Mike Evans

Mike became an instructor for the Washington State Institute for Community Oriented Policing and the Western Regional Institute for Community Oriented Policing, teaching practitioners and police executives in 5 western states. Mike was promoted to Lieutenant where he served as the Sheriff's Central Precinct Commander, where he was the driving force behind the establishment of the Sheriff's Office

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first Business Advisory Group. After serving as the Central Precinct Commander he was promoted to Inspector of planning and finance where he had command responsibility for the planning efforts of the Sheriff's Office and its finance and budget function. He also oversaw the departments Accreditation program in his Inspector role. As an Inspector, Mike worked to establish the first (and still existing) Sheriff's Advisory Board. In December of 1999 Mike was appointed as the Chief Criminal Deputy of the Clark County Sheriff's Office, and still holds that position today. As Chief, Mike has command responsibility of the enforcement functions of the Office of Sheriff, to include; patrol, investigations, traffic, canine, marine, school resource officers, sex offender registration, and planning and accreditation.

Mike is married to his wife of 33 years, Christy. They have two adult sons and three grandchildren. Mike still plays music on a semi-professional basis in the Northwest Oregon/Southwest Washington region. He is an avid fisherman and boater, enjoying crabbing and offshore fishing in the Pacific Ocean out of his second home in Garibaldi, Oregon.

■ **Garry Lucas**, 103rd Session, retired in December 2014. A lifelong resident of Clark County and in his 47th year as a law enforcement officer for the Sheriff's Office, Garry Lucas is finishing his sixth term as Sheriff of Clark County. He



Garry Lucas

has made a significant difference in the community as an active member of numerous community boards, including: the Columbia River Mental Health Board and Vancouver School District Management Advisory Committee.

Sheriff Lucas was appointed by the governor to his third term as a member of the Washington State Criminal Justice Training Commission, having served as its chair in a previous term, and is Chairman of the Washington State Region 4 Homeland Security Council, a member and past president of the Washington Chapter of the FBI National Academy Associates and member of the Washington Association of Sheriffs and Police Chiefs, National Sheriff's Association, International Association of Chiefs of Police, Vancouver Sunrise Rotary and a past President of the Clark County Genealogical Society. He is a graduate of the FBI Academy and National Sheriff's Institute, serving as Chapter Secretary/Treasurer in 1977 when the Chapter was created and as Chapter President in 1979.

Newly Elected Sheriffs

- **Gary Simpson**, 206th Session, is the new Sheriff for Kitsap County.
- **Chuck Atkins**, 233rd Session, is the new Sheriff for Clark County.

Re-elected Sheriffs

- **Steve Keane**, 288th Session, Benton County.
- **Harvey Gjesdal**, 246th Session, Douglas County.
- **Casey Salisbury**, 250th Session, Mason County S.O.
- **Rick Scott**, 181st Session, Gray's Harbor County S.O.
- **Alan Botzheim**, 219th Session, Pend Oreille County S.O.
- **Will Reichardt**, 211th Session, Skagit County

■ FBI Director **James Comey** visited the Seattle Field Office on September 30th. A cross section of local, state and federal law enforcement were invited to attend.

■ The **Women Graduates Networking** has come full circle since first being introduced as a luncheon at the Seattle '99 Conference. This year's event at The Washington Athletic Club (WAC) on July 11th is open to both men

and women National Academy graduates. Space is limited for this event featuring Pacific Northwest-themed appetizers.




Roy Skagan, Kathleen O'Toole, Noreen Skagan.

■ The WAC was given a test-drive on October 30th when over 70 men and women attended a luncheon to hear from newly-appointed Seattle Police Chief **Kathleen O'Toole**. Chief O'Toole is a career police officer and lawyer who has earned an international reputation for her principled leadership and reform strategies, serving as Chief Inspector of the Gardia Síochána Inspectorate in Ireland and Boston Police Commissioner. Among the distinguished guests were two double-digit National Academy graduates, **Noreen** (#96) and **Roy** (#92) **Skagan**. Roy retired as an SPD Assistant Chief and Noreen was a Seattle Police Assistant Chief before being appointed as a US Marshal for the Western District. Her final retire-

ment was as Chief of Mill Creek PD. Roy and Noreen both have been active in mentoring women in law enforcement.

Why Women Graduates Networking? At the time of the 1999 conference, 2.42% of all graduates were female (746/30,785). Fourteen years later, the percentage has risen to 4.03% (1,859/46,041). Although no statistics are kept after graduation, many chapters have reported a high dropout rate for female graduates. The Washington Chapter has been successful with a membership rate of 10% female graduates. This event is one of many strategies to encourage ongoing involvement by female graduates on a national level.

The Washington Women Graduates are proud to be part of the National Academy family. They continue to encourage other women to consider a law enforcement career and to earn the opportunity to attend the National Academy. Three of our members are "double digits" – **Beryl Thompson** (#95), **Noreen Skagan** (#96) and **Nina Vereb** (#97). Five women have served as Washington Chapter President: **Cindy Reed** (#134), **Fae Brooks** (#180), **Gail Harris** (#190), **Anne Kirkpatrick** (#203) and **Denise Turner** (#199). **Cindy Reed**, **Michelle Bennett** (#247) and **Flo Simon** (#211) are currently on the Executive Board. 



(L-R) Ken Hohenberg and Scott Child, Kennewick P.D.; David White, Kitsap County S.O.; Tim Braniff, Thurston Co. S.O. and Chapter President; Earl Smith, Kitsap Co. S.O.; Director Comey; Cindy Reed, Chapter Treasurer; Gary Simpson, Kitsap Co. S.O. and George Delgado, Des Moines P.D.

A MESSAGE FROM OUR **CHAPLAIN**

by Dan Bateman

Climb Your “El Capitan”... But Wear Your Safety Rope!

May God bless you with the best year ever in 2015 as you serve our noble calling of law enforcement!

In January of this year, two climbers made it to their “mountaintop” as they ascended the sheer rock face of the Dawn Wall on El Capitan Mountain in Yosemite National Park. What made this accomplishment truly stunning was the manner in which both climbers scaled the wall; they used only their hands and feet to actually climb the rock face.

Most of the world was spellbound as the climbers tortuously inched their way up the rock face using only their strength and agility; nothing more, nothing less. Who can forget their calloused, cut, and bruised hands as evidence of their triumph? Ghastly and grateful were the climbers as they gazed upon the open wounds of their hands and feet from the punishment their extremities had received. Grateful, indeed, for their ugly strength.

Yet, for all the fanfare, you could not help but notice the safety lines clearly evident in all the photos. In fact, many news videos captured moments when the climbers would lose their grip and free fall until the safety ropes tightened to save them from certain death.

Did that detract from their awesome deed? Of course not! In every sense, the climbers ascended the sheer rock face using only what God had given them: hands and feet to free-climb El Capitan. What a triumph!

What is the lesson for us today as we see these climbers? Only this – we face mountaintops in our careers and in the struggles within family relationships that require conquering and sometimes the only way to claim victory is to climb the sheer rock wall face of the mountains step by torturous step.

Sometimes, the “mountaintops” in our lives seem insurmountable and even more so when we look at our lack of necessary equipment to conquer the goal. It may be a setback in your career; perhaps the disappointment of not being selected for that promotion that you know you deserve. Or maybe it is a crisis in your marriage, or a serious illness that threatens the life of a loved one, young or old. Sometimes it can be a daunting task or great responsibility only you can shoulder and, yet, every fiber of your being cries out against moving forward.

It is at those times we serve best when we inventory ourselves and take stock of what we are made of and what tools are available. First and foremost; remember those touchstone people and principles in our lives




we discussed last year. A person of faith? Turn to the Path Finder. A person of character and integrity? Find the small but difficult beginning to the mountain trail that leads to the top. A person with family, friends, and mentors? Talk openly with them to help share the weight of the burdensome task before you.

There are no escalators to the mountaintop. Effort, struggle, and setback are necessary. Storms can blind you, paths can mislead you, and missteps can cause you to fall to the valley. You see, ultimately conquering your personal mountaintops fall to you and you alone. And sometimes, it requires the unbelievable strength of using only your hands and feet, so to speak.

But the lesson we learn from the free-climb rock wall climbers is... never forget your safety rope! Even if you fail and fall, your support system will protect you from fatal injury. And know that at the end your climb, you may look ghastly, but you will be grateful for those touchstones in your lives that brought you through.

As we travel through life, we encounter mountaintops that must be conquered. Some two centuries ago, there was One who did leave the valley of our failure (commonly called sin) whose hands and feet bear the scars of that triumph as He brought us to the mountaintop of victory.

God spoke to His people even earlier with this promise: *“Be strong and courageous. Do not be afraid or terrified because of them, for the LORD your God goes with you; he will never leave you nor forsake you.”* – Deuteronomy 31:6. May God bless you as you transition from the valleys to mountaintops. 

Blessings,

Dan Bateman, *FBINAA Chaplain*
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It's Interviewing **NOT** Interrogation

Alan A. Malinchak

An organization, company, non-profit – wants to interview you - it means you are GENERALLY qualified for the position. The interview process is how companies determine which candidate is the MOST qualified for the position. Companies use the interview process to drill down into the depth and breadth of your experience as compared to other candidates relative to the role and responsibilities that are required and preferred.

This is a weeding out process and there are tricks to stay on the shortlist and make it to the finish line. There are typically 3 or more interviews before a decision to hire is made and there are usually multiple people being interviewed by a hiring manager. Bottom line – the interview process may take as short as 2 weeks or as long as a year – recall the length of time from when you applied to become a law enforcement officer and your actual date of hire.

As well, some companies require personality or skills assessments to ensure there is a deeper dive into your skill set as well as a cultural fit. During your law enforcement career you may have taken various personality diagnostics, e.g., Meyers-Briggs, MMPI, DiSC, to learn more about yourself and the importance of positioning yourself in how you communicate when you were interviewing or interrogating witnesses and subjects of an investigation. Unless you are applying for an investigative or security related position, interrogation is out. However, the need to understand how to communicate with the hiring manager conducting

the interview is essential. Bring all your knowledge and experience to the interview process as you traverse the pre-interview, the interview and the post-interview phases in the very competitive interview process.

PRE-INTERVIEW PREPARATION

Once invited for an interview, you need to prepare and conduct as much research about the organization – your future employer – as possible. There are many websites that provide both formal and informal information about the company, and possibly about the hiring manager who will be conducting the interview. First, determine if the hiring manager has a LinkedIn account and consume every detail about that person and data mine the hiring manager's connections to learn more about who he/she is as a person and a professional. Know more about the hiring manager than the hiring manager knows about you. Prepare a list of questions for the hiring manager – about the company, about the position you are applying, about the peers, subordinates and superiors you will be working with; ask how long the hiring manager has been with the company, what drew them to the company – let the hiring manager talk, you LISTEN, and respond accordingly. Secondly, research various websites about the company, its culture and its current employees who may be posting what they love or dislike about the company, e.g., www.glassdoor.com or www.vault.com. Consume this information and incorporate it into possible responses to questions you may be asked or into questions you have the opportunity to ask. If you know someone employed at the company, reach out and engage them in a conversation – first level source information is always the best.

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Body-worn Cameras Have Arrived; *Now Comes the Hard Part*

Jody Weis

Achieving success with well-designed policies, plans, training and technology

They are called “cop cams”, “body cams” or “on-officer recording systems” – and they are one of the biggest topics in public safety these days. No longer regarded as another invasive “Big Brother” technique, body-worn cameras are expected to become standard equipment. Views have evolved as police departments and the public alike, now see these devices as part of the solution to improving the often-complicated relationships between police and the citizens they protect and serve.

Recent events around the country have demonstrated that now, more than ever, there is a need to strengthen police-community relations, and wearable cameras can play an important role. But effectively deploying and managing a body-worn camera system is a complex undertaking. A successful program requires well-designed governing policies, usage procedures, and training, supported by strong technology to administer, store and secure recorded information. Without a comprehensive plan to address these needs, the integrity of the system is at risk.

Many agencies are already implementing wearable camera technologies and several large departments, such as New York City, Chicago and Washington, DC, have launched pilot programs. Adoption is likely to increase as law enforcement organizations start to see positive results, using body-worn cameras and the data they capture to:

- Document evidence, provide intelligence, aid investigations, and improve response and training.
- Create a real-time record of police interactions to establish facts, potentially offering protection from allegations of police misconduct, while also ensuring accountability.



- Support police transparency, improving community trust.

If done right, these systems can deliver on these goals, enabling new levels of transparency, trust and accountability, while also supporting higher quality police services and improved safety – benefitting both officers and citizens.

Documenting truth may influence behavior

Body-worn cameras record events in real-time, providing an objective view of police interactions. This holds officers accountable for their actions, providing the transparency and legitimacy communities desire. In turn, officers have some protection from false accusations of misconduct, which can help ease tensions and resolve officer-related incidents more quickly. Ultimately, the number of complaints made against a law enforcement agency may also be reduced.

There is also evidence that cameras can have a positive effect on people’s behavior. When officers and civilians are aware their actions are being recorded, both are likely to act in a more civil

manner. The Mesa Police Department assessed the impact of body-worn cameras on officer attitudes and behavior, and found 77 percent believed the cameras would cause officers to behave more professionally.¹

Aiding investigations by uncovering a new layer of intelligence

Body worn cameras support the collection and documentation of evidence, recording what was viewed at a crime scene, witness accounts, interrogations, and arrests. Officers can search video captured before, during and after a crime, providing an opportunity to look for further evidence or clues.

Footage of faces and individuals at a crime scene, or a vehicle license plate in the background, may reveal leads or guide police research. Video footage of interviews with witnesses and suspects also creates an accurate record of what was said, which later can be used in court.

Data police record in their day-to-day work can be paired with video analytics to provide real-time intelligence for officers in the field,

supporting improved situational awareness, decision-making, and safety. Data that officers capture about vehicles (make, model, color, license plate number), as well as people (physical features to attire), can be geocoded, time-stamped and fed into a central operations data index. Combine this data with analytics and you have a highly effective crime-fighting tool that can facilitate more effective response, identify criminal patterns, and support preventive policing.

Enhancing Training

Use of cameras can benefit training and improve response. Video recordings can be used to simulate real-world incidents to better prepare officers and improve the quality of service. Video can also help departments identify and correct problems and support leadership development.

In light of its undeniable benefits, wearable camera technology has gained the support of groups that are often at odds on police issues, ranging from the American Civil Liberties Union (ACLU) to the National Association for the Advancement of Colored People (NAACP) and police unions that represent officers. But as the ACLU has said, “confidence can only be



Body-worn Cameras Have Arrived *continued from page 17*

created if good policies are put in place and backed up by good technology.”²

Shaping A Policy to Fit the Program

As law enforcement agencies explore body-worn camera programs, important questions arise:

- What policies and procedures are needed to direct the appropriate use of cameras and recordings, while protecting the privacy rights for both citizens and officers?
- What are the protocols to guide when cameras are engaged, the processes for recording, downloading, viewing and controlling how footage will be used?
- What systems are needed to manage, organize and store the enormous volume of data produced, how long will it be retained, what legal compliances must be met for public disclosure?
- What technology is needed to protect the integrity of the system, safeguarding recordings from unauthorized or improper use, manipulation, copying, tampering, or deletion, as well as external threats such as cyber attack?
- What are the training requirements to ensure adherence to guidelines, plus the know-how to interact with technology systems adopted?
- What analytics systems are needed to ensure data is organized to be usable and provide actionable information and intelligence?

The effectiveness of a body-worn camera program depends on how these questions are addressed. The good news is there are solutions to help manage these myriad issues.

Storing and Securing Drones of Data

Body-worn cameras create a vast amount of data that can be used for analysis. But how can departments store, manage and protect it all? Here are some of the solutions:

- **Storage:** There are ways to shrink the amount of footage maintained, decreasing costs and the complexity of storage. Most states also have legal requirements that define mandatory timeframes for retention and destruction of data. Departments may decide to discard data after the legal period expires, or to drastically reduce the data to only what's useful. For instance, retain the five facial photos associated with an officer's interaction.
- **Data Management and Security:** Information management systems are growing more sophisticated, with

extensive capabilities to collect and organize data. These systems also offer automated time-saving features and administrative controls to help public safety organizations better manage, access and use information, while providing robust security, permissions, and safeguards.

- **Analytics:** With a vast volume of video footage generated daily, how can agencies manage it all? Human analysis cannot keep up. In fact, it is estimated 99% of video recordings go unseen.³ The answer is video analytics solutions, which are proving to be a game changer. Providing automatic monitoring and analysis of video streams, these systems are becoming more “intelligent”, and incorporating new functions from facial recognition to biometrics, transforming how data can be used for intelligence-led policing.

In addition, these solutions can help shrink data by filtering out footage that has no useful information, for example, does not include faces, movement or sound. This “removal of blanks” significantly minimizes storage requirements, reducing costs.

Protecting Privacy


The increased use of video has fueled privacy concerns, recognizing police cameras would record all interactions, be it with law-abiding citizens, or capturing citizens in the background, unaware they are being recorded. There are also privacy considerations in regard to the storage, use and retention of video footage.

To address privacy issues, law enforcement agencies must develop policies that clearly outline how the department plans to be transparent and accountable, and protect the civil liberties and privacy interests of citizens. The Police Executive Research Forum surveyed 254 law enforcement agencies and found that nearly a third of the agencies using body-worn cameras had no written policy on the devices.⁴ These policies must also be backed by technology systems that can administer and protect the data, so it is only used and handled as intended.

A Look Ahead

Just as technology is evolving every day, so are the opportunities for using body-worn cameras to support delivery of higher quality police services, improved crime-fighting performance and officer safety. As body-worn cameras advance, they can be equipped with GPS locational mapping, voice recording and pattern recognition algorithms, and other

means to track and monitor situations. The possibilities for building trust, creating greater transparency and accountability between officers and citizens, and fostering stronger police-community relations are limitless.

To fully embrace the power and promise of body-worn cameras, however, police need well-designed policies, training procedures, and systems to administer and secure the technology and data. A clear and comprehensive body-worn camera program can provide tremendous value without significant financial or management burden. Securing public trust, increasing transparency, and better protecting citizens and the officers who serve them, are just some of the many achievable rewards. 

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About the Author: Jody Weis

is a senior innovation executive with Accenture, a global management consulting and technology services company, that helps law enforcement and public service agencies improve operations, information management and citizen engagement. Mr. Weis has deep public safety experience, previously serving as the Superintendent of Police of the Chicago Police Department, North America's second largest police agency. As Superintendent, he led more than 13,000 sworn officers and helped the department implement new crime fighting strategies and technologies to achieve the city's lowest homicide rate in 45 years in 2010.

Before joining the Chicago Police Department, Mr Weis spent 23 years in the Federal Bureau of Investigations, moving through various roles. Most recently, he held the position of Special Agent in Charge (SAC) for the Philadelphia Field Office, where he oversaw one of the FBI's largest field operations. Prior to that, he worked for the FBI in six cities, assuming roles of increasing responsibility, from Special Agent through Deputy Assistant Director, supervising programs to address terrorism, violent crime, narcotics, organized crime, major gangs, and more. Mr Weis is a frequent guest commentator on public safety matters for local and national media, and also lectures at Loyola University of Chicago, and Northwestern University's School of Continuing Studies. At the start of his career, he served in the U.S. Army, achieving the rank of Captain. He received his bachelor's degree from the University of Tampa.



THE HISTORIAN'S SPOTLIGHT

by Terry Lucas

Talk About a Career Change (or is it really?)

This article is about a man well known to FBI National Academy grads who graduated prior to 2004. Our subject is the FBI National Academy Association-National President during that year.

Kenneth R. Ramsey Sr. has the type of background common to many in the law enforcement profession, that is serving in the military and then continuing in the National Guard or Reserves while having a civilian law enforcement career of service.

Ken served in the United States Army and Army Reserves from 1967 until his retirement from the military in 2008. He served with the 25th Infantry Division Military Intelligence Detachment in Vietnam as a Prisoner of War Interrogator and Vietnamese language interpreter. Ken was with the Pentagon Counterintelligence Force from 1983 until 1989. He was called to Active Duty in Support of Operation Desert Storm (the first Iraq war) in 1991. Ken retired in 2008 as a Chief Warrant Officer 4 (CW4) after serving his country for approximately 41 years in the military.

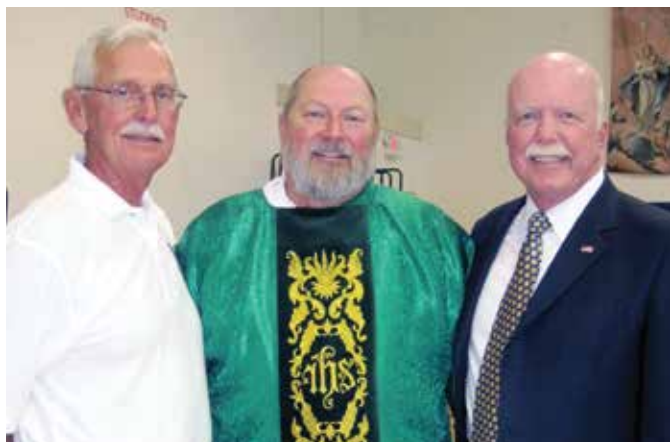
Ken began his civilian law enforcement career in 1978 when he was hired by the Kane County, Illinois Sheriff's Office as a road deputy. His early interest in a law enforcement career was prompted by his favorite uncle, **Elmer Weber**, who was Ken's personal hero. Elmer had served with the Aurora Police Department (and also attended the FBI National Academy in the 122nd session.) While with the Kane County Sheriff's Office, Ken rose through the ranks, serving as a Sergeant, Lieutenant, and then Administrative Assistant to the Sheriff. In his various assignment and positions he constantly had the common law enforcement [philosophy of "Serve and Protect." The assignment as Administrative Assistant allowed (or forced) him to become familiar with all phases of law enforcement to include community involvement and an introduction to the political process.

The introduction to the political world as Administrative Assistant definitely got Ken interested in taking his law enforcement career to another level! He was first elected to the office of Kane County Sheriff in 1994 and subsequently re-elected to the office in 1998 and 2002. The Kane County Sheriff's Office is the largest law enforcement agency in the county. The workforce consists of 240 deputies in the patrol, investigation and traffic divisions as well as the court security divisions and the county jail. The Kane County jail averages over 600 inmates a day. The budget for the Sheriff's Office is over \$25 million a year and certainly keeps a person busy.



Ken had applied to attend the FBI National Academy early in his career but the Sheriff who finally nominated him ended up retiring and the new sheriff did not believe in the NA! For some unknown reason the new sheriff in 1989 allowed Ken to attend the Academy anyway!

Ken stated "His experience at the NA made a great impression on him and it left a mark all over the Kane County Sheriff's Office" The professionalism of the office soared to levels not present before. There were a large number of Kane County deputies sent to the NA during Ken's tenure as sheriff, more than ever before.



Deacon Ken's first Mass on Sept 28, 2014 at Holy Cross Catholic Church in Batavia, Illinois. (L-R) Historian Terry Lucas, Deacon Ken Ramsey and National Past President Sid Mitchell.

The best memories of the NA for Ken are the friendships he forged there and still maintained today. A big disappointment for his NA experience was the fact he didn't run the Yellow Brick Road at the Academy as it was optional then and he didn't do it!

Ken's career change from physical to spiritual service did not have any specific landmark which pushed him to become Deacon in the Catholic Church. However due to a serious illness of his son he recalls turning to prayer more than before. During the period of the illness he felt closer to God and was inspired by friends to consider becoming a Deacon.

On Sept 27 2014, Ken was ordained a Deacon in the Catholic Church following a six year period of study. I was able to attend the first Mass in which Ken was involved on September 28, 2014 along with my wife Judy. Also present was former NA National President Sid Mitchell who drove in from the Kansas City area to attend the Mass. A number of former Illinois sheriffs also attended the Mass along with Greg Sullivan the Executive Director of the Illinois Sheriffs' Association. They all advised they were proud of Ken but not surprised at his dedication and commitment to serve his fellow man in a spiritual sense.

His new duties as a Deacon are wide ranging. He assists at daily Masses, visits the homebound and those in the hospital and deals with the sick and dying. Ken stated, "As police we see people at the worst of

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STAYING ON THE **YELLOW BRICK ROAD**


Perspective

E.J. O'Malley

Stuart Scott, a longtime anchor at ESPN, died Sunday January 4th 2015 in the morning at the age of 49 after a long fight with cancer. This man started at ESPN in 1993, the year that I graduated from high school. He was part of my insatiable appetite for sports highlights for all these years. He brought energy to every show and his delivery was contagious. I have always admired people who bring passion to the fight in any profession. Intensity sells itself and Mr. Scott had that fire in the belly. Watching the tribute videos by his colleagues was very emotional for me. At age 40, I get choked up more than ever before and I attribute this to appreciating what I have at home/work. I usually play 3 videos for my National Academy students. These inspirational videos have nothing to do with physical training. They involve a mindset of work ethic, humility, and a drive to reach max potential. Stuart's story is another example of the undeniable impact that he made on everybody.


I'm going to piggy back off my last article with a checklist of the have's, not the need's:

- Before the FBI called, my wife was a traveling nurse when I made my rounds as a strength and conditioning coach for 3 universities. She sacrificed so I could follow my dream. She has gone to part-time work instead of full time. She is much happier and her stress on the job has diminished. That makes my life easy when the CEO is good. It is my turn to pay her back.
- I am completely in love with my wife and 3 boys. I will not fail in my attempt to be a better husband and father on a daily basis.
- My parents are 75 years young and the time my boys spend with them is so very precious. The outlaw's are another topic for conversation, just kidding!
- I grew up with 1 bathroom and my Virginia home has 3 ½ baths. I have more assets than I ever imagined. I could care less

about cars, clothes, watches, and the latest technology. Those needs waste time and I don't have the patience or desire to do mindless things.

- My first job was working on a crop farm for \$4.25/hr. Our theme in the fitness class has always been to push the pace with manual labor. Picking vegetables and moving irrigation pipes established that foundation.
- My job with the FBI is now in year 10. I express to my students that I have a passion, not a job. National Academy inspires me now more than ever and I can't wait until my kids can really appreciate the fact that Daddy plays with real super heroes on a daily basis.
- The priority for my personal health involves 4 modalities: Sleep, Fuel, Train, Repeat.

I have been given a gift and I must fight daily to maximize that asset. This fitness thing is not a survival contest for me. It is all about durability and longevity. I will compete against myself and no one else. For my students, the goal is to reach as many people as possible. This is an organic movement that we are trying to promote in the Physical Training Unit. We have been told that we are "a wake-up call from hell", "torture specialists", and "the NA Sports Science Lab Experiment." Our Unit is very fortunate to do what we do. Mr. Scott's tale of the tape reinforces how much we have and how much we should give.

Stuart accepted the **Jimmy Valvano Award** for Perseverance on July 16, 2015. I will leave you with his beautiful words. *"When you die, it does not mean that you lose to cancer. You beat cancer by how you live, why you live, and in the manner in which you live."* 


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

The Historian's Spotlight *continued from page 19*

times and he feels that experience has better prepared him to deal with bad situations in a different way!" A unique aspect of Ken's Deaconate is the involvement with the Byzantine Catholic Rite. He is the first and only Deacon who deals with both Roman Catholic and Byzantine Catholic rituals in his Diocese.

Deacon Ken has had overwhelming support and response from his family and friends reference his new path in life. A number of people have come forth to share their faith with him and that is something he has not expected. He has also lost some people he had considered friends because they "turned their back on Deacon Ken and God!"

Ken Ramsey served his country well in the military, served the citizens of Kane County and Illinois well as a Sheriff and will now continue to serve all citizens as a Deacon of the Catholic Church. Deacon Ken is another example of the many wonderful men and women who have attended the FBI National Academy. We wish him well in his new career path!

Please contact National Historian **Terry Lucas**, at tlucas@fbinaa.org if you know of an outstanding National Academy graduate in your area. Thanks for all of your efforts to make our great nation safe. 

Interviewing NOT Interrogation *continued from page 15*

Thirdly, research the company website – dissect every page. Read their annual report, read the Wall Street analyst reviews, read the bios of key executives and highlight reasons why you want to work for this company. You will impress the hiring manager if you can speak to why you are attracted to working at their company.

Prepare for the interview – practice your verbal skills and improve your body language – although you are the one being interviewed, you can impress the hiring manager by your confidence and knowledge of the company. Develop a list of practice questions regarding the company and the position. Write out your responses. Concentrate on the HOW and WHAT in your anticipated question/answers and anticipate a behavioral based interview. Self-practice the interview. Practice your verbal reply noting voice control, confident tone, and whether/when your voice cracks – a good indication you are not confident in your response. Practice sitting, leaning in – mirroring the behavior of the hiring manager. We all dressed professionally during our law enforcement careers – it is as important now as then. Update your wardrobe – you are not dressing for this position, you are dressing for the next position beyond. Of course, if the hiring manager advises you to dress casually, do so – it may be their hint to the cultural environment of the organization. Verify it through your research. Lastly, always bring a hard copy of your resume to the in-person interview to provide to the interviewer at the conclusion of the interview.

There is a great article written by **Alison Green** titled “*The 10 Most Common Job Interview Questions*” which is a great start to assist you in anticipating and preparing questions for the interview.

<http://money.usnews.com/money/blogs/outside-voices-careers/2011/01/24/the-10-most-common-job-interview-questions>

THE INTERVIEW

Know that the interview process can vary widely; take days, weeks, months – dependent on how many candidates the hiring manager wants to evaluate and scheduling of associated travel. If you are the first candidate interviewed, this could be a long wait as the hiring manager may need to interview enough people to get a good representation of the talent in the marketplace prior to a hiring decision. Most companies will have a candidate interview with several people within the organization beyond the hiring manager. Those interviews could be

completed in one day either back to back or as a panel interview, or one at a time over the course of a week or more. Initially, expect a phone and/or a Skype interview prior to an in-person interview – both may last between 30-60 minutes.

Always be both personable and professional and if the hiring manager asks if you have anything you would like to know before the interview begins, ask the interviewer to articulate what are the key criteria they are looking for in the ideal candidate. This will provide you with an immediate opportunity to verify the research you conducted in the pre-interview phase and bolster your confidence you possess those characteristics and capabilities.

When the interviewer asks questions - **BE CONCISE AND ANSWER THE QUESTION** asked, do not provide any monologue. Remember – it is always about what you can do for that company, not what that company can do for you. At the conclusion of all interviews, the hiring manager will ask if you have anything else you would like to ask. Always have one or two key questions that are well thought out to ask the interviewer – this is very important. And before you finish the interview, there is a final set of questions you need to confirm with the hiring manager:

- Am I missing any key criteria or competency for the role that I could expound on now?
- Do you have any concerns regarding my candidacy?
- How many people are you interviewing for this position?
- How do I compare with other candidates in consideration for this position?
- Where are you in the interviewing process?
- When do you want/need this person in place?

Finally, ask the interviewer for their business card and/or contact information and it is acceptable to stay in touch for follow-up.


Just as a reminder, avoid these common mistakes during the interview:

- Answering your cell phone or accepting a text – shut it off before the interview
- Appearing Disinterested or Overconfident or Arrogant
- Dressing Inappropriately
- Talking Negatively about previous or current employers
- Chewing Gum or Tobacco
- Smoking and Not Freshening Your Breath

- Don't Be The Person Who
 - Brings a Book/Magazine or Laptop into the interview
 - Ask the interviewer what the position is that you are interviewing for
 - Cites promptness as a trait in your application or during the interview, especially if you show up late
 - Refer to yourself in the third person
 - Take your shoes, belt, tie off during the interview
 - Say Stupid Things – this is why you need to practice!

THE POST-INTERVIEW

Immediately after the interview, write down all the information about the interview and what you believe was most important during the interview. Dissect your comments - where were you strong, where did you fall short – learn from the experience.

Within 24 hours, send an email to the hiring manager and all those who interviewed you. If you are comfortable doing so, send a hand-written thank you note to them within 72 hours - it's rare for potential candidates to go that extra mile and it will be noticed. Lastly, follow up every 2-4 weeks with the internal recruiter and/or the hiring manager to reiterate your interest and obtain a status on your candidacy – remember, you asked them if it was appropriate to follow-up during the interview. Companies like to interview several candidates before making a decision so if you are one of the first candidates it can often be weeks or months before you know whether you are a finalist – while you are waiting, prepare for the finalist interview by dissecting all the comments made by the interviewer and determining what are the most important traits, characteristics and capabilities they desire in the ideal candidate. Stay Focused and Good luck. 

About the Author: **Alan A. Malinchak** (FBI retired 1984-2004 and FBINA 163rd Graduate) is the 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 .





WHY SHOULD COPS STUDY THE FUTURE?

Bob Harrison

A recurring class offered by the FBI's National Academy is an Introduction to Futures Studies. In a recent assessment of the NA's curriculum, the class was strongly endorsed as being critical for police leaders and a necessary component of the program. One sentiment expressed was that futures study was a "transformative experience" in the development of one executive's career. At the same time, the expectation of NA graduates to become "futurists" is quite low. Once a student leaves the classroom, it is not uncommon for them to be much more focused on the issues and events of day to day law enforcement than to spend time "gazing into their crystal ball" to find out what might happen next.

If teaching futures concepts has value, where should it fit in the array of management skills for police professionals? If we spend little time using those skills, why learn them in the first place? If we want to become more proficient forecasting the possibilities on the road ahead, how does that work blend with the more pressing issues of organizational management and daily leadership? The framework below proposes to answer those questions, and to encourage those who don't "have time" for futures work to consider how it can create a foundation for their success today.

Studying the Future

Futures work thrives in finance, business, politics and a multitude of other disciplines. Pragmatically, businesses want to know where their industries are headed, and where they might gain a competitive advantage. Done ad hoc, or completed with little thought about what tools or skills to use, efforts to discern what might happen next fall woefully short of being useful. Those shortfalls in usefulness lead some to see it as little more than time that could be better spent actually doing the work of the organization. At the same time, in an era where information is becoming ubiquitous, we learn more and more about issues we can easily see might affect us in the near future. Lacking a business "bottom line", policing may not have the sense of urgency found in other pursuits. That does not mean the potential gains (and losses) would not be just as acute.

The purpose of studying the future is not to predict what will happen, but to make better organizational decisions today. Effective futures courses orient the student to the skills and tools futurists use to create forecasts. As a law enforcement leader uses those same tools to assess the probable and possible future for their organization, they will create better resilience and responsiveness no matter what happens.

Futures and Law Enforcement

Even though the work and goals of public safety are dramatically different than for product design, architecture or finance, the processes used are the same. Even with the advent of predictive analytics (which was forecast as a probable future for policing almost a decade ago), we cannot merely enter data and have the time and location of the next serious crime. We can, though, significantly enhance the options we might consider for our priorities, and then respond more quickly with more precise capacity as we incorporate futures skills into our work.

In the National Academy, students taking the Futures Course learn about futuristics, discuss the possible employment arenas in one or two decades, and then study the potential impacts of issues emerging today. Inevitably, dialog focuses on new technologies, cultural shifts and trends. Amongst the topics most discussed today are the use of drones (by the police and by criminals), self-driving cars, and whether or not robots might take our place at some point in time. Although these issues are energizing (and sometimes discomfiting), a student will leave the course an understanding what's coming up. They may not be versed on how to integrate futures and foresight into their daily routine.

The framework below should help to place "futures" into its appropriate place for policing agencies. Although 95% of the work in police leadership is in the traditional realms of managing budgets, personnel and immediate issues, a successful leader will also devote time to consider what could be "next". The problem is how to think about the way in which futures and foresight fit into that work. The table proposes to remedy that reality, and provide ways for law enforcement leaders to use futures tools and skills to create an organization with greater capacity resilience to succeed in an ever-changing environment.

Where Futures Fits for Law Enforcement Organizations

Since the Recession of 2009, the majority of law enforcement agencies are shorter staffed, have fewer dollars to spend, and are working at or near capacity just to keep pace with the demands of their communities. That could lead a Chief or Sheriff to view "futures" as an ambiguous "nice to have" that takes a back seat to the real work of policing. In fact, a well-executed futures and foresight function can create an effective foundation to strategic planning, and also serve to achieve better outcomes more often in an organization whose members have an understanding of what may happen, what to do if it does, and to take action ahead of crisis more often than not. It is useful to frame the place of futures work into a *Leadership-Management-Foresight-Futures model* (see table on page 24).

As can be seen, Futures not only expands your options for strategy, it relies on a system to assess what has been done, what is being planned, and what may emerge. This helps to lessen the stress of the unknown and

enhance the effectiveness any police strategy. It is important to understand these time markers and the activities are not firm and static. As opportunities or obstacles emerge, any one of them may be appropriate to help you develop and execute strategies. They are helpful, though, to place work to assess the future in a framework of your overall executive efforts. The steps are:

LEADERSHIP AND MANAGEMENT – the majority of your work as a manager and executive is to effectively manage resources and activities for desired outcomes. Your effectiveness also relies on ways you build trust and transparency with staff and the community. These topics fill volumes, and are rightly the keys to success for any law enforcement executive. Interestingly, the most effective leaders are often those who succeed in times of great peril; the ones who seem to know "what to do" when conditions are difficult at best. These skills are critical to your success, but even the most adept leader may fail if the resources, attitudes and people are not aligned to respond and react to emerging events. A hallmark of successful leaders is that they remain calm in the face of crisis; using foresight and futures tools helps make that happen.

STRATEGIC PLANNING – Whether your agency creates formal annual, biannual or five year plans, every manager creates programs and services to address crime and public safety. In some cases, next year's plan looks a lot like this year's work. When new money arrives, staffing or services might be tweaked; when laws change, organizations change as a result. More agencies are moving to evidence-based and intelligence-led policing, which relies on statistical metrics to assess the impact of policing on crime. Unless (and until) you incorporate a systemic forecasting element into your work, law enforcement will continue to operate with the levels of success (and failure) it sees today. Rather than being surprised at the pace of change (as many agencies were with the Occupy Movement and the aftermath of the Ferguson MO protests) devoting time to foresight and futures can help put you ahead of the curve.

FORESIGHT & FORECASTING – many practitioners in futures work do not split foresight, forecasting and futures work; doing so allows the leader see how the 2-5 year timeframe can be used for contingency planning, gap analysis, and to assess the timing, velocity and impact of emerging issues. The

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Why Should Cops Study the Future? *continued from page 23*

TIME FROM THE PRESENT	ACTIVITY	ENVISIONED OUTCOMES	PROCESSES & TOOLS USED
The Present Day	Leadership & Management of the people, their actions and activities. Deploying planned programs and services. Adapting to the emerging reality.	Leadership of organizational activities – the execution of plans; adapting to the emerging environment.	The implementation of trained skills and tools; a workforce engaged in the success of the organization and safety of the community.
0 – 2 years from the present	Management of projected resources. Planning for the future. Managing the organization and its context. Creating resilience.	Strategic Planning Published goals and objectives, with objective metrics, by which success can be assessed.	Establish plans, strategies and objectives for the future; create capacity and resilience to respond to, and then resolve, crises & discontinuities.
2 – 5 years from the present	Foresight Managing emerging options & issues. Forecasting primary options & opportunities. Defining possible challenges.	Contingency planning Emerging issues analysis Scenario development Issue-focused study teams Impact analysis	STEEP analysis of specific domains and areas of impact and relevance. Determining the scope, velocity, timing and impact of emerging issues.
5 years and beyond	Futuring Establishing processes to scan and study weak signals and other broad possibilities in society & culture. Exploring the edges of practice.	Long-range scanning Possibilities analysis. Issues identification Structured discussions of possible trends & issues. “Red teaming” possibilities in the long term horizon.	STEEP analysis . Issues analysis. Literature reviews, conferences, brainstorming possible futures. Demographic and economic forecasts.

Leadership-Management-Foresight-Futures Model

essence is foresight work is to purposefully scan your professional environment. Futurists use a “STEEP” Analysis to categorize issues (Social, Technological, Economic, Environmental, and Political domains). As you see events that indicate trends, they are analyzed. As issues emerge, work begins to identify its possible impact, timing, and velocity. This isn’t as hard as it might seem. For instance, we already know a lot about many slow-moving issues; population demographics, the ages of residents in a community, planned development, and school populations. These “hard trends” are a starting point from which assessment of other issues are framed.

FUTURES – this represents the long-term process of scanning the environment within which policing operates, and seeks to cast a “wide net” to look for the weak signals of change in five or more years. STEEP Analysis is still a primary tool for this work. The futures assessment also looks to other disciplines to see what they may be doing well (or struggling with) that law enforcement can repurpose for public safety. The Futures work transitions into Forecasting quite naturally. They both create a foundation for planning, staffing and funding the work the police will do tomorrow.

Conclusion

Those who anticipate the future and take action to create it will be better prepared to capitalize on opportunities as they emerge over the horizon; those who ignore the possibilities are most often unpleasantly surprised by what happens. Some might think there is little we can know about the future. That may be true, but there is also a lot about which we can be relatively assured will occur upon which we can underpin our leadership.

Using the tools and skills taught in the National Academy and other advanced police training institutions, law enforcement leaders can elevate their success, and also create resilience for those times when the best planning does not anticipate a crisis. Rather than a “nice to have,” foresight and futures should be an integral part of the management of any law enforcement agency. To do less is to plan in the blind, and then be surprised at how poorly those plans might work.

About the Author: Bob Harrison served more than 30 years in California policing, retiring as a Chief of Police in 2004. Since 2008, he has served as the Course Manager for the CA POST Command College, where he also teaches Scanning, Strategy and Writing. Bob is the 2014 Futur-

ist in Residence in the FBI’s Behavioral Research Instructional Unit, and was the 1993 Fulbright Fellow in Police Studies to the United Kingdom. Bob can be contacted at bobharrison@cox.net.



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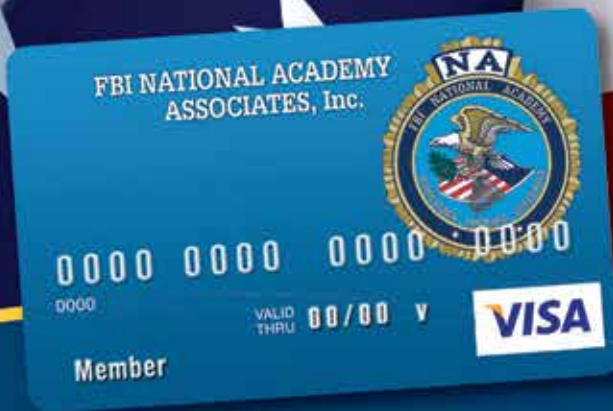
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