

The Magazine of the
FBI National Academy
Associates

NATIONAL ACADEMY



ASSOCIATES

November/December 2014
Volume 16, Number 6

The BLUE Army Police Militarization

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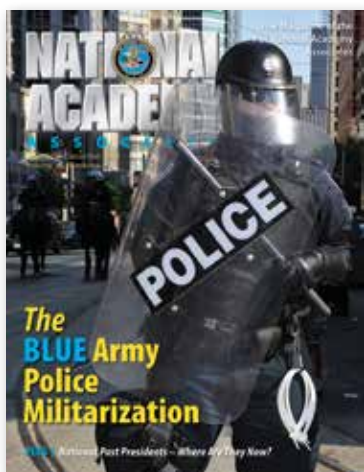
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On the Cover: In recent months there has been substantial media coverage on the militarization of the nation's police departments. The amount of media coverage by major news organization gave the nation a view on how the proliferation of military weapons and military type training has progressed among America's police agencies.

ASSOCIATION PERSPECTIVE

by *President Laurie Cahill*

Many Blessings

As the saying goes, it is amazing how fast time goes by when you are having fun! 2014 has certainly flown by and I am confident to report that we have accomplished many good things, yet our cooperative work will continue on many fronts. My last article detailed the goals and accomplishments of the year, as I wanted to focus my last message with expressions of thanks to so many who have been instrumental in the success of the FBI National Academy Associates in 2014.

First and foremost is a heartfelt "THANK YOU" to each of you, our steadfast and loyal members who are the lifeblood of our great Association. Since the FBINAA is a membership-driven organization, we could not accomplish what we do without YOU and your continuous support! We are grateful to the many general members who participate on our Committees and volunteer their time to move our Association forward. If you have ever thought that you want to become a more active partner in your organization, feel free to reach out to your Chapter's leadership and let them know that you want to take part in a Chapter-sponsored event or consider running for an elected position to the Executive Board.

We are also grateful to our many Strategic and Academic Alliances that are too many to mention by name, however, we thank you for your many contributions and unwavering support. Your assistance goes a long way to help us during our Annual Conferences, Chapters' support, toward the current FBI National Academy session members, and the Youth Leadership Program, to name a few. The relationships we have made as a result of the close working ties have fostered not only great partnerships, but also many strong friendships along the way.

The FBINAA Executive Office Team is the heartbeat of our Association. Our Executive Director **Greg Cappetta** and Chief Operating Officer **Neil Cochran** have provided strong leadership, in tandem with our committed Staff members, to assist the Executive Board members in carrying out the Association's goals and objectives. I have the deepest respect for all of our dedicated employees who work hard each day, and truly love the FBINAA and our members!

To my Fellow Executive Board members, I want to sincerely thank you for your dedication to our membership and unwavering support to me this year. I have been blessed to work alongside some of the finest law enforcement professionals who truly have the members and the Association's best interest at heart. I want to especially thank Past President **Doug Muldoon** as he moves off the Executive Board at the end of this year. However, Doug will continue to serve as the Chair of the FBINAA's Charitable Foundation in 2015. For the past nine years, Doug has been an outstanding Executive Board member, as well as an exceptional mentor to me personally. I also want to congratulate and wish **Joe Gaylord** all the best as he begins his term as President on January 1st. Joe brings a wealth of knowledge to this position and I am certain he will work hard to represent our Association during his tenure. Also joining us on the Executive Board in January is Section IV Representative **Ken Truver** who was elected during the Annual Conference in Philadelphia. Best of luck to Ken, who is a Past President of the Western PA Chapter and long-standing member on many FBINAA committees, prior to running for election. Our Association is fortunate to have such exceptional leaders in the law enforcement profession who continue to advocate for the membership and work to achieve the goals and objectives of our Association.

As I reminisce about the many accomplishments this year, I am humbled to express my sincere appreciation to my fellow New Jersey Chapter members. Many of you volunteered your valuable time to as-



sist the awesome Conference Committee with the Annual Training Conference in Philadelphia. I am deeply appreciative to all of my NJ brothers and sisters who have assisted and encouraged me for many years. I am also thankful to the Chapter members within Section IV who elected me and expressed continuous support throughout my term on the FBINAA Executive Board.

I would be remiss if I did not acknowledge and express my heartfelt appreciation for the deep commitment of FBI Director **James Comey** toward the FBI National Academy Associates. We are truly grateful for all of the support that Director Comey, as well as his executive leadership and field office staff, provide to the FBINAA. If it were not for the ongoing assistance from the FBI, the FBINAA would not be able to exist. Even through funding cuts and sequestration, the Director has made it clear that the FBI National Academy program would continue. As we also watch and experience the facility improvements at the FBI Academy, we are hopeful that those who are selected to attend the FBINA in the future, will benefit from these developments and its progress, which will pay dividends through the years.

As the end of my term as President of the FBINAA is rapidly approaching, I am sincerely grateful and deeply appreciative of the honor and privilege I have had to lead this outstanding organization. It was truly a dream to attend the #198th Session of the FBI National Academy fifteen years ago, and both of these experiences have certainly been the highlights of my thirty-year law enforcement career. Throughout my time on the FBINAA Executive Board, I have worked alongside and met some of the most remarkable individuals in this honorable profession. I pledge to you that I will continue to serve the FBINAA in any way I can. Lastly, I would not have been able to accomplish any of this without the endless support of my family, who I am forever grateful!

As I've concluded most of my messages, I want to ask once again how YOU might be able to contribute to help us grow and support the FBINAA? Consider participating in a Chapter event, volunteering your time or donating to the FBINAA Charitable Foundation are all ways where you can make a difference in our Association. I want to thank you for your ongoing support personally and to our amazing organization. I look forward to seeing you at an FBINAA event in the near future!

I want to wish you and your family all the very best as we enjoy this special holiday season! It is my hope that you will experience an abundance of good health and happiness always! A heartfelt Thank You and may God Bless You, your families and your loved ones!

Laurie Cahill

Laurie Cahill, 2014 President

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CHAPTER CHAT

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

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

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ARIZONA

■ By the time of this publication, our **Annual Southern Luncheon** will have already occurred. Those that attended heard St. Louis County Police **Chief Belmar** give some "Lessons Learned" to the issues they faced in Ferguson, Missouri. In addition, the food and location were great, as usual. Our thanks, once again, to **Kathleen Robinson** for another great event.

■ Glendale PD Commander **Christine D'Santi**, 240th Session, retired in October 2014. We wish her all the best.

■ Mesa PD Assistant Chief **Lee White**, 242nd Session, recently accepted the Chief of Police position with the Coeur d'Alene Police Department in Idaho. Congratulations, Lee. Stay warm up there!

FLORIDA

■ At a recent event on Oct. 28, 2014, at the Daytona Beach Kennel Club, the attendees went around the room and introduced themselves along with their sessions. Once everyone was introduced they acknowledged



(L-R) Sid Massey, Scott Rosenfield.

the most recent and the earliest of NA graduates.

The photo is of the most recent grad, **Scott Rosenfeld**, Cocoa Beach PD, 257th Session, and earliest, former Florida Chapter President **Sid Massey**, 96th Session.

■ National Past President Chief **Doug Muldoon** recently announced his retirement from the Palm Bay Police Department effective January 23, 2015. Chief Muldoon has served the citizens of Palm Bay for more than 38 years and was appointed Chief in April 2011. Doug began his career in Palm Bay in August 1976 working in all sections of the agency and has served on the senior staff since 1983.



Doug Muldoon

He has a bachelor's degree in public administration from the University of Central Florida. He is a graduate of the 153rd Session served as the FBINAA Florida chapter president in 1998. In July 2005 Muldoon was elected to the Executive National Board of Directors. He is also a graduate of the FBI Law Enforcement Executive Development Seminar, (52nd Session), FDLE Executive Institute Senior Leadership Program, the Certified Public Manager Program and Leadership Brevard.

Before becoming chief he was assigned as the commander of the Uniformed Services Division which encompasses all of

road patrol, code enforcement, specialty units and the communications center.

■ President **Barack Obama** and the Corporation for National and Community Service on Thanksgiving awarded **John S. Bukata**, 236th Session of Fort Lauderdale, Florida, with the President's Lifetime Achievement Award, a national honor offered in recognition of volunteer service. Having previously been awarded the President's Volunteer Service Award, Bukata currently serves as Director of Campus Security and Safety at Johnson & Wales University in Miami, following a three decade career in law enforcement with the Fort Lauderdale Police Department and the Broward Sheriff's Office.



John S. Bukata



(R-L) Eddie Aponte and his son.

■ Captain **Craig Capri** of the Daytona Beach Police Department has been promoted to Deputy Chief. Capri is a graduate of the 248th Session.

■ **Tim Cannon**, FL Chapter 3rd VP has been promoted to Lt.

Colonel, Division of Insurance Fraud, Florida Department of Financial Services, 234th Session.

■ **Christopher Roos**, Florida Chapter, has been promoted to Lieutenant with the New Smyrna Beach Police Department, 234th Session.

■ On August 15th there was a Florida FBINAA luncheon at the Hillsborough Club (Hillsborough Beach FL), held by **Michael Oh**, 229th Session. One of the door prizes was a fishing trip for that weekend. The door prize was won by a very avid fisherman **Tim Girard**, 170th Session. Not being able to use the prize because of time constraints, Tim gave the prize to **Eddie Aponte**, 239th Session. Aponte and his son caught TWO large swordfish on that trip.

ILLINOIS

■ **Steven R. Casstevens**, 216th Session, Chief of Police, Buffalo Grove Police Department, announced his candidacy for 4th Vice President of the Interna-

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tional Association of Chiefs of Police during the IACP conference in Orlando. He will be traveling throughout the country for the next year, campaigning for support. Voting for 4th VP will occur at the October 2015 IACP Conference in Chicago. Steven will be looking for support from all of his NA friends! Please visit his campaign website at www.casstevens-iacp2015.com.



Steven Casstevens

INDIANA

■ On Tuesday, November 4, 2014, **Michael Nielsen**, graduate of the 242nd Session was elected Sheriff of the Boone County Sheriff's Department. **Brett A. Clark**, 220th, was elected as Sheriff of the Hendricks County Sheriff's Department. **Brad Swain**, 208th Session was elected to Sheriff of Monroe County, Indiana, Sheriff's Office. The Indiana Chapter is proud of these men!

KANSAS/WESTERN MISSOURI

■ **Major Vern Watson**, a graduate of the FBI NA Session #190 has retired. He started with the Olathe, KS Police Department in 1977 and has been with the Republic, MO Police Department since 2003. He is retiring after 37 years of service to his communities! His reception was held on Friday, November 21st.



Vern Watson

NEW JERSEY

■ **Louie Koumoutsos**, 249th Session, Port Authority Police

Department of NY and NJ, will be retiring from the Chief of Police position, December 26, 2014 after 23 years of service.

NEVADA

■ **Keith A. Logan II**, a graduate of the 222nd Session was recently elected as the 29th Sheriff of Eureka County, Nevada. As a unique side note, one of the deputies serving with Keith is the son, Ryan, of a fellow 222 alumni, Captain **Kevin Finnerty**, Retired. The opportunities and relationships developed at the National Academy have endured through the years. Keith is also proud that another member of his administration, Lt. **David Hicks**, is attending the 259th Session to continue that tradition.



Keith A. Logan II

NEW ENGLAND

■ Chief **Jamie Sullivan**, 198th Session, of the Hampton Police Department retired on October 31, 2014.
 ■ Deputy Chief **Rich Sawyer**, 251st Session, of the Hampton Police Department was sworn in as Chief of Police on Nov. 3, 2014.

NEW YORK/EASTERN CANADA

■ NYS/EC Chapter President **Bob Oswald**, 190th Session, presents the annual "Bart Hose Memorial Award for Excellence in Law Enforcement" to Capt. **Tom Vilotti**, 221st Session, of the Putnam



(R-L) Bill Carbone, Tom Vilotti, Bob Oswald.



CPD officers recently attended the Nassau County Emotionally Disturbed Persons Response Team School.

County N.Y. Sheriff's Office. Assisting in the presentation is NYS/EC Chapter 3rd V.P. **Bill Carbone**, 217th Session. The award is given annually at the Bart Hose, Suffolk County Shoot.

■ A number of NCPD officers recently attended the **Nassau County Emotionally Disturbed Persons Response Team School** at the Morelly Homeland Security Center in Bethpage. Coordinated by Assistant Chief of Patrol **Neil Delargy** and Dr. **James Dolan**, Director of Community Services for the Nassau County Department of Mental Health, the 40-hour school represented one of the most extensive and dynamic training curriculums in the area of mental health for law enforcement personnel in New York State.

The NCPD joined other local police officers, as well as representatives from the Nassau County Probation Department and

the New York State Department of Corrections and Community Supervision, to receive training from mental health professionals. This included Retired Sgt. **Eric Weaver** of the Rochester Police Department, who is now the Executive Director of Overcoming the Darkness LLC, a group that trains and instructs both law enforcement and the community at large on the issues of mental health, mental illness, and suicide prevention.

Participants learned how to best respond to incidents that involve emotionally disturbed individuals in a variety of situations, including suicidal persons, persons exhibiting irrational behavior, psychiatric patients, veterans; youth, and persons with both a mental illness and a substance abuse disorder.

■ On November 5th, 2014, **Scott Fraser**, 226th Session, was sworn in as the 14th Police Chief



(L-R) Scott Wriggelsworth, Scott Fraser.

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of the Brockville, Ontario Police Service. About 225 people attended the ceremony including his Session roommate, Detective Lieutenant **Scott Wriggelsworth** of the East Lansing (Michigan) PD. Chief Fraser is a valued member of the NYSEC Board of Governors for the Buffalo Office.

■ On November 7th, the NYC Division of the Chapter hosted the annual **Northern Counties Luncheon** at the Doral Arrowwood Resort in Rye Brook, New York. Rye Brook Chief **Greg Austin**, 252nd Session, has assumed the Chairmanship of this event from Chief **John Brogan**, Scarsdale PD, 195th Session. **Ari Fleisher**, former White House Press Secretary, was the guest speaker.; President **Bob Oswald** (Inspector-Suffolk County P.D. (NA 190).

Over 100 were in attendance from as far away as Albany and Saratoga Springs. The District Attorney of Westchester County, **Janet Di Fiore**, Commissioner George Longworth (NA 180) - Westchester County Police and the always supportive FBI ADIC-NYO, **George Venizelos**, were in attendance.



(L-R) Rye Brook Chief Greg Austin, Ari Fleisher, former White House Press Secretary, and 2014 Chapter President Bob Oswald

OHIO

■ The Ohio Chapter recently held their **Fall Re-Trainer** and presented "**Fallen 15**" a check for \$1000. Fallen 15 is an Ohio 501(c)(3) that was started to honor, celebrate and be inspired by the

lives of the nation's fallen service members to the wars in Iraq and Afghanistan, as well as our local Veteran communities. This organization's flagship event is a unique, 15k race in which a fallen service member is represented by each kilometer. It is also where the '15' in our name comes from. It is just one of the many events Fallen 15 plans to hold each year in communities across the country.

Fallen 15 is dedicated to enriching the lives of the Veteran Community by creating outreach programs for whole, wounded, active and inactive Veterans. By doing so, we hope to allow these service members to become leaders and mentors, allowing their assimilation back into the community a meaningful and dignified one. These communities will be strengthened by these service members, who have answered the call to defend freedom. We believe there is no greater tribute or recognition paid to those who didn't make it home, than to honor their lives every day, by working toward making these communities across the nation more active, resilient and strong.

Being a part of any Fallen 15 event will ensure you are contributing to a generation of service members who deserve to be remembered for their selfless sacrifice. Monetary donations, sponsorships, race participation, admissions and race merchandise

sales will be used exclusively toward enhancing Fallen 15's outreach programs and Scholarship Fund.

Another heart-warming act of kindness and appreciation took place when our 50/50 raffle winner was drawn after Mr.



(L-R) President Barry Hendricks, Veteran and dinner speaker Patrick Roberts, Fallen 15 Executive Director Adam Fitzsimmons.

Roberts, from "Fallen 15", spoke at our dinner ceremonies. Chief Deputy **Tom Morgan**, Session #239, handed \$315 that he had just won to **Adam Fitzsimmons**, Executive Director of "Fallen 15". We are proud and thankful of those who are serving or have served our country and we are also proud to be a member of the National Academy.

VIRGINIA

■ **Lorenzo L. Sheppard Sr.**, Assistant Chief of Police, Newport News Police Department, 236th Session, retired from the Newport News (VA) Police Department on June 30, 2014, after 29 1/2 years of service.

WESTERN PENNSYLVANIA

■ The Western Pennsylvania Chapter held its annual **Steak-Fry** at the Quicksilver Golf Club in October, with over 60 members coming to the event. Many members took advantage of the location to enjoy a round of golf – in spite of some untimely rain.

In addition, the chapter recognized long-time FBI Training Coordinator **Mark Evelsizer**



Mark Evelsizer

with a plaque presentation for all of Mark's hard work and dedication to our chapter. After 13 years in that role, Mark was recently transferred to another unit in the Pittsburgh office. Mark has been a very devoted training coordinator and

has been extremely instrumental in the Western Pennsylvania chapter. Needless to say, that because of Mark's enthusiasm and dedication, he assisted and helped to advance the careers of many of the local law enforcement leaders throughout Western Pennsylvania and West Virginia. Although Mark will no longer be the regional training coordinator, we know that he will not be a stranger and we will see him at all of our events, pitching in and helping whenever he can.

■ We also would like to give a hearty welcome to **Brad Orsini**, who has been assigned as our new training coordinator. Brad is not an unfamiliar face to many in our chapter, since he is a very active agent in the area and has worked alongside many officers in the region. Brad will be formally welcomed at our annual **Christmas Luncheon** on December 22nd, where we will welcome back the 258th and send off the 259th in January.

■ Plans are being finalized for our **Wild Game Feast** and election of officers in February of 2015. This is a great event that draws a huge crowd of members and other local law enforcement officers for a fun time with lots of good food. 🍖

THE BLUE ARMY POLICE MILITARIZATION

John Cira

In recent months there has been substantial media coverage on the militarization of the nation's police departments. The subject matter was not focused on until the events unfolded in the City of Ferguson, Missouri. The amount of media coverage by major news organizations on a twenty-four seven time period gave the nation a view on how the proliferation of military weapons and military type training has progressed among America's police agencies.

The response by law enforcement to the protesters in Ferguson began to be criticized by not only by the national media organizations but also by local, state and federal politicians, as well as national civil rights leaders. The level of force and the use of military-style equipment were labeled almost immediately as a problem instead of a solution.

The President, responding to these criticisms, immediately ordered a review of federal programs that supplied billions of dollars in military equipment to municipal police departments. The order comes amid criticism from various members of Congress, civil rights groups and national news pundits over the heavy militarization of police departments in Ferguson and across the coun-

try. The police dressed in riot gear employed armored vehicles, noise-based crowd-control devices, shotguns, rubber-coated metal pellets, and tear gas and assault rifles like the military in an attempt to control the crowds of individuals protesting.

On Capitol Hill, a Missouri Senator began leading the charge with a demand to hold congressional hearings to examine whether local police have become too militarized. The Senator has stated during the hearings that the law enforcement response in Ferguson turned a mostly peaceful demonstration into a "war zone."

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The Blue Army Police Militarization *continued from page 10*

The review that is being conducted by the White House staff, includes the Domestic Policy Council, the National Security Council, and the Office of Management and Budget, along with the Defense, Homeland Security, Justice and Treasury departments.

Faced with a bloated military and what it perceived as a worsening drug crisis, the congress in 1990 enacted the National Defense Authorization Act, [the 1033 program]. Section 1208 of the Act allowed the Secretary of Defense to transfer to Federal and State agencies personal property of the Department of Defense, including small arms and ammunition. The Secretary determines what is, a) a suitable for use by such agencies in counter-drug activities; and b) excess to the needs of the Department of Defense,

It has been reported during the hearing that the Ferguson Police Department received medical supplies, computer equipment and dozens of large backpacks and wool blankets, along with two [2] old SUV's and twenty [20] Kevlar helmets through the program besides a generator and a trailer from this program.

It is not to stay some agencies obtained equipment that would not realistically assist in that agencies mission. The senator's staff discovered that some police agencies around the country with fewer than ten full time officers had received mine resistant protected armored vehicles. One agency with one full-time police officer had received thirteen assault rifles and that the Department of Defense had handed out 12,000 bayonets to local police agencies through the 1033 Program. This type of procurement by police agencies only adds fuel to the fire that police agencies are utilizing the 1033 Program to become more militarized.

The Attorney General has stated that this type of equipment has allowed local police forces to become more militarized because they were increasingly being asked to assist in counter terrorism. It has been stated that what the police used to defend themselves at the early stages of the confrontation [in Ferguson] was a high level of military weaponry not often seen on city streets in the United States.

Those of us who watched the unfolding of the Ferguson Riots, Crisis, or Anarchy depending on what national news organization you tuned into, came away with your own opinion of what transpired out on those streets. However, if you were one of those officers standing on that line watching those individuals in front cursing you, throwing human

urine and feces on them, listening to the gun shots coming from the crowd of demonstrators and having rocks, glass bottles, bricks and Molotov cocktails coming down in your ranks you may come to some different conclusions.

In viewing those scenes you would have to notice that most officers on the line utilized only riot type helmets, not ballistic, riot type shields to deflect thrown objects, and the large wooden riot baton. Some officers did possess shotguns that fired only bean bag projectiles or rubber bullets. There were also Special Weapons and Tactics Team officers riding on top and in their vehicles, which were yes, armored, who were providing cover for those line officers and also observing what individuals were aggravating the crowd.

It has been said that all this militarization started after 9-11 and the increasing request for local law enforcement to assist in counter terrorism, but we have seen that congress enacted program 1033 in the 1990's to assist federal agencies in counter drug activities. Which of these assumptions is correct?

Actually, law enforcement usually is not pro active in changing their traditional ways and only responds to incidents that occur, and then subsequently change their tactics to deal with that type of situation. The militarization of police departments started with an incident that occurred on the afternoon of August 1, 1966, when a young engineer student and former Marine, named **Charles Joseph Whitman**, climbed into the Tower of the University of Texas in Austin, Texas and killed sixteen [16] people and wounded thirty two other people before he was killed himself.

Whitman packed a footlocker, which he had mounted on a hand truck with various rifles, shotguns, pistols, seven hundred rounds of ammunition, food, coffee, vitamins, Dexedrine, earplugs, jugs of water, matches, lighter fluid, rope, binoculars, a machete, three knives, a transistor radio, toilet paper, a razor and bottle of deodorant. He then carried it to the top of the Texas Tower.

He started shooting from his barricaded position in the observation platform of the tower, which was two hundred and thirty-one feet from ground level. He wounded a basketball coach from a distance of over thirteen hundred feet from the tower. All active police officers in Austin were ordered to the campus, on and off-duty officers from Travis County Sheriff's Office and the Texas Department of Public Safety also converged on the area.

The shooting stopped when two officers and one civilian entered the observation deck and Whitman was killed with two fatal shots from a 12 gauge shotgun.

Departments took note of the shooting rampage in Austin and began to develop special tactics teams who were trained to confront heavily armed criminals, perform hostage rescue and counter terrorism operations, high risk arrests and entering armored or barricaded buildings.

The first prominent SWAT team was established in the Los Angeles Police Department in 1967, after which many other police departments of major cities, as well as federal and state agencies, established their own elite units under various names.

While the public image of SWAT first became known through the Los Angeles Police Department because of its proximity to mass media and the size of the department, the first significant deployment of the LA Swat unit was on December 9, 1969, in a four hour confrontation with members of the Black Panthers. However, on the afternoon of May 17, 1974, elements of the Symbionese Liberation Army barricaded themselves in a residence on East Street in Los Angeles. Coverage of the siege was broadcast to millions of Americans via television and radio and featured in world press for days afterwards. Thus, SWAT teams became a tool in the law enforcement arsenal in dealing with the unpredictability of various challenges, in which normal police response would increase the chances of death or injury to police officers.

The next occurrence that changed how law enforcement responds to events was on April 11, 1986 in Dade County, Florida, when eight [8] FBI agents confronted two [2] serial bank robbers. During this firefight two FBI agents were killed and five other agents were wounded. The two robbery suspects, **William Russell Matix** and **Michael Lee Platt** were also killed.

Despite being outnumbered 4 to 1, the agents found themselves pinned down and out gunned by rifle fire and were unable to respond effectively. The two suspects were wounded multiple times during the firefight but were able to fight on and continued to injure and kill the agents.

Again, after the incident law enforcement took note of the lack of stopping power exhibited by the agent's service handguns. The

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The Blue Army Police Militarization *continued from page 12*

difficulties of reloading their revolvers while under fire and subsequent stopping power of their weapons, law enforcement officials deem that officers should be armed with semi-automatic handguns. Soon afterwards gun manufacturers developed the .40 caliber semi-automatic pistol and police agencies across the nation began switching from revolvers to the semi-automatic pistols.

Then, on February 28, 1997, two heavily armed bank robbers, **Larry Phillips Jr.** and **Emil Masatasareanu** were confronted by police officers after robbing a bank in North Hollywood, California. During the firefight eleven police officers and seven civilians were injured, numerous vehicles and property were damaged or destroyed by the nearly two thousand rounds of ammunition that were fired by the robbers and the police.

Police officers who responded to the scene were armed with their standard issue 9mm or .38 caliber revolvers with some having a standard 12 gauge shotgun available in their cars. The two robbers carried illegally modified fully automatic rifles with high capacity magazines and ammunition capable of penetrating vehicles and police Kevlar vests. The bank robbers wore body armor which successfully deflected bullets and shotgun pellets fired by the responding patrol officers.

When the SWAT team eventually arrived they were able to bear sufficient firepower to take on the bank robbers. The SWAT officers subsequently commandeered armored trucks to evacuate the wounded police officers and civilians to safety and medical attention. During the firefight several police officers appropriated AR-15 rifles from a nearby firearms dealer. Due to the large number of injuries and rounds that were fired, and the overall time of the shootout, it is considered as one of the longest and bloodiest events in American police history.

The incident sparked debate among law enforcement professionals on the need for patrol officers to upgrade their capabilities to respond to incidents in the future with sufficient firepower. The ineffectiveness of the standard patrol officer's handguns and shotguns in penetrating the robber's body armor led to a trend in the nation's police agencies to arming selected police officers, not just SWAT teams, with heavier firepower such as semi-automatic rifles. Numerous police agencies changed their firearms training to include shots to the suspect's head in the event that normal type body shots did not take down the individual.

Also, law enforcement professionals realized the need of some type of armored rescue vehicle for insertion, maneuvering, or during tactical operations such as extracting wounded civilians and police officers from the raging gun battle scene. Soon, tactical equipment companies developed large armored vehicles with various capabilities. These included roof mounted ladders on top to make entry into second and third floors of buildings.

Then on April 20, 1999, the Columbine High School massacre occurred in which two senior students, **Eric Harris** and **Dylan Klebold**, in a highly complex planned attack involving fire bombs. They wanted to divert first responders, using propane tanks converted into bombs, and various explosive devices rigged in vehicles.

The shooting started at 11:19 a.m. and the police responded to the scene at 11:22 a.m. and then for forty-six minutes Harris and Klebold wandered the building, firing guns and setting off bombs killing twelve students, one teacher and wounding twenty-one other individuals while the responding officers secured a perimeter around the school, per police procedure. The two shooters committed suicide at 12:08 p.m.; two minutes after the first SWAT teams entered the building.

The shooting resulted in an increased emphasis on school security, social outcasts, bullying, gun culture and the use of pharmaceutical anti-depressants by teenagers, teenage internet use and violent video games.

The Columbine High School shooting also caused a very quiet change, but significant, in transformation in police tactics used in situations where an active shooting is taking place. The introduction of Immediate Action Rapid Development tactic was developed. During Columbine the police had utilized the traditional tactic of surrounding the building, setting up a perimeter and containing the damage and waiting for SWAT to arrive. The Active Shooter tactic takes into account the presence of a shooter whose interest is to kill and not to take hostages. The tactic calls for the first four officers to arrive and form a four person team to advance in a diamond-shaped wedge, into the site of any ongoing shooting. The goal of this team is to move toward the sound of gunfire and neutralize the shooter as quickly as possible. Their goal is to stop the shooter at all costs; they are to walk past wounded victims, as their aim is to prevent the shooter from killing or wounding more. This new tactic has been utilized at numerous

shooting scenes and proven to be effective and has saved dozens of lives.

This country has seen a multiple spree of shootings such as Virginia Tech, Sandy Hook Elementary, Appomattox, Las Vegas, Santa Monica, Beltway Sniper, Fort Hood, Oakland, Overland Park Jewish Community Center, Red Lake, Seattle Café, Tyler Courthouse, and the Goleta Postal Facility. In all the occurrences police officials have conducted analysis of the tactics utilized by their officers. This is completed in order to develop better tactics and equipment to protect not only civilians but the police officers who respond to these incidents.

These officials give their officers the specialized equipment including heavy body armor, ballistic shields, entry tools, armored vehicles, advanced night vision optics, motion detectors for covertly determining the positions of hostages or hostage takes, inside enclosed structures.

SWAT teams use equipment designed for a variety of specialized situations including close quarters combat in an urban environment. The particular pieces of equipment vary from unit to unit, but there are some consistent trends in what they wear and use.

The threat that firearms poses to law enforcement officers and the public during violent critical incidents has proven that armored rescue vehicles have become as essential as individually worn body armor or ballistic helmets in saving lives.

There has been reference in the media and Congress regarding the Defense Department giving police agencies in this nation high profile armored vehicles and military vehicles, such as Humvees. If the truth be known, these vehicles are very expensive to maintain and a small agency that receives these vehicles could not afford the specialized mechanics to work on them, let alone the parts they need to repair them.

Political leaders have been reported saying that they were concerned that peaceful demonstrations in Ferguson were transformed with vivid images, powerful images, into a war zone, complete with camouflage, tear gas, rubber bullets, armored vehicles and laser sights on assault weapons.

However, to those officers who were standing that line and dealing with that ex-

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Are You Networked?: *Devoting Time & Resources to Your Next Career – NOW!*

Alan A. Malinchak



Expanding your Law Enforcement Network

All current, former and retired law enforcement officers as well as the professional staff that supported them learned at each juncture of their career the importance and meaningfulness of being part of the “law enforcement family”. Your law enforcement family connection, those who were prior to, during and since your career provide a myriad of networking connections as you transition to a career from public service to private industry. It is important to develop, maintain and nourish a network of your trusted friends and associates both within your current law enforcement agency and all professional law enforcement associations you belong. As well, with other State and federal law enforcement and non-enforcement federal agencies and military branches – even leveraging your “strength of weak ties”.

As an FBINA graduate, you also belong to the FBINAA – an organization that provides a basis to identify and connect with individuals who also have connections. Your “Connective Power” provides you insight from others into current or near-future position openings and networking with them provides you with “Connective Intelligence” – those with it have a greater likelihood of success in attaining a private sector position. Just as informants and cooperating witnesses were a key to your success in the law enforcement, your expanded network of other law enforcement officers and their connections is paramount to you identifying and acquiring a position in the private sector.

STRAT^{actically} approach this aspect of networking. Prior to tactically engaging in actions to obtain a post-law enforcement career, you must develop a strategy to provide the framework and direction. What geographic location have you targeted to seek employment? Is that your current location? Or, have you identified a geographic location that is appealing both now and when you finally make the decision to totally retire? Have you determined if you want to work in large or small organization? Have you determined the specific industry – government contracting, commercial, non-profit, or entrepreneurial – you want to be employed? Does that industry exist within the geographic location you want? Within that industry are there positions available in the functional role, project or program you want to work? Are there specific companies that you have identified that are in that location, within that industry and have the position you believe your capabilities will transition well? Have you determined the probability of being hired?

Pragmatically utilize your connective and intelligence powers and begin to collect the data – you know the importance of taking notes and keeping track of where you were when you were in patrol, investigations, administrative services - those skills remain beneficial. First, contact those prior law enforcement trusted professionals who have already transitioned from a public to private career. Identify and reach out to them. Develop something as easy as an Excel spreadsheet to track your data and progress, as offered in the chart below:

Name	Company	Phone/Email	How Did They Succeed?	What Were the Pitfalls?	Lessons Learned	Date of Initial Contact	Date of Follow Up Contact

While you are engaged in the above, simultaneously build a new professional network.

Building Your Post-Law Enforcement Professional Network

Now that you have identified where you want to live, what you want to do in the private sector and the specific position you believe your capabilities warrant, it’s time to join professional associations, establish a LinkedIn account, attend professional networking functions/events, volunteer at non-profit associations, establish relationships with recruiters – simply make as many connections in as many industry spaces you have identified as you can. Making connections, professionally and socially, is a key discriminator in people knowing you are looking for your next career and knowing you have something to offer. You understand and know the benefits of building rapport – start now to strengthen your professional networking skills beyond those in or related to your current law enforcement organization. Your law enforcement career is a door-opener for hiring managers – most people will be fascinated by “your story”.

Where to start? As an example, you have identified Tampa, Florida as a desired location. You know your skills as a project manager during the last five years of your law enforcement career were both exciting and rewarding and you want to continue in that field. You know you are interested in working for a large government contractor. Below are suggestions of next-steps in developing and building this network:

- Obtain a list of the top 5 government contractors in Tampa, FL
 - Review their website for information regarding the company, their executives, there position openings in project management
- Determine who is on their Board of Advisors, who their executives are, and who their current project managers are
- Data mine all the social and professional associations, charities and other organizations they belong to
 - Data mine all of their connections and do the same as above
 - Join those organizations and attend their events – virtually or in-person
- Develop rapport with individuals first
- Soft sell your desire to obtain employment
- Establish yourself on social media sites, in particular
 - LinkedIn
- Develop a succinct and targeted profile focused on your next career, using your current or former law enforcement KSAs as relevant but

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NATIONAL PAST PRESIDENTS

Where are they Now?

Doug Muldoon

Bill Burke (99th Session)
President 1987

A: We are living in New Hampshire and traveling back and forth to California. Our kids and grandkids live in San Diego and in Morro Bay. We are UNH Hockey fans and I enjoy skiing on NH Mountains. I had the privilege of serving on the California Chapter FBI/NAA Board including a term as President. With the support of all the Western Chapters I became a member of the FBI/NAA National Board and served for eight years including a term as President in 1987. My career started with the Los Angeles Police Department in 1960 and I moved thru the ranks to retire in 1985 as a Commander. I was the Chief of Police in Burlington, Vermont in 1985/86 and became the Chief of Police in Portsmouth, NH in 1987. When I retired from Portsmouth PD on December 31, 1998, I became a Financial Advisor with Morgan Stanley Dean Witter and received training at the World Trade Center in New York City.

While serving on the executive board I, along with my fellow board members performed significant duties as change agents for the FBI/NAA.

We revised the Constitution and By-laws, assumed more hands on planning for the Retraining Sessions, improved budgeting and accounting methods and worked closely with the FBI to foster closer ties of NAA graduates with the NAA upon return of graduates to their respective agencies. We had a lot of fun throughout our terms of office and became the first board to engender and participate in an international retrainee in Europe (Spain 1st Session). **Jim Cotter** was our Historian during this era.

George Graves (81st Session)
Past National Secretary/Treasurer

A: I am still active with regional and state chapters, local Chief's group, and still work for firms as consultant for management studies, promotions etc. I am active with rail safety issues, and maintain contact with past presidents.

I'm still doing some assessment center work, recently became part of a team for a suburban police chief's position; and later this year will be with a

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National Past Presidents: Where Are They Now? *continued from page 16*

group doing an assessment center for another suburban agency for sergeants. I was recently a panel member at the Illinois Municipal League where we discussed "Smoothing out the Wrinkles", i.e. working with each other in positive manner to accomplish community service goals. We recently celebrated the 20th Anniversary of our recruit and continuing education law enforcement academy at the College of DuPage. The Academy came out of a personal goal set forth in 1990 and accomplished as a certified academy in 1993.

Many people assisted and we were able to overcome the various barriers that we confronted in the political process to get this going. We are approaching 3,000 recruits and have trained over 12,000 at or in service courses. Some of the courses have been exported to nearby states, with the most popular being the IT programs.

Randy Ely (163rd Session)
2000 President

A: I retired from the Fort Worth Police Department on May 31, 2002 after 31 years, and 5 months of service. I started as the US Marshal for the Northern District of Texas the following Monday, June 3rd. I felt fortunate to have been appointed a US Marshal by President **George W. Bush** and really enjoyed my time at the Marshals Service. October 31st I retired from there after 11 years 5 months and probably could have stayed longer. However, after 43 years combined service and the death of some very close loved ones, I decided it was time to enjoy life. The one thing I can say is that I was always blessed to have had great people working with me during my career and although there were ups and downs it still remains a time in my life that I look back on with fondness.

Since retirement, I have moved from my home of 30 years in Mansfield to a small rural community and a brand new house. I have become even more active in my church and in cancer support related activities. I am on the church board, chair of the personnel committee, and team teach adult Sunday school to Empty Nesters. I have been teaching now for 3 years in this latest class.

Ever since my late wife developed breast cancer in 1995, I have had an interest in services for Cancer survivors and their support network. In 2004, I founded **Coping with Hope**, an organization dedicated to helping people better cope with cancer. March 2008 my wife died and in July, along with 2 other

persons, we morphed the organization into a full blown Cancer Support Group. The group meets the first Thursday of each month and I serve as lead facilitator. It is a faith based support group aimed at providing education, encouragement, prayer, and support. The group is open to all those dealing with Cancer, as well as those who are no longer dealing with Cancer but perhaps having some lingering emotional issues. We are also different in that we allow all persons who serve in caregiver and/or support roles to attend, as well. This past July marked our 6th year of providing support for the local community.

In May 2013, I remarried, and my wife Kathy and I love to travel in our free time. I can tell you that the old myth you have always heard of being busier in retirement than you ever thought is true. However, the beauty is that I/we get to pick the priorities that occupy our time. The opportunity to attend the National Academy and serve on the national board continues to be one of the highlights that the good Lord allowed me to enjoy during a 43 year career and because of that to Him be the glory!

Ken Ramsey (156th Session)
2004 President

A: Ken was just ordained as a Deacon for the Catholic Church. Ken has been working hard on this over the past several years and on Saturday, September 27, 2014 he accomplished this.

Mark Willingham (149th Session)
2005 President

A: I am still in Jacksonville, 11 years after retiring from the Florida Division of Alcoholic Beverage and Tobacco. I have built a successful Dram Shop consulting business and serve as an expert witness in alcohol related injury and death civil lawsuits and provide community consulting on responsible alcohol service across the country. I am in the final stages of my PhD dissertation and should receive my Doctorate in mid-2015.

Marge finally retired and is able to travel with me on work and pleasure. Our son Matthew (YLP) is a software engineer in Orlando and our daughter Amanda (YLP) is a geologist in the gold mining industry in Fairbanks.

Dave Easthon (131st Session)
2006 President

A: I am still working employed as the Chief of Police for Cleveland Clinic. I am very busy deploying police officers in eight (8) regional hospitals across the Greater Cleveland Area. We just added four (4) 100% electric vehicles to our fleet.

Our son, **Brandon** is also employed at the Cleveland Clinic as a Project Coordinator in Technical Operations. Our Son, **Jeff**, is high school teacher in Minooka, IL outside of Chicago, and our daughter, **Lindsey**, is in her last year of her doctorate (chemistry) at Boston University. We have three grandchildren. **Kim** and I started cruising last year. We are heading to the Caribbean for an eleven (11) day, six (6) country, and cruise in February. I still love to hunt deer and am hoping to hunt elk for the first time next year. I am in "withdrawals" because I did not go to Lander, Wyoming this year. I am a home wine vintner, belong to a vintners club and make a wide variety of red and white wines. I hope to see you all in Seattle.

Timothy Overton (150th Session)
2007 President

A: I would share that I am enjoying retirement and traveling around the country with **Deb**. When I am not traveling, I am splitting my time between AZ and San Diego area. I am also working on the development of an app for smart phones which are law enforcement related. I will be applying for a patent in the near future.

Arthur Baylor (157th Session)
2009 President

A: I was appointed by the President of the United States to the position of United States Marshal in 2010. I retired from the Montgomery Police Department as the Chief of Police in 2010 when appointed U S Marshal.

Matt Raia (131st Session)
2011 President

A: Debbie and I are doing well. I am still active in the Masonic Fraternity. I served as Potentate of El Jebel Shriners, Denver, in 2013. I am currently the office manager for the Grand York Rite of Colorado. I also work part time as a driving instructor for 911 Driving School teaching drivers education classes and doing behind the wheel

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A MESSAGE FROM OUR **CHAPLAIN**

by *Dan Bateman*

“From Touchstones to Our Journey”

Blessings and greetings to all those who serve so nobly and lead our officers to be their best!

As 2015 dawns upon us and we wrap up the loose ends of 2014, I am reminded of the recurrent theme for the past year: “Touchstones: Remembering the Important”. Being grounded and anchored to those truths and guidelines that mean so much to us is vital as we embark on the journey of life as it pertains to our careers as law enforcement command officers.

We all remember the day when we completed the requirements to become a certified police officer; proud to serve the public and our respective agencies. As our loved ones witnessed this achievement, each of us had a special person in our life pin that badge on us as they beamed with pride. Our ideals, honor, and outlook were solid and sound. Nothing and no one would deter us from our calling to serve as police officers.

But, all too often, under the great pressures of our ever-changing profession, we sometimes allow ourselves to be slowly ground down, losing sight of that noble calling, and casting our vision downward. The effects of that downward spiral can be devastating. It impacts our fellow command officers, the officers for whom we are responsible, and, at the very worst, affects our families.

It is at those times we must call ourselves back in order to move ourselves forward which is the overarching theme of my four-year tenure as your chaplain. This is the true value of having touchstones in our lives where we can return and be refreshed, strengthened, and recommitted to the task at hand.

It may be as simple as recalling those true touchstone principles that brought us to this noble profession: the deep need to be of value to others, the willingness to risk, even sacrifice, our very lives in the protection of others, and the strong desire to make a difference in this world.

At times, when I suffered setbacks in my career which caused me to become calloused to others (including my family), I sometimes had to look down at the shoulder patch of my uniform as a simple touchstone reminder of the values that brought me to this position. I reflected on the hundreds, perhaps thousands, who yearned to wear that patch but were not successful. I dwelled on the thousands of officers in our department who had served so proudly in our nearly 100-year history and remembered the clarion call of the motto in the academy: “We are building a reputation, not resting on one.” I reflected on that day of days when I graduated from the police academy and my wife pinned my badge on the uniform I had earned after five months of rigorous training.

Touchstones can provide the anchor and grounding as we embark on our law enforcement careers. As long as they are recalled and remembered, they become more precious to us as we encounter the ups and downs of our journey.

As 2015 begins, our theme during this year is “Mountaintops and Valleys: Our Journey”. While we all enjoy and remember the mountaintop experiences during our careers, there can be no moun-



taintops without the valleys between the mountains. Our journey will take us to the tops of mountains as we enjoy our triumphs and accomplishments but our journey will also take us through the valleys with its dark shadows and ever-present dangers. Building on the touchstone foundations in our lives will prepare us for the darkness of the valleys.

Sometimes we can lessen the dangers of the valleys and ascend more rapidly to the mountaintop if we look to those who have experienced both paths. As we study these trailblazers, we can avoid some of the pitfalls that threaten our journey to return us to the path leading to the mountaintop.

One such person can be found in the pages of the Bible’s Old Testament: Joseph. I love the Bible because it was written by our Creator. It’s an “owner’s manual” of sorts because the vast spectrum of human experience can be found within its holy pages. And Joseph is the archetypical pathfinder who had great mountaintop experiences but encountered deep, dark valleys on his journey. How he succeeded is a great lesson for us, as well.

Joseph was beloved by his father to the point his eleven brothers were jealous. In selling Joseph to slavers to satisfy their jealousy, his brothers thought they were rid of the problem as Joseph descended into the valley of slavery. But Joseph never left the touchstone principles of faith and determination and soon rose to a position of prominence in the household where he served.

Joseph was on a mountaintop...until lies and deceit by others forced Joseph into the valley of imprisonment. He languished there for years, still faithful to God, but perhaps questioning why. Providentially, Joseph helped a fellow prisoner who had once been a prominent servant to the Pharaoh. After consulting with Joseph, the advice received resulted in the servant’s freedom and the mountaintop hope of Joseph’s freedom as a reward. Regrettably, with a promise to remember, the servant soon forgot Joseph who remained in prison and in the valley. After some time, the servant recalled Joseph’s kindness and brought him before Pharaoh. From the valley of prison, Joseph rose to the mountaintop of becoming the great Pharaoh’s second-in-command.

In time, Joseph’s brothers were brought before him not knowing the second-in-command of Egypt was their very own brother thought dead! Some great reading can be found in the Old Testament book of Genesis Chapters 42-45 as Joseph had the absolute

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THE HISTORIAN'S SPOTLIGHT

by guest author Gil Kleinknecht

A Look Back at FBI NA History

What prompted J. Edgar Hoover to establish in the summer of 1935 what is known today as the FBI National Academy? It was in response to a study by the Wickersham Commission that recommended the standardization and professionalization of state and local LE departments using centralized training. This concept found immediate support from the IACP and DOJ, as well as funding by the US Congress.

The first school of instructions for state and local police officers was called the Police Training School and was probably housed in Main Justice, a DOJ building located in Washington, DC. There were just 23 police officers in attendance.

Here are the key subjects taught beginning in 1935:

- Scientific aids in crime detection
- Preparation of reports
- Criminal investigation techniques, and
- Administration and organization
- With the advent of WWII, courses were added in espionage and sabotage

The first instructors and lecturers used by the FBI were well-known criminologists and law professors recruited, for example, from Harvard, Yale, and Northwestern. The NA also utilized state and local LE police officials as well as executives from the private sector.

After several years the name was changed from the Police Training School to the FBI National Academy.

For 37 years, 1935 to 1972, training classes were held mostly in the Main Justice building. For the last 42 years the NA has been located at the Quantico Marine Corps base. The move was in June 1972.

The training program, which is recognized worldwide, has changed a lot over the past nearly 80 years. For many years emphasis was on the fundamentals of police work such as latent fingerprint examination, fingerprint classification, criminal laws, and firearms proficiency. Today the NA trains men and women to become future police managers and executives.

Since 1935 the NA has offered 257 sessions and graduated 47,492 police officers. In 1964, this executive training was extended to international police executives. So far over 3,000 international officers have completed the NA, with 558 still in active service.

Forty-five years ago, in 1969, when I was only 32 years old, I had the privilege to be a member of the 84th session which held classes in the Main Justice building. The FBI HQs was in the same building, and J. Edgar Hoover was the Director. Our single



classroom was located, I believe, on the third floor across the hall from the new agents' classroom.

There were just two sessions each year, with 100 attendees per session. Each member was required to wear a suit and tie each day. It was not unusual to see a fellow class member wearing the same suit and tie day after day.

The single NA classroom or Wind Tunnel was very unusual. I believe it has been used as a courtroom to try some war criminals or communists. Our classroom was very long and narrow, with 7 old wooden school desks in each row, and 15 or more rows deep.

The session was for 12 weeks, and at the end of the 6th week, those members in the back rows would move to the front of the classroom, and the front section moved to the back of the room.

With this move each member has a chance to hear the lecturers for at least 6 weeks. As my name started with K, and we Ks being in the middle of the alphabet, we did not have to move.

My wife and my one year old son and dog came to DC with me and stayed in a rented apartment in Alexandria Va. Each day I rode a public bus to the Main Justice building. We were allowed to eat lunch downstairs in the cafeteria, but were told not to talk to the DOJ or FBI secretaries. If we were found socializing with a secretary, we would be sent home. Should we call for the elevator at the end of the day, and Director Hoover was in the elevator, we were instructed to wait and take the next elevator.

There was a wonderful gym and locker room in the basement. As I recall, 2-3 times a week we had to participate in physical training, including self-defense techniques. However, only half the class could attend at one time due to the limited size of the gym. The other problem was that there were only 4 shower heads for our use after exercise. So, 50 men would wait in 4 lines to use 4 shower heads. When it was your turn, you would just get wet, and go to the back of the line. While waiting in line again the time was used to lather up with soap. When it was your turn, we used the shower water to rinse off the soap. It was an experience just like Army basic training. As no females were attending the NA in 1969, no one was embarrassed.

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STAYING ON THE **YELLOW BRICK ROAD**


80/20

In 1906, Vilfredo Pareto, discovered that 20% of the Italian population owned 80% of the land. **Matt Fitzgerald's** new running book titled *80/20* dives into the concept of slower is better. Performing 80% percent of training at slower speeds and the remaining 20% at moderate/high intensity paces is his protocol. Many financial experts say that the portfolio should be 80% stocks and 20% bonds.

Here is my take home message in the above. Results in life should happen when we grind for consistency. I do know that one size will never fit all. There are many forks/bricks in the road to health and fitness. The path will include bumps but make no mistake, when health becomes a priority people change. My 80/20 has evolved around getting better at the basics. We teach our students to know the basics, master the basics, and don't deviate from the basics. My job is to manage the minimums. The goal would be to increase the percent of these habits to become a better co-worker, spouse, or parent.

Two areas of weakness for me as a practitioner come to mind. Am I optimizing my nutritional game plan on a daily/weekly basis? Do I allot time for reflection/regeneration?


Do we fuel or feed with respects to performance nutrition? Does the work week consist of 80 percent clean fueling tactics? Weekends may be rewarded with some dirty opportunities i.e. the 20%. Spend some time in thought with this approach. The goal would be to optimize nutritional strategies to supplement training. Sleeping and fueling should be a priority and ultimately need to be planned in order to achieve specific goals. All bets may be off to a certain degree on a weekend. We must enjoy our food and our family without the rush of life. I do look forward experimenting on a weekend with proper portions of my vice (pizza) as an example. The ultimate decision when ordering is the meat lover vs. the veggie pizza. Is anyone getting better with more ham, pepperoni, sausage, and bacon? I would hope that the choice would be to outnumber the meat with the veggie for most tactical athletes.

My former students know that I am a big believer in resetting the central nervous system. Progressive muscular relaxation is in the toolbox to attack homeostasis. Fight or flight continues to dominate most of our lives and we need to be proactive to combat stress. Every muscle of the trunk has a simultaneous role in postural control and respiration. It starts with filling our bellies with air in order to recruit these core muscles. Reducing pain and injuries is my number one objective with students. Contracting and relaxing muscles and focusing on diaphragmatic breathing can provide huge benefits. The literature has demonstrated relief or reduction in stress, high blood pressure, stomach conditions, depression, and anxiety. I must be more proactive in finding 10-15 minutes with this drill. I spend too much time taxing the nervous system at work.

Here is a basic checklist that represents the 28th percent (2 out of 7 days).

- Sleep – I make an attempt 2x week to go to bed 1 hour earlier than normal
- Fueling Density – 2x week of getting 9-10 servings of fruit and vegetables
- The Fall is a perfect season for Chili 2x month + leftovers
 - Load it – tomatoes, peppers, onions, corn, & beans
 - Add antioxidant spices like garlic, oregano, cumin, & chili powder
- Sprinting – 2x week of 10-15 seconds of the true power continuum of exercise science
 - Our students should recall those training days on the bike, rower, pool, track, and the prowler sleds, choose the correct Rx. for your orthopedic concerns
- Old School Iron – 2x week is mandatory for any derivative of powerlifting
 - Shake weights, bosu balls, balance boards, and abdominal blasters are not in this category and very humbly speaking are a complete waste of time
- Band Walking/Crawling – 2 of the best warm-up drills in the toolbox to prime the body/mind, the goal at least 2x week before we drill
- Motivation – Watching an inspirational video clip of extraordinary people brings perspective in my life
- Literature – At least 2x week is devoted to catching up on the science that drives the training modalities

These minimums represent the fist fight I have with myself. These are the little things that are can be boring and not impressive but they will produce trophies. We are all stakeholders in this fight. I will wrap up this article with a statement from **Mark Rippetoe**, a famous strength and conditioning coach.

First, "Training" and "Exercise" are different things entirely. Training is not about today. It's about the process of going from where you are now to where you want to be later for the purpose of meeting a specific performance goal. History tells us what works in the gym. Training results in long-term progress in a specific direction, while exercise gets you tired and sweaty, satisfying the desire for a feeling of accomplishment for people who are easily satisfied. 


The Blue Army Police Militarization *continued from page 13*

plosive situation, they probably thought they were in a "WAR ZONE".

Maybe the looting and violent lawlessness "did shake the bones" of police officers, and that lawful protestors did not deserve to be treated like enemy combatants. I would suggest the nation has not witnessed the type of demonstrations that occurred in the City of Ferguson in a long time; the manner in which the national media focused 24-7 coverage and how individual journalists or reporters covered the incident. Some news organizations televised the looting and individuals firing pistols at businesses to gain entry; individuals lighting and throwing Molotov cocktails at the police line and the refusal of demonstrators to disburse even when a curfew was in effect. Other reporters who covered the incidents within the ranks of the demonstrators complained when the tear gas projectiles were thrown in their direction.

This incident will be examined and discussed by many individuals who have their own agenda to convey. The militarizaion of law enforcement has been taking place because of the changing roles that police officers have to take on to accomplish their mission and duty. In all the above shooting incidents that

have occurred the time elements were narrow. The normal patrol officer has been called on to act in an efficient and effective way to protect the lives of civilians and his or her own.

The Department of Home Land Security and the Federal Bureau of Investigation just recently notified local law enforcement of a sufficient threat by the terrorist organization ISIS. The national media and national and local politicians should try to remember if a terrorist or shooting incident occurs it will be the local law enforcement agency who responds first. It will take the FBI and other federal agencies time to respond to the incident. Local law enforcement agencies will need the necessary equipment to prevent loss of life of the citizens they are entrusted to protect. It should be remembered that these officers have families and loved ones to return to when they take off that uniform, militarized or not. 

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About the Author: John Edward Cira retired after thirty six [36] years with the Hazelwood Police Department and three and half years with the St. Louis County Police Department.

He served as a Major in charge of Professional Standards. He had duties of patrol officer, detective, patrol sergeant, detective sergeant, Commander of Criminal Investigation Division, and Commander of Uniform Services. Appointed as the CALEA accreditation manager while serving in Professional Standards.

Cira served as the Region One Coordinator representing the Missouri Police Chiefs Association for the Law Enforcement Torch Run attached to Missouri Special Olympics. He acts as a project manager for the Missouri Police Chiefs Association Certification Program and Certification Team Leader.


Cira is a graduate of the FBI National Academy, Session 122, and former President of the Eastern District of Missouri Chapter. He is a U.S. Air Force Veteran serving in Thailand during the Vietnam War as a Air Policeman and Security Officer.

Cira holds an Associate Degree in Applied Science from Florissant Valley Community College, a Bachelor of Arts Degree from Tarkio College, and a Master of Science in Administration from Lindenwood College.

Are You Networked? *continued from page 15*

Name of Company or Professional Association	Identified People	Phone/Email	How/Why are those People Connected to those Organizations	What Did You Learn?	What Do You Need to Do and By When?	Date of Initial Contact	Date of Follow Up Contact

- not exclusive information
- Establish relationships with Recruiters who are connected to the companies you have targeted
 - Data mine public information regarding networking opportunities, e.g.,
 - washingtonnetworkgroup.com
 - meetup.com - connections to social and business gatherings
 - bizjournals.com - business networking opportunities, receptions and events
 - Bisnow.com - both social and professional networking events
 - linkedin.com - profiles; contacts; and, jobs
 - contactscout.com
 - Assessments/Tips/Training
 - astd.org/Publications/Magazines/TD/TD-Archive/2013/01/Intelligence-the-Importance-of-Being-Known

Just as you tracked your law enforcement network, you need to track how you are developing your extended professional network. Good Luck and Stay Focused – Your Next Position in Your Next Career is Within Reach! 


About the Author: Alan A. Malinchak is the CEO of Eclat Transitions, a career transition services company (www.eclat-transitions.com) which is certified and verified as a Service Disabled Veteran Owned Small Business (SDVOSB). Al has over 35 years of professional experience in government, industry, and academics and is a U.S. Navy Veteran (DAV). Al can be reached at al@eclat-t.com or contact him through LinkedIn.



A Message From Our Chaplain *cont. from pg. 18*

power of life and death over his brothers for the horrific treatment he had received over the years as result of their actions. As Joseph battled with the valley of revenge against his brothers, his touchstone of faith in God ultimately took him from the valley of retribution to the mountaintop of love and forgiveness.

But the dangers and shadows of valleys can sometimes hide the true value and worth of those dark days. Joseph summed it up this way in Genesis 50: 20 "You intended to harm me, but God intended it for good to accomplish what is now being done, the saving of many lives."

As we glory in the mountaintops of our career and the path begins to lead to the valley, we would do well to remember one of the greatest touchstones of all: "Yea, though I walk through the valley of the shadow of death, I will fear no evil: for thou art with me; thy rod and thy staff they comfort me." Psalm 23:4 

Blessings,

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

Preventing Assaults: *Assessing Offender Perceptions*

James J. Sheets

Officers have been victimized due to their misperceptions of offenders. In fact, a groundbreaking study identified this as the primary reason law enforcement personnel were feloniously assaulted. ^[1] Such incidents can result when officers encounter a compliant subject and then lower their guard. Likewise, offenders form perceptions of law enforcement personnel they encounter, which influence the decision whether to assault an officer.

The FBI's Law Enforcement Officers Killed and Assaulted (LEOKA) Program conducted three studies over a 20-year period: *Killed in the Line of Duty* (1993), *In the Line of Fire* (1997), and *Violent Encounters* (2006).^[2] The research examined offenders who had feloniously assaulted police officers. *Killed in the Line of Duty* and *In the Line of Fire* explained that no clear profile exists for such subjects. *Violent Encounters* noted that some offenders had prior criminal records, some had psychiatric histories, and others could not be categorized. Many subjects were affiliated with gangs, more were exposed to violence at an early age, and most abused alcohol and other drugs. Regarding individuals who might assault or kill an officer, the research concluded that it could be anyone.

Despite the lack of a profile for violent perpetrators, the research offered insight into the offender mind-set. *In the Line of Fire* noted that 33 percent of subjects who feloniously assaulted officers stated their assaults were premeditated and intentional. The study also observed that 64 percent of offenders who assaulted officers stated their assaults were impulsive, unplanned, or opportunistic. A former instructor with a major influence on the development of the LEOKA Program offered this perspective regarding the data: "One-third of the offenders say they are coming after the officer no matter what. The other two-thirds, they are looking for that 'window of opportunity,' waiting for the officer to make a mistake."^[3] In other words one-third of subjects will attack without hesitation, but two-thirds will wait until they perceive their assaults will be successful.

"Training and adherence to proper police procedures are critical to mitigating officer attack."

CASE REVIEW

An example graphically illustrates the mind-set of a "one-third offender." In the early morning hours in a rural area, a lone officer stopped a subject for a speeding violation. He followed proper police procedure during his approach. The officer used a flashlight in his nonweapon hand while leaving the other hand free. He wore body armor and positioned himself at the center post of the vehicle. As the officer began contact with the driver, shots rang out. The officer disengaged and drew his weapon while moving to

the rear of the suspect's vehicle for cover. The officer returned fire, and the offender quickly drove off. Body armor worn by the officer stopped two rounds, and the offender later was apprehended without incident.

The officer was at a disadvantage, unaware that the driver was operating a stolen vehicle and in possession of a stolen weapon. When interviewed, the offender stated that he intended to kill the officer. He perceived the officer as a "professional type," the kind who would wear a vest. The subject admitted to adjusting his point of aim to the officer's neck because of the potential for body armor. Despite the offender's intent to kill, he dealt with a professional police officer who maintained a tactical advantage. The offender still attacked, unsure whether he would be successful.

"Two-thirds offenders" are not as committed to assaulting an officer unless the opportunity presents itself. Their perception of the officer and the circumstances are critical determinants when considering a potential attack. One offender described two separate stops by different officers and why he attacked one but not the other. His description of events provided insight into the mind-set of the two-thirds offender.

Wanted for a felony warrant, the subject was stopped for a speeding violation. The offender stated the officer made direct eye contact with him in the side mirror, maintained visual contact, touched the trunk, and visually inspected the rear passenger area. The offender stated he perceived the officer as professional and attentive. The subject concluded he could not retrieve the weapon under his seat without getting hurt; therefore, he did not attack this officer. Stopped again in a similar set of circumstances, the offender described the second officer as inattentive. Perceiving this vulnerability, the offender attacked the officer, shooting him several times and seriously wounding him.

RECOMMENDATIONS

Officers must be aware that their nonverbal messages can influence a violent offender. Two of the authors of the previously mentioned LEOKA reports suggested a casual attitude may lead an offender to believe that the officer is mentally or emotionally distracted.^[4] If an officer does not follow an offender's body movements, hand movements, or shifts in body position during contact, the subject may perceive that the officer lacks a

readiness to act. Much like officers assess offenders for threat potential, subjects also assess officers for vulnerabilities. Research suggested that training and adherence to proper police procedures are critical to mitigating officer attacks.

"Offenders assess officers during every contact."

Trainers and supervisors should work together to assist officers in developing behaviors that project a professional police image. *Violent Encounters* explained that trainers should teach officers to be vigilant, attentive, and mentally prepared to effectively respond to constantly changing situations. The study further noted that trainers should advise officers never to judge individuals on physical characteristics alone. Research recommended that supervisors ensure officer compliance with departmental policies and safety procedures. Following law enforcement training and adhering to safety procedures enable officers to enhance their safety by overcoming the possibility that offenders perceive them as vulnerable or weak.

CONCLUSION

Offenders assess officers during every contact. No clear established profile exists of a subject willing to commit violence against a police officer. The research suggested that of those who have feloniously assaulted police officers, one-third of these offenders possess the mind-set that they will attack an officer regardless of their perceptions of the officer. Two-thirds of the offenders will attack an officer when they perceive their attack will succeed. Officers should strive to maintain a professional image that sends a nonverbal signal to offenders that the officers are alert and attentive.

Violent Encounters examined the profile, mind-set, and perceptions of offenders who have feloniously assaulted police officers. Based on the study, the researchers have developed a technique for officers to mentally prepare themselves for contact with potentially violent subjects. The Take A.I.M. (awareness, image, and mind-set) technique consists of officer self-initiated activities that may mitigate the possibility of assault. Officers should be responsible for their own safety; project a neat, clean, and professional image; convey that they are alert, prepared, and formidable opponents; take training seriously; and adhere to safety procedures. The

continued on page 24

In Appreciation

As the holiday season quickly approaches and 2014 comes to an end, I wanted to recognize and thank all of our members as well as our strategic partners. Without the support of our members, the NAA would not exist and without the support of our strategic partners, we would not be able to do many of the things that we do. Over the past year, the members have shown great support for some of our most valuable programs such as the Youth Leadership Program. I'm sure each of you has experienced challenges throughout the year but persevering through these challenges serves to make us stronger. The National office has also experienced some challenges this past year but with the support of you, our members, we have overcome these challenges and are moving forward. For me personally, I cannot thank each of our members for the support and encouragement I've received this past year. I am very thankful and honored to be a part of this great association and value all of your friendships.

I also want to thank our strategic alliances that have supported us this past year and have helped us accomplish our mission. I think it is very important to note that many of our alliances are represented by our members. These relationships are extremely important because our members understand and convey our mission to their respective companies. One event that is supported by our strategic alliances is our annual training conference. The planning for this event begins four years prior to conference and requires involvement from the host chapter, the National office and our event planners. As you can imagine, this conference is quite expensive and through the financial help of our strategic alliance partners, we are able to do many things that we would not otherwise be able to do. In addition, these alliances extend benefits to our members that help with education, training, and products at a discount. I look forward to 2015 but would be remiss if I didn't thank all of our members and our strategic alliances. Thank you and have a good holiday season.

Ereg Cappetta
Executive Director

National Past Presidents *continued from page 17*

drives teaching new drivers how to drive. We are enjoying spending time with our grandchildren and their activities.

Diane Scanga (154th Session) 2013 President

A: I am still working, actually working more! As I wound down my last year on the Board as Immediate Past President my duties at Jefferson College (my day job) were expanded to include building a commissioned campus police department to replace the civilian public safety/unarmed security department. This newest opportunity is in addition to my other duties associated with being the Director of Public Safety Programs (Director of the LEA, oversight of the Fire Science Technologies, and the EMT/Paramedic programs).

Family is still the highlight of my time, Husband **John**, two married children and happily waiting for grandbaby #5 due in April 2015. I remain active in my chapter – Eastern MO but still travel to other chapter events when possible. Recently returned from the September WV Chapter training conference, and an amazing group of people who make sure that the training and networking is absolutely top notch! Looking forward to helping with the 2016 FBINAA Annual Conference in my home town. St Louis is a great destination for families and training opportunities. Pretty boring – but have to admit that I am doing just fine with boring at the moment!



The Historian's Spotlight *continued from page 19*

The next problem was the small locker room containing 50 little lockers that stored our suits and ties while exercising. As there was little room to get dressed, 1/3 of the students stood on one side of the wooden bench located between the lockers, 1/3 stood on the other side, and the remaining 1/3 stood on the wooden bench to get dressed. We learned quickly how to cooperate with each other - a skill I used for many years in later life dealing with other police officers.

During the 12 weeks we did take one field trip to Quantico, VA where we participated in firearms training and qualification using the best handgun known to Man, the 38 cal 4 inch revolver. The sleeping area was an old marine barracks, with a large open room with many bunk beds. Just like basic training. However, the Marine Corps served great meals. Two weeks at Quantico was a once in a lifetime learning experience.

While on the range the FBI firearms instructor, big George Ziess, told us that someday the FBI was going to build a large training classroom across the 2-lane road over there in the woods. We all said – SURE, convinced it would never happen. We liked our wind tunnel classroom back at FBI HQs. As one of nearly 48,000 graduates of the NA, I thank Mr. Hoover and all the FBI staff who made our academy a premier police training center. Also, thanks for the updated locker room and showers.



Preventing Assaults: Assessing Offender Perceptions *continued from page 23*

Take A.I.M. pamphlet, along with the studies cited, can be found on the Law Enforcement Online LEOKA Special Interest Group (SIG) website at <http://www.leo.gov>.



About the Author: Mr. James J. Sheets is a former police lieutenant and an officer safety awareness training instructor with the FBI's Law Enforcement Officers Killed and Assaulted Program.

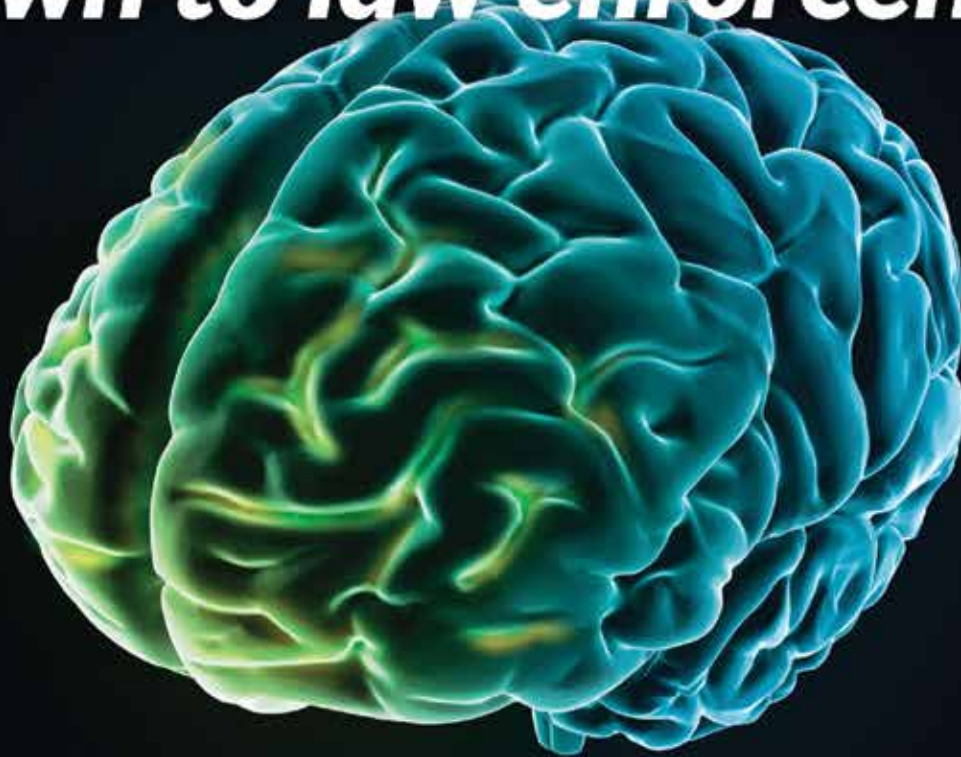
Endnotes

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