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FBI National Academy
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NATIONAL ACADEMY



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Nov/Dec 2015 | Volume 17, Number 6

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CONTENTS



10



Nov/Dec 2015
Volume 17 • Issue 6
The Magazine of the
FBI National Academy Associates

Features

10 Developing Recognition-Primed Decision Making Skills to Enhance Positive Outcomes in the Police Use of Deadly Force
John Duncan, Ph.D.

14 Partnerships with Afterschool Alliance Programs Yield Community Engagement

22 Lessons Learned from the "Law Dogs"
Dan Marcou

Columns

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

Each Issue

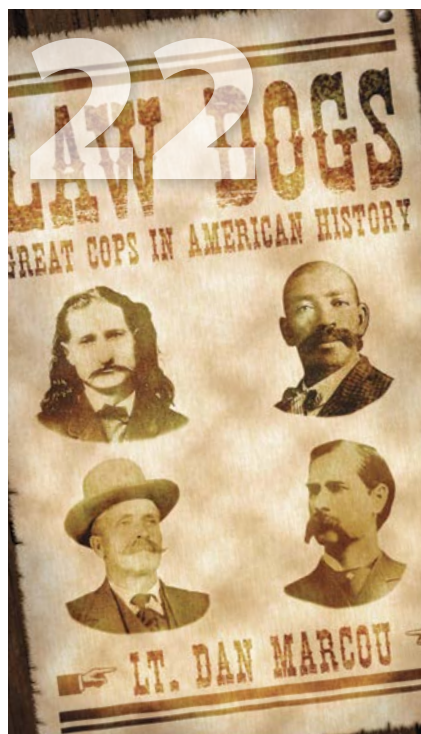
- 6 Strategic, Corporate & Academic Alliances

Ad Index

- American Military University
- 2 IBM
- 3 CZ USA
- 5 5.11 Tactical
- 9 Forum-Direct
- 25 Verizon Wireless
- Justice Federal Credit Union



14



22

"Continuing Growth Through Training and Education"



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



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ASSOCIATION PERSPECTIVE

by Barry Thomas

As I write this, my first *Association Perspective* as President, I must start by saying what an honor it is to be part of this outstanding organization. God has blessed my life in so many ways and having the privilege to serve on the Executive Board is just one way that He has touched my world. As your President, I pledge to do my best to uphold the foundation laid by those that have come before me and to sustain the principles and integrity that have made the FBI National Academy Associates the great organization it is.

I want to give special thanks to our Immediate Past President, **Joe Gaylord**. Joe's heart for our Association has been readily apparent during his entire tenure on the Executive Board. I have learned so much from Joe over the years and I'm proud to call him both my friend and my mentor. We are a stronger organization because of Joe's dedication and I hope all will join me in thanking him for his service.

With the Presidency passing from Joe to me on October 15th of this year, we had some changes occur on the Executive Board. 2014 President **Laurie Cahill** has officially ended her service on the Board and now owns the title of Past President. Thanks to Laurie for all of the time, energy and effort she put into the Board over the last nine years. She has been a tremendous asset to our Association and will be greatly missed. Also, with Laurie's departure, we welcomed **Tim Braniff**, Undersheriff from the Thurston County Sheriff's Office in Olympia, WA to the Board. Tim brings a lot of experience to the table and I'm positive he will be a tremendous addition to our group.


I want to give a special acknowledgement to our Executive Director **Steve Tidwell** and the entire Executive Office staff. We are so blessed to have Steve back at the helm of our Association. Under Steve's leadership, our staff works hard every day to ensure your needs are addressed and that the mission of the Association is met. I'm confident that as we move into the future, Steve and his team will continue to thrive, ensuring that we maintain our position as the World's Strongest Law Enforcement Network.

As many of you have read in our newsletter, I've outlined some goals for us to undertake during my tenure as President. They are as follows:

- Be a larger voice for the law enforcement profession
- "17 by 17" campaign to reach 17,000 members before 2017
- Raise awareness for officer safety and wellness in the law enforcement profession



As we face some of the most trying times in the history of law enforcement, I think all of these goals will help strengthen not only our Association, but the entire law enforcement community as a whole. By adding members, we widen our outreach, which enables us to gain a greater understanding of the challenges and solutions that are abroad. By being a larger voice within the profession, we use the power of our members to help offset some of the negative rhetoric that has found its way into the mainstream media. By raising awareness for officer safety and wellness, we strengthen our workforce and support the men and women who do this difficult job for us every day. Working together to meet these goals will be for the betterment of all and I hope I have your support as we strive to achieve them.

Lastly, I want to present a challenge to each of you as you go about your daily business. For any of those that have received my Presidential coin, you'll know on the back it is inscribed "*Blessed are the peacemakers for they shall be called the children of God*" which is from the New Testament in the Book of Matthew (5:9). These words from Jesus should resonate with us all during these difficult times and offer hope in the midst of the trying times we face. We have a responsibility as the best of the best in law enforcement leadership to forget about all the negativity, forgive those that have wronged us (whether in perception or reality) and be bigger than the problem that is currently at hand. I challenge you to be the peacemakers and actively reengage with your communities because it does not matter as much how we got to this point, it only matters what we do from here. I am always inspired by FBI Director *James Comey* when he mentions that "It's hard to hate up close". Meet the challenge of getting face to face with the members of your community, be the peacemakers and together let's have a positive impact in our jurisdictions and across this great nation. 

May God bless each of you,

Barry Thomas

Barry Thomas



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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:

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ALABAMA

■ **Jim Roberson**, Chief of Police, Homewood, AL Police Department, is retiring after 42 years of Law Enforcement. Chief Roberson is a graduate of NA Session 139.



Jim Roberson

■ **Theo Smith**, Birmingham, AL Police Department, was promoted to Captain on Friday, October 16, 2015. Captain Smith is a graduate of NA Session 258.



Theo Smith

■ In August 2015, **Ken Atkinson** was appointed as the new Chief of Police, Irondale, AL Police Department. Chief Atkinson is a graduate of NA session 244.



Ken Atkinson

ALASKA

■ **Terry Vrabec**, 186th Session, reunites with his parents (Tom

and Marsha) during the Annual IACP Reception in Chicago, IL.



(L-R) Tom and Marsha Vrabec, Terry Vrabec.

CALIFORNIA

■ Effective January 3rd, 2016, **Greg Kogler**, 259th Session, was promoted to Captain for the Escondido Police Department. He will oversee the agency's investigation bureau.

■ **Jason Goins**, 248th Session was promoted to Undersheriff on October 5th with the Merced County Sheriff's Office.

FLORIDA

■ YLP graduate **Breean Jo Lewis** was recently sworn in as Brevard County Florida Deputy Sheriff. Breean attended the 12th session of YLP. Breean served as an explorer for the Sheriff's office for 8 years, leaving as the Post Commander when she was hired by the Sheriff as a public safety aide at age 18. After a year and a half of service, Breean was selected to attend the police academy and graduated as the youngest member of her class at age 19. Breean was selected by her classmates to give the class address at the graduation ceremony and received a standing ovation from the family, friends

and dignitaries in attendance.

On July 3, 2015 Breean was sworn in by Sheriff **Wayne Ivey** a graduate of the 237 session of the FBI National Academy and was proudly given her credentials by her Grandfather, **Joe Hellebrand** a graduate of the 197th session. Breean plans to pursue her bachelor's degree in criminal justice and one day apply to the FBI.



(L-R) Joe Hellebrand, Breean Jo Lewis and Wayne Ivey.

■ **Michael O. McAuliffe**, 178th Session, Supervisory Special Agent (SSA) FBI Academy, Instructor of Leadership at National Academy, retired 11/14/15, after 36 years in law

enforcement. He has a new position as President, Policing Excellence LLC, based in Fort Lauderdale, Florida.

■ The **Panhandle area Fall Luncheon** was held on October 24th, 2015 in Okaloosa County Florida. The meeting was attended by approximately 25 NA graduates and Special Agents. We were pleased to have Sheriff **Larry Ashley**, Chief **David Popwell**, Chief **Robert Randle**, SSA **Spencer Evans**, and Florida Chapter 2nd Vice President **Tim Cannon** in attendance. Following lunch Lt. Col. **Bradley "Fletch" Turner** and Lt. Col. **Brad "Pedro" Bashore** guided us on a private tour of the 58th Fighter Squadron at Eglin Air Force Base and an up close look at the JSF F-35 Lightning II.

EASTERN MISSOURI

■ The Eastern Missouri Chapter and the Kansas/Western Missouri Chapter held their **annual re-trainer** at the Lodge of the Four Seasons in the Lake of the Ozarks. The Chapter Presidents

continued on page 8



The 58th Fighter Squadron at Eglin Air Force Base.

CHAPTERCHAT

continued from page 7

Chief **Tim Lowery**, 233rd Session, and **Dave Williams**, 231st Session, presided over a fantastic training conference.

At the Annual Re-trainer Chief **Steve Schicker**, 220th Session, received the coveted **Daniel Linza Eagle Award** presented to Chapter Members who exhibit the highest degree of Knowledge Courage and Integrity.

■ St. Louis Police Department Colonel **Larry O'Toole**, 197th Session, was promoted to Assistant Chief of the St. Louis Metropolitan Police Department.

■ The Eastern Missouri Chapter is leading the charge for an amazing conference in 2016 representing the Section 2 NAA Entities. First Vice President Colonel **Ken Cox**, 232nd Session, will be the Conference Chair in 2016 and has put together a top notch team of Eastern Missouri NA Grads to make the St. Louis Conference the best ever!! Some exciting events include an evening at the world famous Anheuser Busch Brewery and events at the St. Louis Cardinals Busch Stadium as well as a family event at the City Museum, a world class fun place!! The Chapter looks forward to making memories with as many NA grads as possible in 2016!

ILLINOIS

■ At the recent **International Association of Chiefs of Police (IACP)**

annual conference in Chicago, Chief **Steven Casstevens** of the Buffalo Grove, Illinois Police



Steven Casstevens

Department, 216th Session, was elected as 4th Vice President of the IACP. Chief Casstevens will eventually serve as President of

the IACP in 2019. Chief Casstevens will also serve as President of the Illinois Association of Chiefs of Police in 2016.



Larry and Shirley Welch trying out President Dave Williams' motorcycle at the Lake Ozarks, MO Fall Retrainer.

KANSAS/WESTERN MISSOURI

■ It is with great sadness our Chapter honors the memory of Mrs. **Shirley Welch**, wife of retired FBI supervisor, Director of the Kansas Law Enforcement Training Center, and the Kansas Bureau of Investigations Director, **Larry Welch**. Larry has been a member of our Chapter since 1961 and attends both Retrainers every year, hosting the law update classes, emceeding our banquets, and providing us many laughs. Always by his side was his wife, Shirley, with her sense of humor and love of her University of Kansas Jayhawks.

Everyone in our Chapter knew Shirley as she was the 'First Lady' of our Chapter and very supportive of the FBI NAA. She was also honored as being 'The First Lady of Kansas Law Enforcement' as well in past years. Shirley fought a long and gallant fight after being diagnosed with multiple cancers in 2007. Though she may not have always been feeling very well, she never wanted to miss the Retrainers and seeing her friends every year. We lost Shirley on October 6, 2015 and our hearts go out to **Larry** and their children, **Ladd, Lanny** and **Laurie**. We will miss you, Shirley...

NEW ENGLAND

News from Rhode Island

RETIREMENTS:

■ **Lareto Guglietta**, former New England Chapter President, Session 207, Burrillville RI PD.

■ **Terry Hazel**, Session 228, Middletown RI PD now with the Rhode Island Attorney General's Office as an investigator.

■ **Arthur Martins**, Session 186, Pawtucket RI PD now with the Rhode Island Attorney General's Office as an investigator.

■ **Robert Nutt**, Session 243, Middletown RI PD.

■ **Patrick Sweeney**, Session 249, Middletown RI PD now with the Massachusetts Office of Child Advocate as a chief field investigator.

■ **Cynthia Armour-Coyne**, Session 163, Rhode Island State Police, retired, was elected to the Rhode Island senate in November 2014. Senator Coyne was recently name a **CALEA Commissioner**, her three year appointment takes effect January 2016. The 21-member Commission is composed of 11 law enforcement professionals and 10 representatives from the public and private sectors. Commissioners serve three-year, renewable staggered terms. The Commission meets three times a year, in March, July and November, to accredit and reaccredit agencies and provide guidance for Commission operations.

NEW YORK/EASTERN CANADA

■ On October 20, Police Service Area Police Officer **Randolph Holder** was killed in a running gunfight with a career criminal. Police Officer Holder was a decorated 5 year veteran of the NYPD's Housing Bureau, he was also the son and grandson of Police officers in his native Guyana.

■ On October 23, members of the 262nd session of the National Academy visited **New York City** on the NYC Trip. The 262 after a long bus trip up and before going to their hotel visited Police Service Area #5 on Manhattan Upper eastside to pay their respects to Police Holder and the members of the PSA. The 262nd is truly the embodied the motto of the NYPD "Fidelis ad Mortem" - faithful unto death

■ During the weekend of October 16-17, 2015, Second VP **William Carbone** (NYPD) and 2013 Past President **Paul Sandy** (Cortland City Police) traveled to Quebec City Canada to meet with **Gilles Martel** (Surete du Quebec Provincial Police) to continue planning the **2018 National Conference**.

continued on page 9



(L-R) Paul Sandy, Gilles Martel and Bill Carbone.

CHAPTER CHAT

continued from page 8

Carbone, Sandy, Martel, and Third VP Daniel Kinsella (Hamilton Police, Ontario) are all Co-Chairs for the event. The trio met with Jean Chiricota (Quebec City Convention Center) and toured the city confirming locations for events and activities.

Carbone and Sandy report that Quebec City is absolutely amazing and is a perfect location for a National Convention, with its historic atmosphere and unique culture. They promise this is a conference you will definitely want to plan on attending.

■ **Kim Derry**, 2010 National President, receives the 2015 **Chief Colin T. Millar Award** for Leadership, Innovation and Community service from Chapter President **Mark Gates**.



(L-R) Mark Gates, Kim Derry.



Paul D. Burdette, Jr., center, with family.

NORTH CAROLINA

■ On November 9, 2015, **Paul D. Burdette Jr.** was sworn in as the Chief of Police for the Beaufort (NC) Police Department. He attended the 256th Session of

continued on page 13

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DEVELOPING RECOGNITION-PRIMED DECISION-MAKING SKILLS TO ENHANCE POSITIVE OUTCOMES IN THE POLICE USE OF DEADLY FORCE

John Duncan, Ph.D.

Decisions made under extreme stress, such as whether to use deadly force, are perhaps the least understood cognitive behavior in the study of law enforcement psychology. When facing a life-threatening moment, not only is decision making compressed into an instant, but automatic biological changes interfere with the ability to of an officer to effectively respond. Cognitive impairments such as tunnel vision, loss of motor skills, perceptual alterations, and decreased blood flow to the problem solving areas of the brain automatically occur.¹

This poses a serious problem for police officers, for whom circumstances can change from peaceful to deadly in an instant. Properly preparing police officers for making the right decision under these extraordinary conditions improves officer safety, individual and departmental liability, and the overall safety and protection of the citizens whom police have sworn to protect and serve.

TWO SYSTEMS OF THINKING

While trying to examine how people make decisions, psychologists Stanovich and West (2000) conducted experiments that revealed two “systems” of thinking used in decision-making.² *System 1* operates automatically, is always working, and is difficult, if not impossible, to voluntarily control. It is fast, but often lacks accuracy. On the other hand, *system 2* is a much slower, cognitively controlled, voluntary process that is generally more accurate. In subsequent research, Kahneman (2011) discovered that in normal awareness system 1 operates all the time and *system 2* stays at a low-energy level of activity. Both systems compete for mental energy, which is based biologically upon a finite amount of blood-glucose available to neurons, and cognitively by where and how well attention is focused.³ Since *system 2* is in charge of self-control, lower amounts of *system 2* attentiveness means that the individual exhibits less self-control. Conversely, more *system 2* attentiveness correlates to less reactivity. A good example of this is the trade-off between driving and texting – while good driving requires attentiveness to the moment (*system 1*), texting distracts from being able to respond to a sudden change in driving conditions (*system 2*).

RECOGNITION-PRIMED DECISION-MAKING

Gary Klein refers to these two systems of thought as “automatic” and “reflective,” and has further discovered an underlying structure to automatic thinking that can be understood, developed, and refined.⁴ He characterizes this structure as the “Recognition-Primed Decision model (RPD),” in which perceiving the situation generates “cues” that help one recognize “patterns” that activate “action scripts” that frame an immediate response.⁵ “Action scripts are mental models that are developed through training and experience and are immediately available to consciousness. In other words, in a high-intensity, short time-frame situation, such as a deadly force incident, an officer would not have time to go through an “analytic” or “reflective” process before responding. Instead, an appropriate automatic response can and should be developed to aid in properly responding to these kinds of situations. According to Klein, “the more patterns and action scripts we have available, the more expertise we have, and the easier it is to make (good and rapid) decisions.”⁶

PROCEDURES AND THEIR LIMITATIONS

Because of the unpredictability of “real life,” over-reliance on “procedures” can lead to failure to recognize and effectively respond to a situation demanding an immediate response. Klein uses the example of United Airlines flight 232, which in 1989 lost all steering capabilities in an unforeseen event not covered in the “standard” procedures. Because of their expertise, the pilot and co-pilot were able to “invent” a new method of steering the airplane so that they could divert and land in Sioux City, Iowa. Although the landing was not fully successful, killing 111 passen-

continued on page 12



Developing Recognition-Primed Decision Making Skills *continued from page 10*

gers, 185 survived. Going beyond procedures and relying upon ingenuity avoided a total disaster and loss of life. Like airline pilots, law enforcement officers are inundated in policies and procedures. These are necessary for a number of reasons, including officer safety and civil liability. However, while procedures represent minimal baseline for dealing with a situation, expertise can greatly enhance officer effectiveness.⁷

The best way of building upon and going beyond procedures is by cultivating expertise. Experts have a repertoire of “patterns of recognition” that enable them to quickly assess a situation and instantly make a good decision. This idea was adopted by the United States Marine Corps as a form of “situational awareness” through which Marines learn to sense what is “typical” and what is an “anomaly” within their environment. Through this situational awareness, they develop an “early warning system” that uses pattern recognition and action scripts to deal with the emergent threat.⁸

NEUROPHYSIOLOGICAL RESPONSE TO DANGER

Effective response to immediate threats is further complicated by what is happening biologically. The human brain is comprised of many different “modules,” each having a particular function. But while some brain functions can be voluntarily controlled, many work automatically. For example, prior to conscious awareness, sensory information arrives in the thalamus, which sends messages to the hippocampus (the pattern recognition part of the brain), and then to the amygdala, which automatically recognizes danger. If the amygdala recognizes danger, it signals the hypothalamus to release chemicals into the pituitary gland that cause adrenaline and cortisol to flood the bloodstream. The automatic response prepares one to fight or flee from danger.

The release of cortisol and adrenaline in the bloodstream causes biological processes not essential for fight or flight to shut down in order to supply more energy more essential parts. Blood flows out of the prefrontal cortex (judgment, problem solving) into the limbic (emotional, reactive) parts of the brain.⁹ According to Sharps, “This behavioral picture will include temporarily reduced attentional capabilities; reduced judgment; reduced consideration of alternatives and of the consequences and probable cause of future actions; and greater reliance on habitual or ingrained

patterns of behavior.”¹⁰ Tunnel vision, going on “automatic pilot,” feeling an altered sense of time, loss of memory, and paralysis are also associated with the startle response.¹¹ This has been called the “startle response” and represents a major detriment to making effective decisions under stress.¹²

TRAINING TO MAKE GOOD REACTIVE DECISIONS

In a deadly force situation, an officer reacts to an assault in which the attacker most often has the advantage of surprise. While the attacker is *acting*, the officer is *reacting*. There is a median 1.5 second delay in response in the typical human reaction. Training officers to recognize the cues that signal early warning of danger must emphasize and develop pattern-recognitions that trigger skilled and appropriate automatic responses. Not only should this be a part of basic police training, but officers should learn how to continue to develop this kind of expertise throughout their career.

One promising area concerning this kind of training is found in sports psychology.¹³ Athletes learn how to perform under stress, get into the “flow” of the action and spot signs that indicate emergent conditions. Even though sports psychology has a lot to offer, a deadly force situation, even for a highly skilled officer, is at best analogous to an NFL quarterback casually walking in a park and suddenly being given a football while being rushed by several large and powerful armed men, with his only survival contingent upon completing a touchdown pass. Unlike the quarterback, law enforcement officers are required to be “in the game” continuously while on duty, facing sudden danger without warning.

Police training should include realistic scenarios that enable officers to learn how to spot to emerging danger. Without being able to spot early warning signs officers have less time to react. Scenarios should also include adrenaline stress components, so that there is a gradual acclimatizing of the biological processes to the stimuli which causes a reduction of the negative effects of stress.¹⁴

CONCLUSION

The human mind has two ways of dealing with problems – automatic and reflective. Because deadly force situations require an immediate response, officers are forced to rely on “automatic thinking.” Klein has suggested recognition-primed decision making as a way to “train” auto-

matic thinking, develop expertise, and improve the outcome of emergency responses. Additionally, stress inoculation should be a component of scenario-based training. This training (Klein, Schmitt, & Baxter, 2004) (Van Horne & Riley, 2014) (Hasler, Fromm, Alvarez, Lukenbach, Drevets, & Grillon, 2007) should help officers recognize early warning cues; develop patterns of recognition; and hard-wire effective and acceptable action scripts that can become part of the officer’s automatic response to deadly force situations.

About the Author: Originally from Dallas, Texas, **John Duncan** began his law enforcement career in 1980 at the Norman Police Department, where he served as a patrol officer, SWAT officer, and firearms instructor, and narcotics officer until he became an agent with the Oklahoma State Bureau of Narcotics (OBN) in 1986. At OBN, John worked as a narcotics agent, field supervisor, and retired as Chief Agent in 2007 after a 27 year career. After leaving OBN, John became a full time professor at the University Of Oklahoma College Of Liberal Studies, where he teaches in the online criminal justice program. He is also appointed as a clinical professor in the OU College of Medicine, Department of Psychiatry. He is still an avid martial artist and pistol shooter.

1 Cf. Goodning (2003); Grossman and Christiansen (2007); Hassler et al. (2007); Sharps (2010)

2 Keith E. Stanovich and Richard F. West, “Individual Differences in Reasoning: Implications for the Rationality Debate,” *Behavioral and Brain Sciences* 23 (2000): 645-65. A good discussion and explanation of these two modes of thinking can be found in Nobel Prize laureate Daniel Kahneman’s iconic book, *Thinking, Fast and Slow*: Farrar, Straus and Giroux (2011), Pp. 20-49

3 Kahneman, *Ibid.* P. 26.

4 Klein, Gary, *Steeplights and Shadows: Searching for the Keys to Adaptive Decision-Making*: MIT Press (A Bradford Book), (2011), Pp. 93-4. He also cites Epstein (1994), Sloman (1996), and Evans (2008). His replacement of “system 1” and “system 2” with “automatic” and “reflective” comes from Thaler R. and Sunstein, C., *Nudge: Improving Decisions about Health, Wealth, and Happiness*: Yale University Press (2008).

5 See Klein, G., Calderwood, R. and Clinton-Cirocco, A. “Rapid Decision Making on the Fireground,” *Proceedings of the Human Factors and Ergonomics Society 30th Annual Meeting*.

6 Klein, G. *the Power of Intuition*: Doubleday (A Currency Book), (2003), P. 23.

7 Klein, G. (2011) *Op Cit.* (P. 19).

8 Ross, K., Klein, G., Thunholm, P. Schmitt, J., and Baxter, H. “The Recognition-Primed Decision Model,” *Military Review* 74, no. 4: (2004), Pp. 6-10. Also see, Van Horne, P. and Riley, J. *Left of Bang: How the Marine Corps’ Combat Hunter Program Can Save Your Life*, Black Irish Entertainment (2014) for a practical guide to this training.

9 Hasler, et al. “Cerebral Blood Flow in Immediate and Sustained Anxiety,” in *The Journal of Neuroscience* (2007):27 (23): 6313-6319.

10 Cf Sharps (2010), *Op Cit.* P. 29.

11 *Ibid.* Pp. 28-35.

12 *Ibid.* P. 29.

continued on page 24

CHAPTERCHAT

continued from page 9

the FBINA. The timing of the ceremony was perfect as both of his sons were able to attend. They are both active duty Marines.

OREGON

■ With sadness I must tell you that **Karel C. Hyer** passed away in a Washington D.C. area hospital. Karel was 88. FBINAA 71st Session. Karel had gone to Washington as part of a WWII Honor Flight and became ill while there. He was hospitalized and placed in ICU with heart problems.

Karel was a police officer in Oregon and was Chief of Police in Sweet Home before joining BPST (DPSST) where he served many years as Deputy Director. He was active in the Oregon Association of Chiefs of Police; the Oregon Sheriff's Association; the FBI - NA; the Oregon Peace Officer's Association, the Elks and the American Legion.

■ Chief **Tim George**, 192nd Session retired December 1 after 38 years of service to the department. Chief George has been with the department since August 1977 when he was hired as a Patrol officer. Chief George is credited with starting the Gang Street Drug Unit, Medford Area Drug and Gang Enforcement Team, as well as the Tactical Information Unit.

TEXAS

■ Former County Constable **Ron Hickman**, 256th Session, was appointed Sheriff of Harris County, Texas. Over a 44 year law enforcement career, Sheriff Hickman has served with the



Ron Hickman

Houston Police Department, as Harris County Precinct 4 Constable, and now as Sheriff of the third largest Sheriff's Office in the United States. Sheriff Hickman is joined by fellow NA graduate and 35 year law enforcement veteran **Tim W. Cannon**, 236th Session, as his Chief Deputy.



Tim W. Cannon

■ **Paul R. Davidson**, 248th Session, was recently promoted to the rank of Captain with the Harris County Sheriff's Office in Houston, TX. Upon promotion, Captain Davidson was assigned to the Criminal Justice Command as a division commander in Detentions in the largest jail system in the State of Texas and the 3rd largest jail system in the United States.



Ned Newlin, then and now.

WASHINGTON

■ **Ned Newlin**, 233rd Session, has over 31 years of law enforcement service to both civilian and military communities. He began his career with the Sheriff's Office in 1991 in the patrol division as a deputy, following service to our country as a US Army Military Police Officer. Ned has held a wide variety of positions within the Sheriff's Office, to include Patrol Deputy, Detective, Corporal, Sergeant, Patrol Lieutenant and Chief of Detectives/Support Services. He has served as the

Corrections Division Chief since January 2005. Chief Newlin is a graduate of Central Texas College and St. Martin's University. In 2009, Ned was appointed as a Commissioner by Governor Gregoire to the Washington State Criminal Justice Training Commission, which sets training policy for all law enforcement, corrections and support services basic and career level training in the criminal justice community. Ned was reappointed by Governor Inslee in 2013 for a second 6-year term.

In addition to attending the NA, Ned is also a 2002 graduate of Leadership Kitsap, where he served as the President for the Leadership Kitsap Alumni Association. Ned is married to **Elizabeth (Betty) Newlin** (who is retired from the Seattle Police Department as a Lead Latent Fingerprint Examiner) and has three children. In his spare time, his passions include the outdoor sports of elk and bird hunting, hiking, dog training, and running marathons and ultra-marathons.

■ **Richard Whipple**, 232nd Session, retired from the Navy on July 24th after 30 years of service. He and his family will be moving back to Michigan. He began his Naval career by enlisting in the United States Navy on 23 October 1985.



Richard Whipple, pictured at center.

He attended Navy Security Guard School, San Antonio, Texas in November 1989. After graduation, he reported to

Naval Air Station Sigonella, Sicily, Italy where he worked as a security patrolman. His last enlisted tour was to the USS Abraham Lincoln (CVN 72) in Everett, Washington where he was promoted to Chief Petty Officer.

LCDR Whipple was selected into the Limited Duty Officer program as a Law Enforcement Security Officer on 01 January 2003. After completing a total of almost 14 years of overseas duty he was selectively detailed as the Security Forces Department Head at Naval Station Everett, Washington. LCDR Whipple earned a Bachelor of Science degree, graduated from the FBI National Academy (Session 232), qualified Surface Warfare Officer, Enlisted Surface Warfare Specialist and Enlisted Aviation Warfare Specialist. His personal awards include the Meritorious Service Medal, Navy and Marine Corps Commendation Medal (5), Navy and Marine Corps Achievement Medal (3), and various unit and campaign awards.



Eric Olsen, then and now.

■ **Eric Olsen**, 194th Session, has announced his retirement as Chief of Police for the City of Kirkland. Eric has 33 years of law enforcement experience, including Carver County Minnesota Sheriff's Department, Lewiston Idaho Police Department, and finally 27 years with the Kirkland Washington Police Department where he rose through the ranks, having served as an officer, corporal, sergeant, lieutenant, and captain. During his time with KPD, Eric's assignments have included oversight of Patrol, Investigations, ProAct,

continued on page 17



**PARTNERSHIPS
WITH AFTERSCHOOL
PROGRAMS
YIELD
COMMUNITY
ENGAGEMENT**



Over the last decade, a quiet but unmistakable revolution has been gathering steam, changing the way many of the nation's children spend their out-of-school time. In 2004, roughly 11 percent of schoolchildren were in **afterschool programs**. Today, we're up to 18 percent, or 10.2 million children. Their programs offer myriad benefits, but one of the biggest selling points for parents is safety. Children in afterschool programs aren't on the street where they might become victims or perpetrators of crimes. They're not home alone without supervision, or under the sometimes inadequate supervision of slightly older siblings, where a whole host of inappropriate behaviors might occur.

One hallmark of afterschool programs is that they thrive on community partnerships. To a degree, that's a function of necessity: They're not exactly rolling in resources, so volunteer extra hands and in-kind contributions help keep many programs afloat. But programs also make a virtue of that necessity, often serving as a bridge between school and community in ways that allow children to come in meaningful contact with local businesses, community organizations, science centers and museums and, increasingly, police departments.

While the simple act of keeping children off the streets and under the watchful eye of adults may be reason enough for law enforcement to work with afterschool programs, the opportunities actually run much deeper. By engaging in a meaningful way with youth in an afterschool setting, police officers can build the kinds of one-on-one relationships that can avoid or defuse difficulties later.

In the Suburbs

Afterschool programs in in Brooklyn Park, Minnesota, have forged just such an ongoing partnership with that community's police department. Mayor Jeffrey Lunde says the partnership arose in response to a budding juvenile crime problem in the 75,000-resident Minneapolis-St. Paul suburb. The community "had earned its reputation for higher youth crime," he says, prompting the mayor and council to explore ways to address root causes. A survey revealed that many children in the community's low-income areas felt unsafe in their neighborhoods and homes, Lunde says, so the community set out to create safe places for them.

Afterschool programs were a natural fit, Lunde says, in part because they occupy children at the notorious "prime time for juvenile crime" hours after school. But, Brooklyn Park afterschool programming also capitalizes on a partnership with the police department's Youth Violence Prevention Initiative and its focus on community engagement, to involve police officers in one-on-one interactions with youth in afterschool, joining in a variety of activities.

"We have officers who are literally the parent figures" for some of the children in the programs, Lunde says. In general, participation grew steadily over its first three years, and during that period, Lunde says, juvenile crime in the community went down by roughly 40 percent. "There were many factors — nationwide crime was down during that time, too," he says, "But we're outperforming the market."

Lunde says the effort continues to evolve. Having helped provide a safe place for the community's adolescents, programming is now folding in a homework requirement, and providing homework help. In addition, the program is working to connect youth with mentors in the local business community. "We want to be able to show these kids what life can be," he says, offering them a different vision of their future than they might have started with.

In Rural Communities

About 370 miles to the south of Brooklyn Park, Major Darren Grimshaw of the Burlington, Iowa, Police Department sees

rich opportunities for partnerships between afterschool programs and police departments—a view born of his own experience.

Grimshaw credits Burlington Police Chief Doug Beard's push to expand community relations efforts with providing the impetus for the department's involvement with afterschool programs. Chief Beard wanted to go beyond traditional police methods in order to build relationships and "engage community members, businesses, and students in ways that would change the cycle" of juvenile crime, Grimshaw says. So he recruited several officers to visit local schools to work with children — mentoring them, facilitating sports, and otherwise being a supportive presence. At about the same time, Chief Beard made the decision to assign school resource officers to two local middle schools.

The outreach blossomed into a rich partnership between the police department and the afterschool programs at the schools. "We built it into the resource officer's job description — that they would provide afterschool programming, instituting clubs, serving as mentors, and so forth," Grimshaw says. "They would get out of their uniform at 3:00, put on sweats, and go hang out with the kids. We found that they really responded well to that."

Grimshaw says the initiative, now a year old, has generated real signs of success, even if metrics for gauging impact are still a ways off. "My gut impression is that it's doing things for us that you can't really collect in data," he says, "like the young man who wouldn't talk to you who now taps you on the shoulder to say hello. It all goes to relationship-building, to levels of trusts, to enriching our neighborhoods, maybe keeping this kid in school a little longer, maybe going on to tech school, getting a four-year education. When I start crunching numbers, we'll see some drastic changes, I think, based on what our school resource officer is saying... It's making our communities better and giving these kids an opportunity. Any time we can build trust, that's a great partnership."

Grimshaw now serves on the board of a local community education organization that works to connect afterschool programs with police departments, and he's working statewide with the Iowa Afterschool Alliance (not formally affiliated with the national Afterschool Alliance) to encourage such partnerships across the state.

continued on page 16

Partnerships with Afterschool Programs *continued from page 15***The Research**

While a full assessment of data on Burlington's program may be a year or two away, a wealth of existing research confirms that afterschool programs can have a real impact on safety and crime, demonstrating that these programs do even more than serve as a safe haven for youth. Reams of research show that afterschool programs are helping students avoid risky behaviors, teaching young people how to communicate effectively with their peers and with adults, and encouraging them to believe in themselves—all of which helps them develop the resilience to persevere through difficult situations.

Studies have also found that students participating in quality afterschool programs are less likely to take part in criminal activities and risky behaviors than students not in programs. For example, a 2007 evaluation found that children who attended the long-running LA's BEST afterschool program in Los Angeles were 30 percent less likely to participate in criminal activities than their peers who did not attend. Its crime-avoidance aspect makes the program not just a life-saver for the youth, but a dollar-saver for the community: Researchers estimate that for every dollar invested in the program, the city saves \$2.50 in crime-related costs.

A separate study focused on Chicago's After School Matters program, concluding that its students fell victim to risky behaviors such as selling and using drugs, and taking part in gang activity, at a much lower rate than matched nonparticipants.

Nationally, data from the U.S. Justice Department's Office of Juvenile Justice and Delinquency Prevention (OJJDP) confirms what most officers see on the streets: Juvenile violence peaks in the afterschool hours on school days and in the evenings on non-school days. In all, nearly one-fifth (19 percent) of juvenile violent crimes occur in the four hours between 3 p.m. and 7 p.m. on school days. A smaller proportion of juvenile violent crime (15 percent) occurs during the standard eight-hour juvenile curfew period from 10 p.m. to 6 a.m., which means that the rate of juvenile violence in the afterschool period is five times the rate in the juvenile curfew period. In OJJDP's words, "Consequently, efforts to reduce juvenile crime after school would appear to have greater potential to decrease a community's violent crime rate than do juvenile curfews."

In the City

In New York City, where relationships between police and youth are sometimes weighed down by a handful of high-profile controversial interactions, the Police Athletic League (PAL) has been a constant, serving youth in the city for more than a century. PAL Director of Center Operations Marcel Braithwaite works closely with the NYPD to support and inspire youth in the city. PAL's 26 afterschool programs cover all five boroughs, providing academic support, physical fitness and nutrition, youth leadership, and a range of other opportunities.

Braithwaite says that many officers are involved, but that the depth of engagement varies from site to site, depending on several factors. "If the chief, the commissioner, the captains are really on board and see the value of community-facing work, then you see more officers volunteering time, and a lot more interaction with the community," he explains. "Another factor is the police officers themselves. A lot of officers have very specific interests, and those interests align with some of the work we do. So if an officer is a singer or used to be a Double Dutch champion, or something else that's aligned with what we're doing, they become more involved and engaged because they have a skill that is very relatable for young people. It may not be their primary responsibility, but they make time to be part of our program."


Officer involvement with PAL's programs takes a variety of forms. "We have a couple of officers who come to our center in Bed-Stuy," Braithwaite explains. "With permission of their commander, they've made time to come to come help kids with homework. They come in uniform because they're on duty, and spend half an hour doing that. So the time they spend is more limited, but they do it consistently and regularly. On the other hand, we have an officer who's been working with PAL for years, doing special events, running sports leagues, doing trainings and workshops on police tactics, on how to interact with officers, and responding to emergencies when there have been problems at centers. She's now focusing on teenagers interested in going into law enforcement. So her engagement with young people has evolved over time, but has always been community-facing."

Braithwaite sees police department involvement with afterschool programs as an opportunity for police officers to accomplish a number of goals. "They're a great avenue

to introduce young people and family to the positive side of law enforcement," he says. "And they can be great PR for the department, at the same time they're an investment in the community.... In addition, regular interaction with NYPD, particularly for elementary-school-age kids, plants the seeds of objectivity in our kids. In their community and their home they may hear many different messages and see things not so favorable to police. A lot of our kids live in very difficult communities, and they see things.... But at the very least our programs provide an opportunity for them to see another side, see that officers are human beings with skills, talents, a sense of humor and more.

"With the older youth, particularly teenagers who've had trouble with the law, when we provide opportunities for them to engage with officers in a safe setting where everyone can be honest, they may not walk away with a changed point of view, but at least they can have a better understanding of who officers are, why they take the views they do, where they come from. They may come to recognize that the officers are from the same neighborhood or a similar one.... There's also real value in officers interacting with teenagers. They're at an age where they can express themselves much more clearly, and officers get real value from hearing from young people. It can change the dynamic on the street, too. It's the difference between an officer engaging with a group of teens and knowing none of them, or having just sat in a workshop with them where they shared feelings or perspectives."

As the experiences in Brooklyn Park, Burlington and New York City make clear, partnerships between afterschool programs and police departments offer a unique opportunity to serve the interests of families, children, law enforcement and the broader community.

For more information, including contacts at afterschool programs across the nation, consult www.afterschoolalliance.org. 

CHAPTERCHAT

continued from page 13

Traffic, Family Violence, Community Services, administration of the Kirkland Municipal Jail, Kirkland Emergency 911 Communications Center, Records, and Training.

Eric has been an active representative to numerous regional and national committees relating to public safety, including the International Association of Chiefs of Police, Police Executive Research Forum, F.B.I. National Academy Associates (Washington Chapter President in 2011), National Tactical Officers Association, King County Police Chiefs Association, Commission on Accreditation of Law Enforcement Agencies, and served as president of Washington Association of Sheriffs and Police Chiefs in 2014.

Eric was active in the Kirkland community, raising funds for WA State Special Olympics, and local scholarship funds, is a member of Kirkland Rotary and the Kirkland Chamber of Commerce and has served as Chair of an

Ethics Board in the community in which he resides.

During his tenure as Chief of Police, he led KPD through an annexation in which Kirkland grew from a city of approximately 40,000 to just over 80,000. As a result, the department itself doubled in size, with added sworn and support staff. In addition, Eric was integral in the conversion of a former Costco Home warehouse into the current Kirkland Justice Center which is a joint home to our municipal court and the police department.

Eric lives in the Seattle metropolitan area with his wife and three children. He looks forward to more time with his family and his new venture with Zetron, a public safety communication systems company, as the NW Regional Manager of sales/customer service.

WEST VIRGINIA


■ The WV Chapter of The IASIU (The International Association of Special Investigation Units) said



The West Virginia Chapter of The International Association of Special Investigation Units

“goodbye” and “good luck” to a great partner and great friend as they honored Inspector General **Gary Griffith** of the WV DOI Fraud Unit upon his retirement. Gary was the founding member of the WV Fraud Unit and built it from nothing into a formidable anti-fraud unit that worked closely with IASIU and NICB to fight fraud in WV. At a lunch meeting on 9/25 he received a plaque from both IASIU and the NICB (National Insurance Crime Bureau) thanking him for his service.

In 1983 Gary and WV IASIU President Steve Bodge, of Nationwide Insurance SIU, were the lone representatives from WV to attend and graduate from the 135th Session.

Pictured with the plaque, with Gary on the right. Also pictured is NICB Special Agent Bruce Adkins, 133rd Session, on the far right. Gary’s daughter Jessica is standing beside him. She was born during the 135th, and fortunately Gary made it home in time for the big event. 

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A MESSAGE FROM OUR **CHAPLAIN**

by Dan Bateman

Making Straight the Pathway of Life

This is the final issue of *"The Associate"* for 2015 and, thus, wraps up our theme for this year entitled *"Mountaintops and Valleys"*. As I pen this final article for 2015 and the new year of 2016 just opening, it is time to discuss how we can traverse the mountaintops and valleys of life so as to make the pathway straight.

In mountain climbing, as in life, the anticipation of the journey with all its idyllic notions, can sometimes blind us to the risks we are certain to face. Casting our eyes upward to the azure blue and the beautiful snowcapped summit can lull us into a false sense of what lies ahead. We minimize the danger we will face in mountain climbing through training, equipment, and teamwork. Much the same could be said regarding our profession as police command officers. Training, equipment, and, most importantly, the proper personnel can make the difference.

Transitioning from the ideal to reality reminds me of my early career when I became a state trooper. Through the grueling four-month academy and a strict field officer training program, I remember feeling somewhat invincible. After all, this had been my life's dream and goal. I was ready to take on and protect the world from evil. My perception of the ideal clouded my thinking as to the real risks I faced. I still remember vividly, some young years later, when I realized how vulnerable I was out on the streets. And so began the protective layer of distrust of others, cautious contact with all, and a view towards life that was, too often, skewed to the negative. This had a direct and negative impact on my family life as well.

I am grateful there is more attention given to officer stress and wellness in many academies today, including the training we received at our own FBI National Academy. This valuable training helped prepare us to serve in a more positive and productive way. This can be especially true regarding our family life as well.

Sometimes a wise and insightful guide can come along and provide vital counsel and information to make our trek upward far less hazardous. While they may warn of dangers ahead, it is most certain a guide will point you to the less rugged path to travel and, in some ways, make the pathway straight. Likewise in life, we would do well to have a wise and insightful guide to gently counsel us in the way we should go.

There is such a guide who is always at your side. He even climbed a mountaintop and faced far greater danger than we could possibly imagine. Jesus Christ himself was literally called to a mountaintop where He met His adversary in a spiritual confrontation like no other.

In the New Testament of the Bible, the writer Matthew recounts Jesus' temptation by Satan where the entire world, with all its splendor, was offered in exchange for a simple gesture. While divine, Jesus was also fully human and most certainly felt the tug of temptation. But, thankfully, Jesus rebuffed Satan by using the most effect training tool devised: Holy Scripture. Jesus quoted from the Old Testament book of Deuteronomy and stated quite clearly that only God himself was to be worshipped.

Having faced evil eye to eye (literally) and victorious in His mountaintop encounter, what better guide could we find than Jesus Himself? Listen to other Scriptures regarding the very best Guide as we climb through life:



Proverbs 3:5-6

*Trust in the LORD with all your heart
and lean not on your own understanding;
in all your ways submit to him,
and he will make your paths straight*

Proverbs 4:26-27

*Watch the path of your feet and all your ways will be established.
Do not turn to the right nor to the left; Turn your foot from evil.*

Psalms 5:8

*O LORD, lead me in Your righteousness because of my foes;
Make Your way straight before me.*

Isaiah 26:7

*The way of the righteous is smooth; O Upright One, make the path
of the righteous level.*

But perhaps the most appropriate Scripture is found in the Old Testament where it says of this Guide:

Isaiah 40:4

*Every valley shall be raised up,
every mountain and hill made low;
the rough ground shall become level,
the rugged places a plain.*

What great comfort we find in these words as we journey through life climbing to the glorious mountaintops and descending into the dark valleys once more to begin our ascent anew! Our Guide helps to point the way having traveled a path Himself none other could conquer. More than a guide, He is a true friend offering wise counsel and great grace to all.

As the 2015 closes, I want to express my deep and heartfelt appreciation to a friend who has served so well these past years as our National Historian: Terry Lucas. Terry's devotion and commitment to the FBI National Academy Associates can be seen in his articles, his culling through and reviewing our voluminous archived material and his insightfulness as he served on the Executive Board.

I also want to extend my heartiest congratulations to our newly appointed National Historian, Pat Davis, as he begins his new term. Welcome aboard, Pat! Blessings as we journey together towards life's mountaintops!



Dan Bateman, Chaplain
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THE HISTORIAN'S SPOTLIGHT

by Terry Lucas

Miss Congeniality (of the State of Washington)

There once was a movie starring **Sandra Bullock** titled “*Miss Congeniality*.” Our recognized NA grad in this article Ms. **Cindy Reed**, who attended Session 134 in the summer of 1983, could have served as the model for this movie! All who know Cindy would agree that she is “Congeniality” to the nth degree. Throughout her life she has been recognized for her ability to interact with and meet people

Cindy was born in the small town of Yakima, Washington which is located in the south-central part of Washington. Her parents are deceased: her father was an insurance adjuster and her mother was a high school English teacher (although she started this career late in her life as she graduated only one year before Cindy graduated from college!) Cindy gives her mother great credit for learning independence and taking responsibility for her own life.

Although Cindy graduated from college in 1971 with a degree in teaching English and Social Studies, she did not get a job as a teacher. She moved with her first husband to the campus of Washington State University in Pullman, Washington. There she held a variety of secretarial type positions before she took a position as a night dispatcher for the Washington State University Police Department. The campus had the only breathalyzer for the entire county so this afforded Cindy a chance to interact with state troopers, city officers, deputy sheriffs and campus police who came in with DUI arrests. Since there were no commissioned female officers in the county, Cindy was given a limited commission and authority to frisk women prisoners and accompany male officers taking female prisoners to the county jail which was 45 minutes away. When her first husband started graduate school at Eastern Washington University, Cindy was asked if she would like to become a commissioned member of the campus police. She accepted and after completing basic academy training became a fully commissioned officer in 1975.

No other members of Cindy’s family had been in law enforcement so her parents were somewhat concerned about their daughter being a cop. However, Cindy did feel that her mother was proud of being able to tell her friends that she had a daughter in law enforcement!

Cindy stayed with the Eastern Washington University Campus Police from 1975-1984. She held a variety of position there including duty sergeant and detective (which is the position she held when she went to the NA).

The long drive in 1983 across the US from the state of Washington to Quantico afforded Cindy the chance to become somewhat apprehensive about her time at the Academy. She was concerned about how



a female officer from a small campus department would be accepted, and how she would be treated by large agency officers with far more experience than she had. The fact there were no “NA Candidate luncheons” being held in Washington State at that time did nothing to allay her concerns or help provide background about the NA experience. She didn’t meet the other Washington candidates until she arrived in Quantico.

Cindy’s National Academy experience was the one we all know well. A plus was the lifelong friendship she developed with the other two women in her class. **Lynne Johnson** from Palo Alto, California and **Carole Gaul Rigney** from New York City joined with Cindy to become “The Three Musketeers” of Session 134.

Not only did Cindy enjoy meeting her female classmates but also the comradery which develops amongst all Session members as they interact, share information and concentrate on developing/changing their career goals. Cindy worked hard at all of the physical training and feels she was in the best shape of her life when she left the NA.

Cindy believes the new perspective and knowledge she obtained at the NA enabled her to change positions after she returned. She switched from Eastern Washington University to another state level position with the Washington State Gambling Commission. There she served first as a Special Agent in the field and then as the Training Coordinator (finally using her teaching degree!)

Since her graduation from Session 134 in 1983, Cindy has maintained a near continuous involvement with the NA in her home state of Washington. She has served in all of the elected positions of the Washington Chapter to include being State President in 1998. After 20 years of service in various Board positions (Secretary-Treasurer from 1999 until the end of 2015) she feels it is time to pass the baton on to someone else.

Cindy was on the Chapter Team which hosted the 1999 National NA Conference in Seattle. She was responsible for initiating and then



Cindy Reed



The Three Musketeers of the 134th.

STAYING ON THE **YELLOW BRICK ROAD**



MAKING THE BEST BETTER

THE FBI NATIONAL ACADEMY FIT CHALLENGE PROGRAM

John Van Vorst

The term “Pandora’s Box” has come to signify the source of endless complications or trouble, one whose origin is fairly simple. In ancient Greek mythology, Pandora was a beautiful woman crafted by the gods who was given the gift of a jar (mistranslated as a box), but was instructed by the almighty god Zeus to never open it. As the story goes, Pandora couldn’t resist the temptation, opened the jar, and out flew every trouble known to humanity. Within the FBI National Academy’s Fitness Challenge program, the Yellow Brick Road Challenge and the accompanying painted yellow brick keepsakes are viewed as the pinnacle of the entire NA experience. Heck, it’s even in the title of this recurring Associate magazine feature. In the more than twelve years I’ve been here, the **Fit Challenge program** has undergone numerous alterations, however the YBR has largely remained untouched, or unopened, yet it continues to be a major source of trouble and frustration for all the parties involved. In this article, I’d like to you consider the context of the YBR and potential ways of making it better for everyone involved.

A Brief History

In 1981, the Physical Training Unit began offering “Fitness Challenges” outside of the mandatory PT classes. Only a handful of students participated, and they consisted of endurance runs of longer distance or duration than typically done within the classes. The PT classes and Challenges were heavily influenced by the prevailing military fitness regimens typified by formation runs and calisthenics. Over time, participation increased and a formalized Fitness Challenge schedule was adopted consisting of weekly runs of increasing distance that culminated with the YBR (*Figure 1*). The YBR derived its name from an area within the Marine Corps Endurance Course (E-course), where rocks along the trail were painted yellow as a safety feature. This was the course selected for the final Challenge. In 1989, members of the 154th Session were to the first NA students to receive painted yellow bricks to commemorate their successful completion of the Challenge schedule. Eventually, the Challenge runs all adopted names derived from *The Wizard of Oz* for greater continuity.

The Endurance Course

As stated in the Marine Corps Standard Operating Procedures for Physical Training Courses, the purpose of the E-course is to test a Marine’s physical endurance and ability to “cross and negotiate various obstacles over a 4.8-mile course while under duress. This training enables the Marine to cope with any physical obstacles that the enemy might place in front of them to retard movement.” The harsh truth is we have repeatedly taken a large number of NA students on to the E-course who do not possess the necessary level of fitness to run through this stamina course of rugged terrain, continuous elevation changes, and many obstacles, and then run continuously back to the FBI Academy. With no performance standard, it erodes into mostly a walk through the woods. At the same time, some attendees arrive on campus more than capable of completing the E-course successfully as it does not pose an actual “challenge” to their physical endurance. They could run it twice and ask for more. Lastly, but perhaps most significantly, the nature of the YBR does not align with the physical training philosophy that has evolved here at the NA nor the accepted fitness requirements for law enforcement operational readiness. Our primary focus is to improve every student’s movement quality, and then build their capacity. Rather than exalt physical endurance, we’re training to develop functional fitness and athleticism. Functional fitness is purposeful, movement-based training to enhance all the components of fitness (including dynamic posture and balance, strength, speed, power and stamina). Athleticism is the ability to execute athletic movements at optimum speed with precision, style and grace (Gambetta, 2015). Slowly but surely, this philosophy has seeped in the Fitness Challenge schedule as all but one event has continued to evolve (*Table 1*). Due to the large numbers, time and facility constraints, and wide range of ability levels, the Challenges will never be perfect fits for everyone. With that in mind, we’ve always favored alternative options to the primary events, such as a 5-mile time trial on a spin bike for student with the spinal fusion or torn meniscus in the knee.

WEEK	ONE	TWO	THREE	FOUR	FIVE	SIX	SEVEN	EIGHT	NINE	TEN
EVENT	THE BIG PICTURE “VISION”	LOOP THE LOOP 1.8	RESERVOIR REVERIE 2.5	DAM RUN 3.2	MERRY-GO-ROUND 2.0 MIN.	BELLY OF THE BEAST 3.5	PATH OF FLORA & FAUNA 3.75	HUMP RUN 5.0	SOMEWHERE BEYOND THE LAKE 5.2	YBR & RETURN TO OZ 6.5

Figure 1 – The Fitness Challenge in 1991

continued on page 21

Making the Best Better *continued from page 20*

WEEK 2	1.5 mile run, or time trial, around the FBI Academy building
WEEK 3	Resistance Intervals – three 8-minute bouts of running stairs, hills and against resistance bands
WEEK 4	High-intensity Circuit Training – three 5-minute rounds with a 1-minute rest period between rounds; each 5-minute round combines a variety of bodyweight movements (i.e. squats, lunges, jumps, pushups, up-downs, hip-unders)
WEEK 5	3.1 mile run (5-km)
WEEK 6	Spartan run/Urban obstacle course (2-miles of running with bodyweight movements, sled pushes and agility courses interspersed throughout)
WEEK 7	30:00 “grinder” performed on the Track and infield where students can create “mini-circuits” of our movement pillars: running, jumping, throwing, pushing, pulling, squatting, stepping, lunging, bracing and rotating.
WEEK 8	The Mile (a timed 1-mile run where everyone’s time is recorded to create a Session average)...The NA261 has the best average time so far with a 7:43!
WEEK 9	Yellow Brick Road

Table 1 – The Fitness Challenge in 2015

Creating a True Challenge for All

Movement competency starting with early childhood development might be our best guide for moving forward and creating a better YBR. Watch how children, when given ample freedom, develop physical literacy. What if we valued the following movement competencies equally: running, jumping, carrying (load carriage) and pulling/climbing? What might that look like? There’s a saying that “what gets measured gets done”. In the first week of the NA, we could determine and explain our key performance indicators (KPIs), such as the one’s listed below (Table 2). All of these would be measurable, actionable, and objective. With regular measurements and reporting, the training could remain focused and the feedback would assist in maximizing results. To successfully complete the Fitness Challenge, one would need to push their capacity higher in the KPIs. To earn a yellow brick, you should be more functionally fit than when you arrive.

Note: The running relevant for law enforcement operational readiness should be biased towards agility (ability to start, stop and re-start efficiently) and anaerobic power (bursts typically lasting less than two minutes). Running for overall well-being and longevity would be biased towards aerobic power (as measured in a maximal 1-mile run) but not necessarily aerobic endurance (the ability to sustain sub-maximal efforts for longer and longer periods of time).

Final Thought

It’s been stated that Albert Einstein had sign on his office wall that read “*Not everything that counts can be counted, and not everything that be counted counts.*” While I believe strongly that the YBR should evolve to better align with our physical training philosophy and measured improvements in functional fitness should determine who truly earns a yellow brick, the most valuable component of the NA can’t be objectively measured. This program is only as good as the quality of the character possessed by each NA student. Thank you for reading, and please feel free to contact me with your feedback and questions at john.vanvorst@ic.fbi.gov.

References
Basic School Order 1500.1, United State Marine Corps, The Basic School, Training Command, Quantico, VA 22134

“*What Gets Measured Gets Done: Are you measuring what really matters?*” Robert M. Williamson, Strategic Work Systems, Inc. 2006

“*Athleticism*” by Vern Gambetta (www.everythingtrackandfield.com)

MOVEMENT COMPETENCY	THEORETICAL YBR “CHALLENGE” EVENTS
RUNNING	300-meter Shuttle Run Repeats (2 timed runs on a 25-meter course with 5 minutes of rest between shuttles; the score is your average)
CLIMBING	Pullups or Cable Pulldowns or Weighted Rope Pull for distance
CARRYING	Farmer’s Walk with 75% of body weight for distance (dumbbells or kettlebells)
JUMPING	Broad Jump for distance with stable landing

Table 2: Sample Key Performance Indicators

LESSONS LEARNED FROM THE LAW DOGS



Dan Marcou

A police trainer can't spend years researching some of the most noteworthy law men and law women in history as I did for my book, *"Law Dogs, Great Cops in American History,"* without noticing the wealth of timeless lessons their words and deeds communicated down through the ages. I would like to share some of those lessons from but a few of those distinguished "Law Dogs."

LESSONS FROM JOHN "JACK" COFFEE HAYS

John "Jack" Coffee Hays was a Texas Ranger, at the very birth of Texas. In the beginning Hays and his men were not only a crack military unit, during time of war, but they were also Peace Officers. The Rangers became legends in their own time serving in both arenas.

Lesson One – Great leaders properly equip their personnel.

Captain Hays made history by equipping each of his Rangers with two Colt Patterson #5 Revolvers and extra cylinders to allow for a rapid reload. In a time when their adversaries were armed with single shot muskets, or bows and arrows, these five shot revolvers afforded Rangers a major tactical advantage.

Lesson Two – If you fail to prepare, prepare to fail.

Before his Rangers hit the trail, Hays personally trained these Rangers to shoot and reload these weapons from the saddle. He also trained them in tactics that allowed his company of men to ride and fight as one unit. Hays felt to do anything less was to go off "half-cocked." This term arose out of the tendency for the Colt Patterson to discharge prematurely, when Rangers chose to sacrifice safety for speed by carrying their weapons "half-cocked."

Lesson Three - To win a fight against the odds takes speed, audacity, decisiveness, superior weapons and tactics.

On June 8th, 1844 at the battle of Walker's Creek, Hays ordered a charge with only fourteen Rangers at his side. They rode into a horde of eighty attacking Comanche's and decimated them with their new revolvers. One of the surviving warriors, surprised by the devastation caused by only fifteen Texas Rangers observed it seemed the Rangers had, "a shot for every finger on the hand."

LESSONS FROM U.S. DEPUTY MARSHAL BASS REEVES

Bass Reeves, a runaway slave, became the longest serving U. S. Deputy Marshal for the famous jurist, Judge Isaac Parker in Oklahoma Indian Territory.

Lesson Four - Communication is a law officer's most powerful weapon and the community is potentially his/her most powerful ally.

Reeves was a gifted linguist. He could speak the languages of all the tribes, which inhabited the Oklahoma Territory. Through communication he developed relationships throughout the territory, which paid off, when he was hunting bad men. Today someone would describe what he had as a system of informants.

Actually his ability to illicit information occurred, not only because he was a great communicator, but also because of the relationship he nurtured with the tribes. They trusted Reeves implicitly and respected him greatly. It also helped that Bass would throw a silver dollar their way if the information proved golden.

Lesson Five - It improves your odds in a fight to possess winning attributes.

Bass Reeves thrived in the job of law enforcement in one of the most dangerous territories in the Wild West, because he was stronger than most men, and the best shot in the territory. He also was the best tracker and incredibly resourceful. He subdued more criminals with his brains than with his bullets.

For example Bass once dressed as a farmer and deliberately drove a wagon into a ditch, near a cabin, occupied by wanted men. The men came out to investigate the commotion and found Bass, seemingly stuck in the ditch. Reeves asked for help. When hands were laid on the wagon to push it out Bass drew his weapon, and ordered the crew to keep their hands right there for they were all under arrest.

U.S. Deputy Marshal Bass Reeves took 3000 very bad men into custody, during his career. Fourteen men he tried to arrest chose to stand and fight

continued on page 23

Lessons Learned from the "Law Dogs" continued from page 22

rather than submit to his lawful authority. Reeves an indomitable gunfighter sent those fourteen on to a much higher venue than Parker's Court.

Bass Reeves' was successful, because of his innate sense of justice and being perennially duty-bound. Bass knew the only way to bring peace to a lawless land was to bring the lawless to justice. A contemporary newspaper said of him, "place a warrant for arrest in his hand and no circumstance could cause him to deviate."

At the time of his death Reeves was described as being, "absolutely fearless knowing no master, but duty."

Lesson Six – Know what your duty is, then do it!

LESSONS FROM FRANK HAMER

Frank Hamer was another Texas Ranger, who possessed such a reputation in his day that the Rangers gave him leave of absences to perform special assignments upon request. During one of these, he single handedly cleaned up the city of Navasota. During another he became a special investigator for the City of Houston. After each job was done he returned to the Rangers.

Lesson Seven – A good horse gets rode.

Frank was even pursued for special assignments after his retirement. Quite famously, Frank was responsible for the demise of Bonnie and Clyde. In his pursuit of these killers he applied Lesson number eight.

Lesson Eight – To find a fugitive determine, the places they can't stop visiting and the people they can't stop seeing. Concentrate your efforts on these places and these people.

Because of Frank's long career coupled with his aggressive pursuit of justice, Frank found himself in many gun fights. Some historians claim he killed as many as 75 and others calculate it probably more realistically at 15.

Frank was beyond proficient in the use of all the weapons he carried. He preferred to have a long-gun in his hand if he knew a gun fight was imminent. He also preferred using his sights because he could not see, "spraying the country-side with lead, when one shot would do.

Lesson Nine - If you plan on confronting dangerous men, you better be dangerous as well.

Frank was so successful in the pursuit of criminals that two hit men attempted to as-

sassinate him October 1, 1916, when he was in Sweetwater, Texas with his wife Gladys. After being ambushed Frank became embroiled in a deadly struggle with one would be killer, while another armed assassin silently flanked him. Frank's wife Gladys opened fire on the second man, saving Frank's life.

This would not be the last time Gladys would have Frank's six. After Frank's death, Hollywood depicted Frank as a bungling, vindictive law man in the movie "Bonnie and Clyde." Since Frank could not defend himself, and he would have," Gladys sued the studio for their dishonest portrayal of her beloved Frank and she righteously received an undisclosed settlement.

Lesson Ten – Never forget the supreme importance of your most reliable back-up...family.

LESSONS FROM JAMES HUME

James Hume started his career in the 1860's as a Deputy Sheriff in the Wild West. He ended his career as a Detective for Wells Fargo. He was the Wild West's version of Sherlock Holmes, before that fictional investigator existed.

Hume was a great man-hunter like many in his era, but after he caught them he was a master at obtaining convictions. He did this by becoming an expert at gathering physical evidence and explaining its significance.

Hume would sketch footwear impressions at the scene, while gathering buck shot and bullets fired by suspects. After the suspects' capture he would compare the impressions and bullets to the boots the suspects were wearing and the ammunition they were carrying at the time of their apprehension.

Hume also would compare the handwriting and misspellings on notes left by robbers to exemplars obtained from the suspects. Some of the techniques Hume employed would not be embraced by law enforcement for decades after his passing.

Lesson Ten – Unlike witnesses, physical evidence does not lie and it never gets confused.

LESSONS FROM J. EDGAR HOOVER

Hoover was a man who took an obscure federal bureaucracy, "The Bureau of Investigations," and built it into one of the greatest investigative agencies in the world, "The Federal Bureau of Investigation." His vision of all law enforcement becoming a profession

was shared by many and eventually achieved. Following joint operations in 1933 and 1934 where unacceptable casualties occurred, Hoover initiated the first FBI National Academy in July 1935. This training endeavor would eventually help make the dream of a "Law Enforcement Profession," a reality.

Lesson Eleven – Agencies that train together, succeed together.

LESSONS FROM DETECTIVE PIERCE BROOKS

Pierce Brooks was a groundbreaking Detective from The Los Angeles Police Department. Early in his career he investigated a man named Harvey Glatman, who posed as a True Crime magazine photographer to lure beautiful women to him. Glatman paid them to pose provocatively, while they were bound. Once these ladies were physically restrained he would sexually assault them, strangle them and dispose of their bodies.

This case inspired Detective Brooks to do extensive research, during which he discovered a reoccurring phenomenon. Some killers, kill often for no reason other than the pleasure of the kill. He described them as being, "Serial Killers," effectively coining the phrase.

Throughout his career Brooks was known for his ability to get detailed statements and unbridled cooperation from suspects. This was the result of his lifelong practice of lesson twelve.

Lesson Twelve – You have heard of the "Good Cop, Bad Cop" routine. To get statements eliminate the "Bad Cop!"

Brooks believed, practiced and taught that a major crime is a major event in the life of a criminal. Once they commit the crime they have an overwhelming need to do two things. Many have a need to share the details with someone they have bonded with. Pierce Brooks even though he was a police officer, was able to become that person criminals bonded with and confessed to.

The second thing criminals had a need to do is to minimize their guilt. Brooks used this need to get suspects to implicate accomplices, and in doing so, psychologically pass off a major portion of the culpability to them.

Lesson Thirteen – Police Officers need to understand they can take control their own survival by avoiding the "Ten Deadly Errors." After being the Lead Investigator on "The

continued on page 24

Lessons Learned from the "Law Dogs"*continued from page 23*

"Onion Field", killings depicted in **Joseph Wambaugh's** book of the same name, Brooks did research on many cop killings. After this research he discovered officers, who were killed in the line of duty, made it easier for bad people to do them harm, by committing one or more of what he called "The Ten Deadly Errors." These errors are now taught in nearly every Academy in the Country. Lesson from **Katie Conway, Stacy Lim and Kerrie Orozco**.

When women began pouring into law enforcement there were those, who wondered if they could do the job. The incredible examples of Officer Katie Conway of the Cincinnati P.D. Stacy Lim of the LAPD and Kerrie Orozco of the Omaha P.D. leave us with lesson number fourteen, which is simple, undeniable and powerful.

Lesson Fourteen – Men have not cornered the market on raw, inspirational courage.

LESSONS FROM FRANK SERPICO


Frank Serpico faced institutionalized corruption, while a plain clothes-man on the New York Police Department. He took a principled stand and became an instrument of change on his department, the hard way. Lesson fifteen is a direct quote from Detective Sergeant Frank Serpico.

Lesson Fifteen – "Police work is an honorable profession if you do it with honor."

LESSON FROM OFFICER MALONE

In "*The Untouchables*", the fictional cop, Malone, shares lesson sixteen, which has been passed from veteran to rookie for one hundred years.

Lesson Sixteen – "Make sure that when your shift is over you go home alive."

In closing if here today, Malone would most certainly say, "Here endeth the lesson." 

About the Author: Lt. **Dan Marcou** retired as a highly decorated law enforcement officer in Wisconsin, after serving for 33 years. He is a graduate of the 175th FBI NA. Marcou is an internationally recognized police trainer and a featured columnist for *policeone.com*. He has written four popular police novels and his most recent offering is an action packed history of American Law Enforcement Officers called, "*Law Dogs, Great Cops in American History.*"


**The Historian's Spotlight** *continued from page 19*

coordinating the first "NA Women Graduates Breakfast" at the 1999 Conference. There was some controversy about a separate event for women graduates. Cindy persevered and the event has now become a scheduled event at every National Conference. As Cindy pointed out at the original breakfast, the total number of female graduates in 1999 was only 3%. As of 2015, it is still only 4% of the total graduates. She feels that this number reflects how much more of a privilege it is for women to attend the NA and that it is important for women graduates to mentor other women in law enforcement to consider applying to attend. In speaking with other chapter officers, Cindy found out that women graduates had the reputation of a high dropout rate within their chapters. The networking events were designed to stop the trend. In that vein, Cindy has been tireless in her efforts to attain a high rate of continued involvement by the women graduates in the Washington Chapter. A legacy she is quite proud of is that her Chapter of 360 members has retained a rate of over 10% women graduates, higher than any other chapter.

Following a 30 year career with state level positions Cindy retired in 2003. Unfortunately a year before her second husband, **Gary Albright**, passed away from cancer after 20 years together. Gary was a Detroit PD officer for several years before meeting Cindy and had always been proud of his NA graduate wife. Cindy gives great credit to her many NA friends not only in Washington State but throughout the worldwide NA family for the assistance and support she received to deal with the loss.

There have been several part time jobs for Cindy since her retirement but she has been able to devote much of her time to her love of traveling, especially to many NA functions around the nation and world. Currently she works part time in the tasting room for the Heritage Distilling Company in Gig Harbor – a good fit for Miss Congeniality! In addition to her home chapter, Cindy is a member of the New Jersey, European and Asia Pacific Chapters.

Cindy Reed is another outstanding example of the many NA grads who have served their home nation (and others) after attending and benefitting from the FBI National Academy experience! If you know of any other outstanding NA Grads in your area please contact Mr. **Pat Davis**, the newly elected National Historian at jpdavis@chesco.org.

My four year term as the National Historian ends on Dec 31, 2015. It has been a privilege to have served as the National Historian. This will complete 20 years of service as an Officer in the FBI National Academy Association at both the state and national level. Thank you for allowing me to serve. Stay safe all of my NA brothers and sisters. 

Developing Recognition-Primed Decision Making Skills *continued from page 12*

13 It is beyond the scope of this paper to go present a detailed account of sports psychology as it applies to law enforcement training. I will develop that in a subsequent study.

14 Cf. Robson, S. and Manacapilli, T., "Enhancing Performance Under Stress: Stress Inoculation Training for Battlefield Airmen," Rand Corporation, *Project Air Force*. This will be the topic of a future article.

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