

insighter

November 2012 Issue III

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FBI-LEEDA is defined as

a person who has commanding authority or influence

mental strength to persevere and withstand danger, fear, or difficulty

the range of one's information or understanding





American Military University AMU stands shoulder-to-shoulder with the law enforcement community. As a 32-year police veteran and retired Army National Guard Master Sergeant, Chief Hurliman knows it takes street smarts and book smarts to address today's complex public safety challenges. He joined AMU based on academic partnerships such as the FBI-LEEDA National Academy, faculty who have worn the badge, and a community of like-minded peers, each dedicated to protecting and serving our nation.

Learn More at www.PublicSafetyatAMU.com/LEEDA



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FBI - LEEDA

mission statement



- To advance the science and art of Law Enforcement leadership and management;
- To develop and disseminate improved administrative, operational and technical practices to meet the needs of Law Enforcement executives throughout the world;
- To promote the exchange of information and training for executives of law enforcement;
- To actively seek the expansion of training programs for Law Enforcement executives and to encourage the participation of Law Enforcement professionals in future FBI – LEEDA training.

2012 – 13 Executive Board

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president's **MESSAGE**

Greetings,

I am happy to report that the planning for our 2013 Annual Executive Training Conference is well underway. The Louisville Host Committee is doing a terrific job in preparation for the event. Our speakers are in place and we have planned a dynamic program which addresses contemporary issues faced by us all. Some of our presenters include John Miller, Ari Fleischer, Judy Pal, Robert Boback, F. Lee Bailey, Aurora Chief Dan Oates and Denver FBI SAC Jimmy Yaccone.



I am extremely pleased to report that our educational opportunities presented by the FBI – LEEDA faculty are in increasing demand and that our classes are booked well into 2013. I would encourage our membership to take advantage of these programs.

Excellent training opportunities are also offered by our Corporate Partners. These one and two day summits deal with real time issues and are offered at no cost to law enforcement.

- Please join me in celebrating our fourth year of presenting Identity Theft Summits in partnership with **LifeLock.** During this time we have participated in 111 training events, impacting 7,519 personnel, representing 2,760 agencies.
- **Purdue Pharma, LP**, continues to meet the needs of law enforcement by providing Drug Diversion Summits which provide current information on this increasing problem.
- **Textron/Overwatch** is taking a proactive approach and is providing information on products that will enhance law enforcements efforts in maintaining the quality of life in their communities.
- Our friends at **NER** continue to provide Heavy Equipment Summits nationwide.

The Executive Board applauds our Corporate Partners for providing these valuable training opportunities.

On behalf of the Executive Board, I want to wish everyone a safe and happy holiday season and a prosperous New Year. We look forward to seeing you in Louisville.

- Sheriff Ozzie Knezovich

President FBI - LEEDA



Greetings:

As many of your know, I am a Charter Member of FBI – LEEDA. Over the past twenty – one years, I have watched our Association grow and evolve into an outstanding law enforcement organization, acclaimed for its professionalism and extraordinary training opportunities. Membership in the Association has grown from the original seventy – one Charter Members in 1991 to almost six thousand today.

I have informed the Executive Board of my decision to retire at the end of the 2013 Conference, knowing that I leave our Association highly regarded and well respected in the law enforcement community, as well as fiscally sound. I look forward to working with the new Executive Director when selected next year to ensure a smooth transition and the continued success of our Association.

On a personal note, I want to thank each of you, the Members of FBI – LEEDA, for your continued support of our Association and participation in its many training opportunities. FBI – LEEDA is here today to support the law enforcement community because of you. I also want to thank the Executive Board members, past and present, for their dedication and guidance. Our Association's strength is a reflection of its leadership.

It has been an honor for me to serve as Executive Director of FBI – LEEDA for the past twelve years. Although I am looking forward to the future and a reduced schedule, I plan to remain in contact with the many friends and colleagues with whom I have worked over the years.

Warmest regards,

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FBI-LEEDA

Law Enforcement Executive Development Association

academy **UPDATE**

As I sit down to write this "FBI Academy Update," I realize that it will be my last in this capacity as I prepare to close out my Bureau career which spans over 27 years. It is not with a heavy heart that I write this but with a sense of pride, accomplishment, and anticipation. Following eight years as a deputy sheriff and police officer in Ohio, it has been my privilege to serve five United States Presidents and four Directors of the FBI as a Special Agent. I have been privileged to travel the world representing the FBI. This service is the culmination of a dream first realized when I was less than 10 years old and saw an FBI agent, complete with trench and Fedora hat, while I attended a Marine Corps Band concert with my father.

The FBI of 2012 is a very different organization from the one I joined in 1985. Change is constant in all things and if we don't change, or as leaders drive that change, we are not doing the job we were hired to do and will soon fall behind. Internally, the FBI has experienced a culture shift and modernization driven primarily as a result of the attacks of 9/11 on the World Trade Center, the Pentagon, and Flight 93. Externally, many of the walls and barriers have been removed and the FBI has established lasting partnerships and relationships with the Intelligence Community as well as state, local, tribal, and international police agencies located in the United States and, indeed, throughout the world. The FBI has also embraced vital partnerships with a vast array of partners in the corporate security arena.

The road ahead remains a rocky one, but it is a challenge we are collectively prepared to meet now and in the future. To achieve our goals and meet these demands we must remain vigilant. We must continually learn and grow both organizationally and individually. We have to collaborate with each other. These are tenets which we must truly live by and not just utter the rhetoric because it sounds like the right thing to say. Working together as a collective team we will meet and overcome all obstacles which come before us.

I would like to thank FBI – LEEDA for their leadership in achieving these goals in education and collaboration. The various members of the Executive Board which I have worked with since 2006, the staff and instructors, the members, and Executive Director Tom Stone have built FBI – LEEDA into a world class organization. We should all be proud of these accomplishments!

Finally, I would like to thank my family for their support of me as we close this chapter of our lives and look forward to the next.

Charles E. Robb, Jr.

Chief, Community Leadership Development FBI Academy



The FBI – LEEDA Executive Services include:

- Operation and management study
- Property room audit
- Provide qualified interim chiefs
- Selection process for chief executive officers and senior command personnel

FBI – LEEDA **Executive** SERVICES

The FBI – LEEDA Executive Board is pleased to offer executive services to law enforcement agencies nationwide. Services are available for any agency, although members of FBI – LEEDA will have scheduling preference.

The individuals chosen to provide these services will be FBI – LEEDA members in good standing, with exemplary knowledge, skills and expertise in the services being offered. The Executive Board realizes the financial constraints facing many law enforcement agencies at this time and is committed to provide agencies with the best services at reasonable costs.

Please contact the FBI – LEEDA office if you or a colleague has an interest in the services being offered.

4

training SAMINATS



IDENTITY THEFT

FBI-LEEDA and **LifeLock®**, present one – and two – day summits on *Identify Theft*, its economic, personal and employment impacts. The Summit is open to all law enforcement personnel and addresses a range of identity theft issues presented by distinguished law enforcement personnel with specialized skills and experience in identity theft, high technology crimes and fraud.

Check our website for dates, locations and to register for this **FREE** law enforcement training, or contact Paige Hanson at **480 – 457 – 2108**, e – mail: paige@lifelock.com or Chief Dean Crisp (Ret.), Phone: **803 – 240 – 3024**, e – mail: hdcrisp@yahoo.com



DRUG DIVERSION

FBI – LEEDA and **Purdue Pharma** are expanding the Drug Diversion Summits. These are **FREE** interactive summits covering local area specifics involving drug diversion crime. Local case studies are presented along with information on specific law enforcement resources available in your area and how to access these resources. An enhanced RxPATROL® program is introduced as well. RxPATROL® is a collaborative effort between industry and law enforcement designed to collect, collate, analyze and disseminate pharmacy theft information.

Visit our website for upcoming dates and information on the advanced Two Day Summit coming in 2012. For more information or to host a summit, please contact Elizabeth Percheson at 203 – 588 – 7817 or email her at Elizabeth.percheson@pharma.com.



HEAVY EQUIPMENT THEFT

FBI-LEEDA, National Insurance Crime Bureau (NICB) and National Equipment Register (NER) cordially invite you to participate in this informational one – day regional summit designed for law enforcement; equipment owners, dealers or rental; insurance adjusters or agents. General sessions and break – out classes examine theft problems, recovery challenges, prevention strategies and solutions.

Please check our website for specific dates and locations for these events and registration details. Registration is free for law enforcement, equipment owners and NICB or NER member insurers.





accepting **APPLICATIONS** for Executive Director

FBI-LEEDA is accepting applications for the position of Executive Director. The complete packet is posted on the home page of our website at **www.fbileeda.org**

If you have any questions, please call the office at 877-772-7712. The deadline for applications is December 3, 2012.

FBI – LEEDA TO OPPORTUNITIES



Command Institute for Law Enforcement Executives®

Dates and Locations

- February 4-8, 2013 Lexington, SC
- February 11–15, 2013 Pewaukee, WI
- February 25-March 1, 2013 June 10-14, 2013 Scottsdale, AZ
- March 4–8, 2013 Bellevue, WA
- March 11–15, 2013 Georgetown, TX
- March 18–22, 2013 Stoughton, MA
- April 8-12, 2013 Richmond, VA

- April 29-May 3, 2013 Framingham, MA
- Andover, MN
- September 9-13, 2013 Hampton, NH
- Oct. 28-Nov. 1, 2013 Pewaukee, WI
- November 4–8, 2013 Longmont, CO
- December 9–13, 2013 Spokane, WA

The FBI-LEEDA Command Institute for Law Enforcement Executives[®] is a dynamic, intensive and challenging five day program specifically and uniquely designed to prepare law enforcement leaders for command level positions.

The Command Institute focus is to provide real life contemporary and futuristic strategies and techniques for those aspiring to command level assignments. Command Institute faculty includes executive level law enforcement experts with extensive leadership experience who are passionate instructors.

Command Institute students will be engaged in such topics as preparing and testing for command, leading a new command, leading change, organizational culture, surviving and succeeding as a police executive, audits and controls, vicarious liability and establishing a leadership legacy. The Command Institute is student centered with a high degree of student involvement.

The registration fee for Command Institute for Law Enforcement Executives[©] is \$650.



Supervisor Leadership Institute[©]

Dates and Locations

- December 3-7, 2012 Hendersonville, NC
- Jan. 28-Feb. 1, 2013 Port Washington, WI
- Feb. 4–8, 2013 Lubbock, TX
- Feb. 25-Mar. 1, 2013 Richmond, VA
- March 4–8, 2013 Overland Park, KS
- March 18-22, 2013 Nashville, TN
- April 8-12, 2013 Andover, MN

- April 15-19, 2013 Polson, MT
- April 22-26, 2013 Overland Park, KS
- May 6-10, 2013 Memphis, TN
- June 3-7, 2013 Hampton, NH
- June 10-14, 2013 Spokane, WA
- June 24–28, 2013 Georgetown, TX

The FBI-LEEDA Supervisor Leadership Institute® is a cutting edge five day program built especially for first - line supervisors and middle managers with the goal of enhancing leadership competencies. The Supervisor Leadership Institute faculty includes senior law enforcement experts on leadership who are committed to passing on their lessons learned.

Attendees will be engaged in personality diagnostics, leadership case studies, mentoring, developing your people, performance management, risk management and leadership legacy. This Institute is student centered and rich in facilitated dialogue and group work.

The registration fee for Supervisor Leadership Institute[©] is \$650.

Distance Learning Online Training

Supervisory Liability is an online instructor - lead program offered to law enforcement agencies. The four week course is segmented into four modules that focus on specific issues facing today's law enforcement supervisors. Check our website for registration and course details, or contact the FBI – LEEDA office for more information.







Executive Leadership®

Dates and Locations

- March 11–14, 2013
 Myrtle Beach, SC
- April 15–18, 2013
 Port Washington, WI
- April 22–25, 2013
 Bellevue, WA
- April 29–May 2, 2013 Scottsdale, AZ
- August 19–22, 2013
 Richmond, VA
- August 26–29, 2013
 Spokane, WA
- October 21–24, 2013 Hampton, NH

This innovative three and one half day program is designed for senior law enforcement executives focusing on the emerging challenges facing our profession. This highly interactive program follows the FBI – LEEDA "Cops Talking to Cops" model of professional development. The seminar uses a wide range of source material and calls upon the participant's professional experience to facilitate individual development and enrich the learning environment.

The course first looks inward to identify the forces of change and emerging trends within the law enforcement community, such as the challenges of merging the perspectives of Traditionalist, Baby Boomer, and Generation X and Millennia employees and presents leadership strategies to manage and adapt to the future conditions. The program also looks into the future to forecast several emerging global "Megatrends" that are expected to shape conditions for the next few decades; discuss how those trends will affect the global law enforcement community and how police executives can influence and shape future conditions.

The registration fee for Executive Leadership[©] is \$550.



Leadership and Management Seminar — Procedures for Conducting and Managing Internal Affairs Investigations

Dates and Locations

- January 29–31, 2013
 Andover, MN
- February 11–13, 2013 Georgetown, TX
- June 17–21, 2013
 Polson, MT

The three – day seminar is interactive, and attendees participate in various scenarios presented by the instructors.

Procedures for Conducting and Managing Internal Affairs Investigations focuses on ethics and integrity, agency policies and procedures, the complaint process, investigation of personnel complaints, administrative law, and the interview process.

The registration fee for the Leadership and Management Seminar is \$300.

Leaders Without Titles – How to Influence Others Without Using Authority/Force

Dates and Locations

• Contact **Donna Carpentier** at 877–772–7712 for information to host this class.

Many leaders are placed in positions of power due to connections, education, personal charisma, experience, and/or socio – economic status. Although these criteria may have a correlation with leadership ability, they often leave out the fundamental criterion for being a good leader: a person's personal make – up, or characteristics, as a human being. A leader's human inadequacies can often lead to leadership failure

This class will explore the human attributes leaders should have before given the formal authority.

For additional information concerning any of these training opportunities, or if you would be interested in hosting any of these programs in your area, please contact Donna Carpentier at 877 – 772 – 7712.

SEMINAR REGISTRATION IS OPEN TO ALL LAW ENFORCEMENT – SWORN AND SUPPORT You do not need to be a member of FBI – LEEDA to attend a seminar.

training Franks

Conducting and Managing INTERNAL AFFAIRS INVESTIGATIONS



Congratulations: Pictured are the attendees from the Longview, TX, Leadership and Management Seminar – Procedures for Conducting and Managing Internal Affairs Investigations class held in September 2012. We would like to thank Chief Don Dingler and the Longview Police Department for their hospitality.

COMMAND INSTITUTE for Law Enforcement Executives®



Congratulations: Pictured are the attendees from the Hampton, NH, Command Institute for Law Enforcement Executives class held in September 2012. We would like to thank Chief James Sullivan and the Hampton Police Department for their hospitality.

SUPERVISOR LEADERSHIP INSTITUTE®



Congratulations: Pictured are the attendees from the West Fargo, ND, Supervisor Leadership Institute class held in September 2012. We would like to thank Chief Arland Rasmussen and the West Fargo Police Department for their hospitality.



COMMAND INSTITUTE for Law Enforcement Executives®



Congratulations: Pictured are the attendees from the Stillwater, MN, Command Institute for Law Enforcement Executives class held in October 2012. We would like to thank Sheriff William Hutton and the Washington County Sheriff's Office for their hospitality.

are you eligible for **LIFE MEMBERSHIP**?

Any active member who has been a dues paying member in good standing for a period of not less than ten (10) years and is retired from public service may request life membership in writing to the President. Life members are exempt from the payment of dues. If you are not sure of your eligibility, contact Lynn Weber of Membership Services at Iweber@fbileeda.org or 877 – 772 – 7712.

membership **RENEWAL 2013**

Attention FBI – LEEDA Members: Your 2013 dues renewal invoices will be sent during the month of November *via email*. Please log into the Members Only section of our website (www.fbileeda.org) to ensure your email address is up to date. Your membership offers access to many exciting training programs and networking opportunities. Please contact Lynn Weber (lweber@fbileeda.org) if you have any membership questions.

We are doing our part to reduce costs and help the environment.

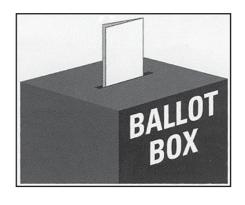
join the **FBI - LEEDA TEAM**

Announce Your Candidacy For Sergeant – At – Arms

Members who wish to take a more active role in FBI-LEEDA are encouraged to submit a letter of intent to run for the office of Sergeant – at – Arms. This is an excellent opportunity to channel the direction of your organization.

Any active member in good standing who wishes to run for the office of Sergeant – at – Arms must submit to the President

at the FBI – LEEDA office a written statement of his or her intention to seek office at least thirty days prior to the 2013 Conference. **Deadline to submit your candidacy: April 22, 2013.**



Thomas R. Norris Military Award of Excellence

To be eligible, a candidate must be the son, daughter or grandchild of an active FBI-LEEDA member or Lifetime Member who has distinguished themselves in the military. For the purposes of this disclosure, son or daughter shall be defined as "a biological, adopted, foster child, or step-child," and a grandchild is defined as "the child, daughter or son of one's son or daughter.

Criteria

A single accomplishment may be considered as qualifications for this award if it is sufficient significance and magnitude. Particular considerations will be given to those individuals, who have contributed outstanding service on a sustained basis. Personal dedication and self-sacrifice also will be regarded as factors deserving consideration.

The following items should accompany the nomination form:

- A letter with your signature telling why the nominee is a valid candidate;
- The Serviceman Records should be submit ted: and
- Further documentation (copies of tributes, letters, news articles, etc.) is welcome.

It is essential that all of the information be complete to be considered as a recipient of this award. Nominations must be postmarked by March 1, 2013 for the 2013 award and addressed to:

FBI - LEEDA

Attn: Military Award Nominations 5 Great Valley Parkway, Suite 125 Malvern, PA 19355



The award will be presented by **Thomas R. Norris** at FBI-LEEDA's 22nd Annual Training Conference to b held at the Louisville Marriott Downtown, Louisville, Kentucky, on May 19-22, 2013.



FBI-LEEDA / LifeLock **Scholarship** Program

FBI – LEEDA is pleased to announce this year's FBI – LEEDA / LifeLock Scholarship Program. During the Annual Executive Training Conference in Louisville, Kentucky, FBI – LEEDA / LifeLock will award five \$1,000.00 scholarships. The guidelines for eligibility and procedures for applying for a scholarship are listed below.



BASICS

If you're interested in applying for the 2013 – 2014 academic year scholarships, make sure you postmark your application paperwork by March 1, 2013, in order for your application to be considered. FBI – LEEDA selects final candidates based on the following criteria: • Eligibility • Quality of application • Commitment to leadership

PROVISIONS

An individual may receive only one scholarship award of \$1,000.00 per year from FBI – LEEDA / LIfeLock. FBI – LEEDA will make the scholarship award payment to the recipients school on or before August 1. An applicant may re – apply each year providing eligibility requirements are fulfilled.

ELIGIBILITY

To be eligible, you must be the child of a member of FBI – LEEDA who has been an active member in good standing for five or more years or a Life member. You must be enrolled in an undergraduate or graduate degree program at an accredited college or university or enrolled in a nationally – recognized trade or vocational school at the time you

submit the application. You must maintain a 2.5 cumulative grade point average for three years to be eligible to submit an application. You must have graduated from high school prior to disbursement of funds.

HOW TO APPLY:

Applicant must provide the following items:

- Application Transcript Answers to essay questions •
 High School Verification Form
- Documentation of acceptance to College/University/ Trade or Vocational School

Application, essay questions, and high school verification forms are available on the Members Only web page of the FBI – LEEDA website: **www.fbileeda.org**

Send your completed application to:

FBI – LEEDA Attn: Donna Carpentier Executive Board Scholarship Program, 5 Great Valley Parkway, Suite 125 Malvern, PA 19355

FOR THE article



Leadership in a Sheriff's Campaign

How can a newcomer to a county, one who has been out of local law enforcement for 24 years, defeat a four – term incumbent sheriff? The answer, simply, is leadership.

For starters, I am not a politician. In most circles, that is probably a plus in today's political environment. Secondly, I had little time in the county in which I ran. That, however, enabled me to take an outside, impartial look at the issues surrounding the Sheriff's Office and the community. Finally, I had no money and had little idea on how to raise it. Ironically, that forced me to have to reach out to many people and schedule numerous fundraisers where I received small to mid – sized donations. Although tedious, this process developed community investment in my campaign on a much broader scale.

For background, I have over 30 years in law enforcement – seven at the local level (Howard County, MD Police Department – 1978 to 1985); twenty – three at the federal level with the US Drug Enforcement Administration (1985 – 2008); and three as a consultant with Booz Allen and Hamilton (Booz Allen).

After retiring from the DEA in California, I was blessed with a terrific offer by the consulting firm of Booz Allen. This position enabled me to return with my family to the Washington, DC area where I had spent most of my young life. Working for the private sector allowed me to engage in local politics (no more Hatch Act restrictions), and to become involved in community services – something I was not able to do because of my constant moves with the US Drug Enforcement Administration (DEA). With DEA, for example, I hired on in Baltimore, MD; moved to Miami, FL; then on to Karachi, Pakistan; then on to Tampa, FL; then on to a supervisory position in McAllen, TX; then on to the position as Country Attaché in Seoul, Korea; then on to the position of Chief of Public Affairs with DEA (Washington, DC); then on to Bangkok, Thailand where I ultimately directed operations throughout the Far East; and then on the San Francisco, CA where I headed up enforcement operations for Northern California. With a family that accompanied me on all of these moves (wife and six children), our lives were anything but stable. Frequent moves and constant travel prevented me from any community involvement, including coaching my children's sports teams. This is the unfortunate side of living an exciting, global existence.

I lived in Loudoun County for less than a year when I decided that I wanted to become active in our community. I approached my local supervisor (from the County Board of Supervisors) with my background and asked if there were any volunteer positions where I could apply my skill set. She indicated that she had an opening for the Advisory Commission on Youth in our district. I said, "Sign me up." In the meantime, I had joined the Loudoun County Crime Commission (where I helped arrange numerous speakers for our monthly luncheons); and, at my supervisor's request, also became a board member for the Bull Run Alcohol Safety Action Program.

While working with the community and helping write proposals on a myriad of law enforcement contract offerings at Booz Allen, a colleague mentioned that I should think about running for sheriff. He said that the troops were dissatisfied and that the time was ripe for new leadership. Others on some of the committees I was involved in said similar things. They knew I had over a decade of law enforcement leadership experience with DEA, had served in local law enforcement, had attended the Law Enforcement Executive Development School (LEEDS) and other leadership schools, had a strong knowledge of media relations, and had a Masters in Public Administration.

I conducted a significant amount of research about the Sheriff's Office, reviewed all budget data, and met with members of the department, clandestinely, along the way. It seemed to me that this was the time for change, but I still wasn't certain. I met with my former police chief and asked him for his assessment. Being familiar with the rigors of local politics and having unsuccessfully run for county council, he expressed trepi-

dation in the absence of the incumbent having any single, negative compelling issue. There were certainly minor issues, but nothing substantial – nothing that showed an urgent need to replace the incumbent. In fact, major crime had gone down by practically 10% across the board over the previous year.

A few days later, I spoke with my former chief and he said, "Mike, I'm not a betting man – but I would bet you will run for this office." He added, "It will be an uphill climb, but if good people like you don't take on these challenges, who will?" The chief was right, and that pretty much cemented the direction I planned to go. Although I knew I wanted to do this, I had still not received buy in the support I wanted from my wife. Her father had just been diagnosed with stage 4 lung cancer, and my timing in communicating this issue with her couldn't have been worse. Her father passed within months and, following months of grieving, she ultimately came on board and became a strong supporter.

I went to a local political consultant, laid out my case, and asked for her assessment. She said, "Your experience means nothing, you haven't lived in the county long enough, and nobody knows you." Her comments made me realize three things; 1) I had a lot of work to do to get my game going and name recognition up, 2) she probably wasn't someone I wanted helping me on my campaign, and 3) if I was going to make this happen, I would have to pull every leadership skill I had out of the trick bag.

66

I would need a team with talent, diversity and energy.
I would have to completely know the issues and my competitors' strengths and weaknesses. I would need a vision, a plan, and a way to accomplish that plan.

My leadership training throughout the years made me realize I couldn't do this alone. I would need a team with talent, diversity and energy. I would have to completely know the issues and my competitors' strengths and weaknesses. I would need a vision, a plan, and a way to accomplish that plan. Finally, I would need support across the county. I would have to identify leaders throughout the county and develop coalitions to succeed.

I met four people early on who were helpful in getting me going – one had run before for the office and had lost (he would become my deputy chief); one who ran for state senate and lost; one who served as the local district chair who was very encouraging, had a solid media background and believed in me from the start; and one I worked with at Booz Allen who, in his off hours, helped me design a solid platform with a solid message. That message was to deliver better Service; Technology, Efficiency and Professionalism. The message, quite simply, was STEP Up with Mike Chapman for Sheriff!

With our rag tag team of volunteers, I launched my first fundraiser in November of 2010. Having great neighbors and contacts with many retired DEA special agents, I managed to get enough seed money to get the campaign going. I attended every local meeting possible, met with homeowner associations, attended other candidates' fundraisers, and made myself as accessible to the county as possible. Thankfully, Booz Allen allowed me to take off time to do some of this, and all other

engagements were accomplished during evenings and weekends. I was the only announced candidate who was working a full time job while running a full time campaign.

My family situation was also very helpful to the campaign. I had been married for 33 years and had six children, four of which had served or were still serving in the US military. One, my oldest, was a US Naval Academy graduate; another graduated from the University of FL on a full US Navy ROTC scholarship; one



graduated the US Coast Guard Academy, and one was in his first year at the US Air Force Academy. This showed a solid, credible, family background.

I also found the leadership skills I had learned in LEEDS and had developed in DEA to be paramount to the success of the campaign. DEA has less than 4500 special agents to cover the drug problem across the globe. When you spread that out across 80 offices in 60 foreign countries and over 200 offices throughout the US, you realize that DEA has very few agents anywhere. DEA, however, achieves incredible results by forming coalitions with local and foreign law enforcement counterparts. This was no different. I realized I could have success by identifying the most significant groups in the county, getting my message to them, and having them become part of our coalition for change.

The strategy worked and began to pick up steam. Others, who would become critical to the campaign, volunteered. Although our finances remained slight (we held fundraiser practically every month), we had a solid group of trustworthy people with a myriad of skills – from Google spread sheets and conference calls, to an understanding of the needs of the agency, to media relations).

During the campaign, I spoke with an old friend, a Captain at the Sarasota Sheriff's Office who began to run for sheriff himself, but pulled out. He said, "Mike, you have to hold onto the steering wheel. Everybody around will try to grab it, but remember, they are not the candidate, you are. Do not allow anyone else to take the wheel."

That advice, with the advice I had received from our eclectic but talented group, served our campaign well. I always made the final decisions because I didn't want to place blame on anyone else for things that didn't go right. Also, my message was honest, my credentials were solid and important (despite what my first political consultant said), and my work ethic carried me through all the rough times – times where one person or another (including myself) thought this might not be worth pursuing.

Although we spent less than one third of what my competitors spent, we were able to win the election through hard work, constant outreach, dedication, and a message that resonated. The leadership skills I developed from 30 plus years of law enforcement and training like what I received in LEEDS made the difference. I defeated three competitors for the Republican nomination, and ultimately won the general election over two remaining competitors (one of whom was the 16 year incumbent) with 54% of the vote in a three – way race.

- Michael L. Chapman Sheriff, Loudoun County, VA



congratulations to **Louis F. Quijas**

Congratulations to Louis F. Quijas. The Executive Board at its August Meeting has awarded Honorary Membership to Assistant Secretary of Homeland Security, Louis F. Quijas. Louie has been a strong supporter and friend of FBI – LEEDA for many years.

FOR TITTE article

Department of Homeland Security: Office for State and Local Law Enforcement

I am often asked, "Are we safer today than we were on the morning of September 11, 2001?" Although challenges persist, our nation is stronger, safer, and more resilient than ever before.

Over the past decade, America has become more secure and more capable of dealing with the threat of terrorism. We have developed a strong security framework to protect our country from large – scale attacks directed from abroad, while enhancing Federal, state, and local capabilities to prepare for, respond to, and recover from attacks and disasters at home. As part of this security framework, we have worked with our partners at every level to increase our ability to analyze and share threat information.

As partners with the nonfederal law enforcement community, we have done a lot over the past decade to ensure the safety, security, and resilience of our nation. While the United States has made significant progress, threats from terrorists persist and continually evolve. The challenges we face today are not the same as the threats of a decade ago. Today, we face a threat environment where violent extremism is not defined or contained by international borders and could originate at home, as well as abroad.

This reality has changed the way we think about terrorism prevention and means that state, local, and tribal law enforcement may often be in the best position to identify and uncover the first signs of criminal and terrorist activity.

Homeland security begins with hometown security and that is why, since its inception, DHS has worked to build a homeland security architecture that engages all of partners in this shared responsibility.

To ensure the coordination of DHS – wide policies relating to nonfederal law enforcement's role in preventing acts of terrorism, Congress created the Office for State and Local Law Enforcement (OSLLE) in 2007. [1]

In July 2011, after a 36 – year career in law enforcement and a brief period in the private sector, I had the honor of being asked to serve as the Assistant Secretary for DHS OSSLE. Having previously served as Assistant Director of the Federal Bureau of Investigation's Office of Law Enforcement Coordination from 2002 to 2008, I was honored to have the opportunity to once again serve our great country and the law enforcement community.

To effectively serve as the law enforcement community's liaison to DHS, the OSLLE team works every day with other DHS Components to get information out of Washington, D.C. and into the hands of our nonfederal law enforcement partners. Through the OSLLE, our state, local, and tribal partners are kept informed about important Department – wide initiatives such as "If You See Something, Say Something TM ", the Blue Campaign, the Nationwide Suspicious Activity Reporting (SAR) Initiative (NSI), and the Department's efforts in Countering Violent Extremism. Whether we are expanding the distribution of timely and actionable information related to operations and intelligence or educating state, local, and tribal law enforcement on the programs and initiatives of DHS, we are tirelessly working on behalf of our partners to keep them up – to – date and informed with the information they need to keep our homeland safe.

Within DHS, the OSLLE also serves as the advocate and voice for the nonfederal law enforcement community. We are responsible for ensuring that DHS leadership is aware of and considers the issues, concerns, and requirements of state, local, and tribal law enforcement during budget, grant, and policy development processes. As I stated in my oral testimony to the Committee on Homeland Security, Subcommittee on Counterterrorism and Intelligence in February 2012, I believe this was the intention of Congress when it created and named my office, the Office for State and Local Law Enforcement.

In addition to sharing information, my office is committed to proactively identifying and responding to the challenges facing the law enforcement community. For example, we are working with other DHS Components to help educate and include state, local, and tribal law enforcement in the development and construction of the newly – create Nationwide Public Safety Broadband Network [2].

The OSLLE is also committed to finding ways for our law enforcement partners to manage the current economic environment. As a former police chief, I know firsthand that training is usually the first casualty of tighter budgets. To assist our partners in identifying options to meet their current and future training requirements, we arranged for the leadership of the major law enforcement associations, including the FBI LEEDA, to visit and tour the DHS Federal Law Enforcement Training Centers (FLETC) in Glynco, Georgia, this past May. In August, we also arranged for a smaller contingent of association leaders to visit and tour the U.S. Secret Service's National Computer Forensics Institute in Hoover, Alabama.

Collaboration with our law enforcement partners is important to DHS's efforts to improve information sharing and enhance our nation's ability to identify, mitigate, and respond to emerging threats. I believe that we have made significant progress over the past year, and we are now in a better position than ever before to accomplish our mission.

As the OSLLE grows and evolves, we will continue our proactive outreach efforts by attending important law enforcement gatherings, training conferences, and meetings to stay abreast of the issues and concerns of the law enforcement community.

We look forward to continuing our great relationship with FBI LEEDA as we strive to keep our nation safe, secure, and resilient.

- Louis F. Quijas

Assistant Secretary, Office for State and Local Law Enforcement Department of Homeland Security

[1] Implementing Recommendations of the 9/11 Commission Act of 2007, Pub.L. 110 – 53.

[2] For more information on these or other DHS programs and initiatives, please contact the OSSLE at 202 – 282 – 9545.



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Major Jennifer Harris

Major Jennifer Harris is in her 24th year with the North Carolina State Highway Patrol where she currently serves as the Director of Professional Standards overseeing the following units: Internal Affairs, Inspections, Accreditation & Policy, Research & Planning, Professional Development, Benefits, Hiring, and other Personnel Functions.

Jennifer started her career as a "Trooper" in 1989 and has moved through the ranks serving in the field as a first line supervisor, District Commander and Troop Commander. She also served time as the Inspections Unit Commander, Director of Training and Director of Administrative Services.

Jennifer attended Appalachian State University where she obtained her Bachelor of Science degree in "Criminal Justice," in 1989 just prior to joining the Patrol. She graduated from the 100th Administrator's Office Course at the University of Louisville during the fall semester of 1998 and continued with her coursework at the University earning her Master of Science degree in "Justice Administration" in 2005. She attended and graduated from the 213th Session of the FBI National Academy in June of 2003.

Jennifer serves as a Leadership/Driving instructor with her agency and she has been an adjunct instructor with Forsyth Technical Community College teaching in their Criminal Justice Programs since 2005.

Captain David L. Allen

Captain David L. Allen is a twenty-four year veteran of the North Carolina State Highway Patrol starting his career in October 1987. Rising through the ranks from an entry level Trooper to his current rank as Captain he has been stationed in Charlotte, Gastonia, Asheville, Shelby, Raleigh and Monroe. Captain Allen's current position is that of Troop Commander for Troop H and as such he oversees Highway Patrol operations in nine Piedmont Counties surrounding the Charlotte area.

Captain Allen has completed various degrees including Associates in Applied Science in Criminal Justice from Cleveland Community College, a Bachelor's Degree in Criminal Justice from Western Carolina University and a Master's Degree in Public Administration from the University of North Carolina at Pembroke. During his professional career he has attended numerous other management, technical and professional development classes to include Administrative Officers Management Program (AOMP) at North Carolina State University.

correction trilogy award

In the August 2012 edition of FBI-LEEDA Insighter, we inadvertently omitted the following recipients from the list of Trilogy Award winners.

> Captain Lisa Brown Captain Cyril Friday Captain Jerry Kovar Captain Wes Priddy

We offer our belated congratulations to these recipients from the Travis County Sheriff's Office.

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GENERAL COUNSEL UPDATE

FORTING article

"Garrity – To Give or Not To Give – That is the Question"

As I travel the country and work with different police departments, I am concerned with the inconsistency and the lack of knowledge of police management regarding use of *Garrity* in administrative investigations. I have learned that while investigators and management are aware of the practice of using *Garrity* warnings, as created by the case *Garrity* v. New Jersey, these warnings are misinterpreted and applied incorrectly throughout the country.

In law enforcement organizations, *Garrity* warnings are an important tool in that they provide law enforcement officers necessary protections while enabling departments to conduct thorough and complete internal investigations. In your agency what is more important, the criminal investigation or the discipline of the employee for a violation of department policy? I guess it matters who you ask. In your department, when or is *Garrity* given to compel a statement if there is a potential criminal investigation. While the question is open to debate the purpose of a compelled statement is to allow departments the ability to properly discipline employees. During an administrative investigation of an officer the agency head or his/her representative (I/A investigators) can and should compel the subject officer to answer questions truthfully that are narrowly tailored to the scope of his/her job as a police officer. The basic principle of *Garrity* is that when the statement from the subject officer is compelled the statement and the evidence derived from the statement cannot be used against the subject officer in a criminal action against him. The confusion that this article attempts to clarify, or asks you to at least consider, is whether *Garrity* inconsistencies are occurring because of a clear lack of judicial interpretation and perceived belief that the hands of the agency head are tied.

Garrity is a management prerogative that should not be part of the collective bargaining agreement and subordinates have no authority to invoke the protect themselves. With that being the standard, the question we should ask is why is it not being used more and/or consistently? Many departments have taken Garrity and stretched it beyond its intended purpose and have applied a blanket application to a routine part of an officer's job duty or routine documentation of activities. The result is the apparent exclusion of important evidence which may serve to quickly exonerate officers who have followed department policy and quickly discipline those officers who have failed to follow policy. Moreover, some departments have also failed to shield involuntary statements obtained through Garrity warnings from criminal investigators or prosecutors. This practice has the effect of tainting information obtained from these statements and the possibility to render unusable other critical evidence.

In *Garrity v. New Jersey*¹, the Court established some very straight forward rules regarding instances where police officers are compelled to provide statements. Under *Garrity*, an incriminating statement obtained from an officer who is compelled to provide the statement under the threat that he may lose his job if the officer invokes the right to remain silent may not be used against the officer in a criminal proceeding. The Court found that such a statement is deemed coerced if the officer is denied a meaningful opportunity to assert his 5th Amendment rights. The Court reasoned that it is unacceptable to put an officer in the position of choosing whether to incriminate himself or to lose his job for invoking his 5th Amendment rights.

The application of *Garrity* warnings provides that an employee can be ordered to cooperate in an internal or administrative investigation and be compelled to truthfully answer questions that are specifically, directly, and narrowly related to the employee's official conduct. Any statements made pursuant to an order to cooperate in such an investigation, and any evidence derived from that statement, may not be used against the employee in a criminal proceeding. For *Garrity* to apply, the statement must be compelled and not voluntary.



On the operational side - when providing Garrity warnings, the officer must be informed that his or her compelled responses cannot be used against him or her in a criminal proceeding and will only be used for administrative purposes. The officer must be told that his or her failure to respond to the questions asked during the administrative process may result in discipline up to and including termination. Before a department may discipline an officer for refusing to answer questions, it must direct the officer to answer questions under the threat of discipline, the department must provide a warning that refusal to answer questions will result in discipline or termination; questions must be specifically, directly, and narrowly tailored to the officer's duties or fitness for duty; and the department must advise the officer that any responses will not be used against him in a criminal proceeding.

Under the Garrity warnings, however, an employee has no right to lie during his or her statement should he or she choose to provide a statement. In other words, if the employee is provided Garrity warnings, and a compelled statement is obtained, the employee could be subject to criminal charges if the employee perjures himself during the interview. If, after being given Garrity warnings, the employee chooses not to answer questions narrowly tailored to his job duties he can receives strong disciplinary action for insubordination up to and including termination. Now this is with the understanding that the practice of labor law is unique in specific areas. What I have seen, however, is an erosion of the basic principle because of fear of what a labor board or civil service commission will say or do in response, or improper knowledge, or the perception and influence of prosecutors who are more worried about their criminal matter.

In McKinley v. City of Mansfield², the police department conducted an internal/administrative investigation into the improper use of police scanners to eavesdrop on cordless and cell phones and interviewed more than thirty police officers. One officer questioned under Garrity warnings was Officer McKinley, who was interviewed twice following allegations that he provided untruthful answers during his first interview. During the second interview, the investigator made it clear that he was interviewing McKinley a second time related to allegations of lying during the first interview. Therefore, at the time of the second interview, McKinley was under criminal investigation for lying. McKinley, however, was still under the Garrity warnings at the time of the interview. During the second interview, McKinley provided statements that contradicted statements made during the first interview and, in fact, admitted to providing false statements. Once the internal investigation was complete, investigators turned over the information they had gathered, including Officer McKinley's statements, to the prosecutor. Based on the findings of the internal investigation, the department terminated Officer McKinley (who was later reinstated with back – pay and benefits following CBA arbitration.)

McKinley, who was charged with falsification and obstruction of official business, moved to suppress his recorded statements provided during the internal investigation. The trial court denied the motion and McKinley was convicted. The appellate court held that McKinley's statements were inadmissible based on the departments agreement not to use his statements in any prosecution against him and vacated the convictions. McKinley then filed a lawsuit against the City of Mansfield and certain police officials alleging that they violated his Fifth Amendment rights by forcing him to make incriminating statements that were later used in a prosecution against him. The Defendants moved for summary judgment, which the trial court granted. On appeal the Appellate Court reversed in part the trial court decision and remanded for further proceedings.

The Appellate Court stated that as a matter of Fifth Amendment right, Garrity provides that an officer's compelled incriminating statements may not be used in a later prosecution for the conduct under investigation. Garrity, however, does not preclude the use of compelled statements in the prosecution for false statements or obstruction of official business. Consequently, McKinley false statements during the first interview could be used during the prosecution against him. The compelled statements made during the second interview, however, were still made under the promise of *Garrity* that they would not be used against McKinley.

The appellate court stated that the investigator targeted McKinley for a criminal investigation during the second interview and still compelled his statements under Garrity. Accordingly, the Court held that McKinley could pursue his claim against City and the investigators for giving his Garrity statements to the prosecutor, even though it was the prosecutor's decision to utilize the statements. Furthermore, the investigators were not entitled to qualified immunity for their actions.

(continued)

Another area that needs to be addressed is the completion of department reporting forms. Departments should educate themselves as to when and how to utilize *Garrity* warnings and when an officer's statements are a necessary part of the officer's job and do not constitute a compelled self – incrimination statement. For example, during the documentation and reporting of a standard use of force incident, an officer's statement regarding the circumstances surrounding the event is not a compelled statement under *Garrity*. To utilize *Garrity* warnings for every use of force statement overly expands the protections of *Garrity*.

So back to the question with which we started. What is more important, the criminal investigation or the discipline of the employee for a violation of department policy? It appears that prosecutors are trumping the rights of Police Chiefs to terminate an employee. What we do know from an operational perspective is that while a criminal investigation is important what is more important? While we want to have criminal acts punished – is it not more important to complete an administrative investigation and take necessary actions, including termination of the employee. What seems to be forgotten is the agency head has an obligation to make a sound operational and personnel decision that is reflective of the integrity expected by the public. I have been told by police chiefs that the prosecutors have told them that the administrative investigation is to be suspended pending a criminal investigation so as to not taint any potential evidence that may be obtained through a compelled statement, rendering it unusable during a criminal proceeding. It is however, a rare instance when such a delay is necessary, one exception being where the involved law enforcement institutions do not fully respect and adhere to the legal parameters protecting compelled statements from disclosure to anyone outside of the administrative chain of command.

If departments conduct internal/administrative and criminal investigations simultaneously, they should be done in a manner that does not compromise the integrity of either investigation. In other words, during an internal investigation, investigators should compel statements from involved police officers only when considered a sound administrative move. For example, though the involved officer may have committed a criminal offense, it may be more important to quickly complete the administrative investigation and if warranted, rid the agency of the officer rather to endure the inevitable prosecution delays. In another instance where criminal prosecution is clearly warranted, it may be important to complete the administrative investigation and if warranted, discharge the officer prior to any criminal prosecution so as to not be appearing to rely on a conviction as the basis for discharge. In any event, the agency has an absolute obligation to the community and to the integrity of the agency to thoroughly investigate and expeditiously conclude administrative investigations.

Furthermore, if investigators provide *Garrity* warnings and compel an officer's statement, they may not provide such statements to a prosecutor for use in a criminal proceeding related to the matter under investigation. Providing a *Garrity* statement to prosecutors for any purpose, e.g. for their review, even if not used during proceedings, will open the agency head and the department to an onslaught of lawsuits from affected police officers.

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- Eric Daigle, Esq.

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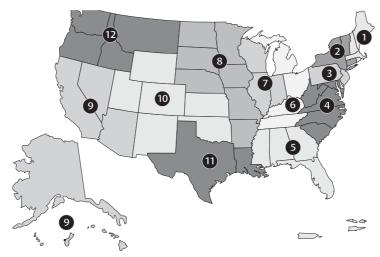
[1] 385 U.S. 493 (1967) [2] 404 F.3d 418 (2005)

FBI – LEEDA REUTO PROGRAM



The Regional Representative Program works hard to promote FBI–LEEDA and the many member benefits to law enforcement agencies and officers nationwide. This program has helped form an excellent partnership between the local FBI field offices and FBI–LEEDA, with the hope of bringing FBI–LEEDA's benefits to as many officers as possible.

If you have any questions about any of the Regional Representative training programs, contact your FBI-LEEDA Regional Representative, or the FBI-LEEDA office at (877) 772 – 7712.



Regional Representative Roster – November 2012

Region 1 - Capt. Matthew Canfield

Laconia Police Department (NH), mcanfield@laconiapd.org

Region 2 - Chief Randy Szukala

North Tonawanda Police Department (NY), rszukala@ntpolice.com

Region 3 – Capt. Steve Dembowski

Bergen County Prosecutor Office (NJ), sdembowski@bcpo.net

Region 4 - Chief Andy Robinson

York Police Department (SC), arobinson@yorkcitysc.com

Region 5 - Lt. Mike Wills

Biloxi Police Department (MS), mwills@biloxi.ms.us

Region 6 - Chief Joe Monroe

University of Kentucky Police Department (KY), joe.monroe@uky.edu

Region 7 - Chief Joel Brumlik

Winthrop Harbor Police Department (IL), jbrumlik@whpd.org

Region 8 - Chief Tom Alber

Garden City Police Dept. (MO), thomasalber@gardencitypolice.com

Region 9 – Sheriff Mark Pazin

Merced County Sheriff's Office (CA),mpazin@co.merced.ca.us

Region 10 - Vacant position

Region 11 – Asst. Director Frank Woodall

Texas Dept of Public Safety (TX), frank.woodall@dps.texas.gov

Region 12 - Capt. Eugene Smith

Boise Police Department (ID), esmith@cityofboise.org

Program Coordinator Deputy Chief Mark Sullivan (Ret.)

Mission Police Department (KS), msully0909@gmail.com

With the conclusion of the LEEDS sessions in Alabama, New York and North Carolina in October, our Regional Reps concluded another successful training year working as ambassadors for FBI – LEEDA.

Our Reps have travelled to almost two dozen FBI Command Colleges and LEEDS programs around the country. They made presentations in front of more than 1200 attendees, ranging from Connecticut to California, Washington to Florida, and many states in between. The Reps introduce the local, county and state officers to the FBI – LEEDA organization, and provide information about all of our top quality training programs, agency services, and corporate partnerships.

Over the last few years, the Regional Rep program has brought hundreds of new members into our FBI – LEEDA organization. Thanks to all of our Reps for your hard work!

FOR TITTE article

Focus On Leadership: Implementing Troublesome Guidance

Dealing with the implementation of troublesome guidance can be pretty tough, and often involves walking a difficult tightrope between organizational loyalty on one hand, and maintaining personal integrity and credibility on the other. The recommended approach enables you to support the chief while not placing your professional reputation in terminal jeopardy with others in the organization.

The boss may not always be correct, but the boss is the boss. He (or she) the person who had the right to make troublesome decisions and implement procedures, even those that appear questionable. However, for the managers and supervisors whose role it is to implement such measures, a special blend of both organizational loyalty and common sense is necessary to retain organizational credibility.

• Troublesome Guidance from the Chief

Within any organization, there will just about always be differences of opinion as to whether the guidance from the chief is good, bad, appropriate or otherwise. There are also occasional situations where the staff feels so strongly that the actions of the chief are wrong, that they fear a loss of their credibility within the organization if they pass on and/or implement the questionable actions of the chief. Before going any further, let me be clear that we are not talking about the common and predictable differences of opinion, but an issue of such importance and magnitude that the guidance is so troublesome as to likely be perceived within the organization as "over the top" or just plain wrong.

Fortunately, these types of situations do not arise often, but when they do, the manner in which they are handled can create organizational scar tissue that can remain long after that chief has left the agency. Rank and file personnel are smart and insightful people whose confidence is essential for supervisory and management personnel, and who are quick to recognize and strongly condemn superiors who seemingly put their heart and soul into supporting an issue when it is clear that the support is artificial.

Motivation for Troublesome Guidance

This is an extremely difficult issue because chiefs often make appropriate and necessary decisions that others disagree with, and sometimes that disagreement is vehement. Chiefs have both the right and responsibility to make controversial decisions and implement controversial issues, and their subordinate supervisors and managers have a responsibility to support and implement the guidance from the chief. Having said that, there are occasional situations, fortunately rare, where the guidance is so troublesome and/or bizarre, but not illegal, where the supervisors and commanders place their own credibility at risk in caring out the guidance of the chief.

Unfortunately there are also instances, although rare, where an unhappy chief, whose tenure is likely to be short, will "push the envelope" beyond the likely bounds of propriety with respect to troublesome guidance and decisions. Such actions might include enforcement strategies that are at odds with municipal leadership, particularly controversial personnel actions, and the questionable expenditure of funds. In situations like these, the actions of the departing chief can result in horrific damage to the credibility of subordinate managers who try to "sell" actions that border on the bizarre.

Candor is Essential

As cops of all ranks, our job is to protect life and property, and that includes preventing citizens from committing suicide. We have a similar responsibility to prevent the chief from committing organizational suicide by doing something really stupid. After much thought and reflection, applying every possible bit of objectivity to the issue, and recognizing the role of a chief in often doing unpopular things, if you continue to believe that the chief is about to do something really troublesome, then you need to be candid in attempting to educate the boss with respect to the potential consequences of the issue. Hopefully, there is at least one subordinate leader who had the necessary degree of rapport with the chief in order



to really get his or her attention, and to be taken seriously. People need to realize that true loyalty does not mean blind obedience. But loyalty also includes the courage, diplomatically of course, to give the boss the benefit of candid concerns, the severity of the concerns and the perceived consequences of the actions if carried out. This does not mean a subtle hint or suggestion, but "with the bark still on the tree."

Such a candid sharing of perceptions with the chief should always be conducted in a closed – door session. Limit the number of messengers to as few as possible to avoid embarrassment or sense of "ganging up" on the chief.

• Troublesome Actions & Guidance

Once all actions to educate the chief have failed, and there continues to be a determination on his or her part to move forward with the troublesome guidance, subordinate supervisors and managers have a responsibility, again only if legal and ethical, to implement the chief's guidance. However, support and implementing does not mean lying to others in the organization! It is important to not criticize the guidance, but that does not mean that you have to falsely say that you believe what is being done is good and appropriate. In such circumstances it is appropriate to indicate that you are aware that there is controversy attached to the issue, that you did have concerns about the guidance, that you passed on your concerns to the chief, that you are convinced that the chief is aware of those concerns, but that the chief is the chief and as such had the responsibility to take the actions that he or she believes to be appropriate, and that others in the organization have the responsibility to carry out the guidance that is provided.

However, another reality is that the folks beneath the chief are usually in the organization for the long run, and if they support the chief vigorously and unconditionally in a truly troublesome matter, they potentially do so at their own professional peril. This is a very difficult situation that many of us have found ourselves in. We want to support the boss, but are we to be damaged beyond repair because of that support?

The following is an example of a statement that an implementing subordinate manager might make in a situation of the nature being discussed:

Let there be do doubt that this is a troubling and controversial issue to some folks within the organization. I can assure each of you that these concerns have been passed on to the chief, and that he (or she) is well aware of the concerns and the potential consequences of the actions involved. He (or she) is the chief and the person who gets the big bucks for making these types of decisions. Our job, whether we personally agree or disagree, is to the support the guidance from our chief. Folks, this conversation is essentially over, the time has come to move forward with the chief's guidance on this issue. Should anyone feel a need to further discuss this issue, I will be available in my office after briefing.

Summary

Dealing with situations of this nature can be pretty tough, and often involving walking a very difficult tightrope between personal and organizational loyalty on one hand, and maintaining personal integrity and credibility on the other. The recommended approach enables you to support the chief, while at the same time not placing your personal credibility in terminal jeopardy with other members of the organization.

This is a very delicate art and certainly not a conclusive science. Good luck in getting it right.

- Keith D. Bushey

Senior Faculty Member, FBI - LEEDA Training Staff

new corporate Parametrian

Welcome Henley - Putnam University - Silver Level

President Ozzie Knezovich and FBI – LEEDA are pleased to welcome Henley – Putnam University as a new Silver Level Corporate Partner.

Henley – Putnam University is pleased to be an education partner with FBI – LEEDA, offering members an opportunity to study online to earn degrees or continue their educations through certificates or individual coursework. Henley – Putnam University is a leading educational institution serving professionals in the strategic security industry, especially within the law enforcement, military and intelligence communities. The University provides accredited online Bachelor and Master of Science Degrees in Intelligence Management, Terrorism and Counterterrorism Studies, and Strategic Security and Protection Management; a Doctoral Degree in Strategic Security; and several certificate programs. Offered are over 150 courses taught by faculty members with extensive operational experience in the military, law enforcement, and intelligence fields, to include the FBI, CIA, DIA and Secret Service. An accredited member of DETC (www.detc.org), the University evaluates work experience, training programs and experiential learning for possible course credit and hosts a robust Student Services program (to include career mentors and academic advising). FBI – LEEDA members receive a 10% tuition discount – contact the University for information on applicability and restrictions.

Contact: Nancy A. Reggio, Director of Admissions, 408 - 453 - 9900 | nreggio@henley – putnam.edu



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National Insurance Crime Bureau (NICB)

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Security Industry Alarm Coalition

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The Williams Institute for Ethics and Management

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6615 N. Scottsdale Rd., Suite 250, Scottsdale, AZ 85250

Telephone: 480 - 517 - 1891 E - mail: j.young@ethics - twi.org

Welcome New Membership celebrates continued growth

Lieutenant William W. Adams - Middle Township Police Department, Cape May, NJ

Chief Kenith Adcox - LaPorte Police Department, LaPorte, TX

Lieutenant George Aguilar - VIA Metropolitan Transit Police Department, San Antonio, TX

Chief Larry E. Alexander - Scranton Police Department, Scranton, KS

Lieutenant Gregory E. Allen - Burlington Police Department, Burlington, IA

Chief of Police Michael B. Alsup - Harper College Police Department, Palatine, IL

Sergeant Rick Alvarado - Bay City Police Department, Bay City, TX

Investigative Sergeant Kenneth R. Anderson - Oak Park Heights Police Department, Oak Park Heights, MN

Clarence Anderson – LaPorte Police Department, LaPorte, TX

Chief, Criminal Investigations Warren E. Anderson - Defense Finance & Accounting Service, Columbus, OH

Sergeant Jeffrey Anderson - Travis County Sheriff's Office, Austin, TX

Commander Doug Anschutz - Washington County Sheriff's Office, Stillwater, MN

Sergeant Daryl Ascher - Riley County Police Department, Manhattan, KS

Sheriff (Elect) Albert R. Auxier - Kendall County Sheriff's Office, Boerne, TX

Patrol Sgt. Richard Ayers - La Porte Police Department, La Porte, TX

Captain Harvey R. Baker - Maryland National Capital Park Police, Riverdale, MD

Sergeant Scott Baker - DFW Airport Police, DFW Airport, TX

Lieutenant Martin Baker - Norwood Police Department, Norwood, MA

Lieutenant Robert D. Baldwin - Manheim Township Police Department, Lancaster, PA

Lieutenant Steve Barclift - Tumwater Police Department, Tumwater, WA

Sergeant Timothy M. Barnett - Frontenac Police Department, Frontenac, MO

Lieutenant John Bartlett - Travis County Sheriff's Office, Austin, TX

Captain Andrew J. Bartolotti - City of Summit Police Department, Summit, NJ

Sergeant Ronald Barzyk - DFW Airport Police, DFW Airport, TX

Chief Gary W. Bates - Richland Police Department, Richland, MO

Sergeant Robert L. Bauer - U.S. National Zoological Park Police, Stephens Clty, VA

Lieutenant Ronald Bayne - Scottsdale Police Department, Scottsdale, AZ

Sergeant Josh Becera - DFW Airport Police, DFW Airport, TX

Deputy Chief David Belmonte - Lake Bluff Police Department, Lake Bluff, IL

Deputy Chief Scott Bendig - Montgomery Township Police Department, Montgomeryville, PA

Captain Daniel Benitez - Texas State University Police Department, San Marcos, TX

Lieutenant Anthony Bennett - TXDPS, Regulatory Crimes, Midland, TX

Corporal Travis M. Benson - Grand Forks Police Department, Grand Forks, ND

Sergeant Michael Benson - Washington County Sheriff's Office, Stillwater, MN

Lieutenant Joshua J. Berbrick - Red Bank Police Department, West Long Branch, NJ

Sheriff Richard Berdnik - Clifton, NJ

Det. Sergeant David R. Billings - Raymore Police Department, Raymore, MO

Sergeant Tony R. Bisbee - Aberdeen Police Department, Aberdeen, SD

Sheriff Charles R. Bitler - Greenwood County Sheriff's Office, Eureka, KS

Commander Michael I. Bitton - Winthrop Harbor Police Department, Winthrop Harbor, IL

Administrative Sergeant Russell A. Blanck - Centennial Lakes Police Department, Circle Pines, MN

Lieutenant Joseph J. Bogdalek - Loyola University Police Department, Chicago, IL

Lieutenant Scott K. Bogdanowicz - Pemberton Township Police Department, Pemberton, NJ

Lieutenant Brad J. Bordwell - Minnesota State Police, Brainerd, MN

Chief of Police Donald Bowen - Lebanon Police Department, Lebanon, TN

Danny J. Bowermaster - Bandera County Sheriff's Office, Bandera, TX

Shamarian Bradley - LaPorte Police Department, LaPorte, TX

Detective Crystal L. Brady - Vermillion Police Department, Vermillion, SD

Sergeant Lucas Breault - Riley County Police Department, Manhattan, KS

Chief Robert E. Brennan - Hopatcong Police Department, Hopatcong, NJ

Chief Thomas J. Brennan - Lindenwold Police Department, Lindenwold, NJ

Sergeant Gerald Broussard - Missouri City Police Department, Missouri City, TX

Officer II Travis Aaron Brown - Fairbanks Airport Police, Fairbanks, AK

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Welcome New Members

Academy Coordinator Richard D. Bryan - AACOG Regional Law Enforcement Academy, San Antonio, TX

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Special Agent David D. Burlew - Federal Bureau of Investigation, Kansas City, MO

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Lieutenant Eric T. Burr - Arkansas City Police Department, Arkansas City, KS

Commander David S. Busch - Village of Elmwood Park Police Department, Elmwood Park, IL

Lieutenant Jeff Buuck - Texas Department of Public Safety, Temple, TX

Sergeant Jason Byers - DFW Airport Police, DFW Airport, TX

Sergeant Dennis S. Cahill - Greenwich Township Police Department, Stewartsville, NJ

Sergeant Joshua W. Cahoon - Carthage Police Department, Carthage, MO

Lieutenant Tim Caradine - DPS, Plano, TX

Lieutenant Michael T. Carey - Schertz Police Department, Schertz, TX

Sergeant Leonard L. Carini - Winthrop Harbor Police Department, Winthrop Harbor, IL

Deputy Chief Floyd S. Carlisle - Roman Forest Police Department, New Caney, TX

Detective Sergeant Sean P. Carolan - Hillsborough Township Police Department, Hillsborough, NJ

Captain Robert A. Chamberlain - Tenafly Police Department, Tenafly, NJ

Captain James S. Chase - Salem Police Department, Salem, NH

Lieutenant Gary Chastain - LaPorte Police Department, LaPorte, TX

Sergeant Randy Chastain - Memorial Villages Police Department, Houston, TX

Lieutenant Thomas J. Cicerelle - Washington Township Police Department, Washington, NJ

Lieutenant Ann M. Clancey - Duluth Police Department, Duluth, MN

Chief Michael P. Clancy - Town of Newburgh Police Department, Newburgh, NY

Sergeant Cindy Clanton - DFW Airport Police, DFW Airport, TX

Lieutenant Michael B. Clark - Northampton Township Police Department, Richboro, PA

Constable Joseph W. Clements - Kenedy County Constable Pct. 4, Kingsville, TX

Sergeant Tim J. Coffer - Mission Police Department, Mission, KS

Lieutenant Randall C. Cole - Sedwick County Sheriff's Office, Wichita, KS

Chief of Police Jacob P. Colunga - University of the Incarnate Word Police Department, San Antonio, TX

Sergeant Max Conley - Bastrop County Sheriffs Office, Bastrop, TX

Chief Demitrous C. Cook - Glenwood Police Department, Glenwood, IL

Chief Lawrence M. Cook - Buckner Police Department, Buckner, MO

Lieutenant Dorpha L. Copeland - Hennepin County Sheriff's Office, Minneapolis, MN

Chief John Costanzo - Tuckahoe Police Department, Tuckahoe, NY

Sergeant Tracy L. Cox - Missouri City Police, Missouri City, TX

Lieutenant Timothy A. Coyle - DFW Airport DPS, DFW Airport, TX

Lieutenant Chris D. Crawford - Weatherford Police Department, Weatherford, TX

Lieutenant Jody T. Crocker - Ashwaubenon Department of Public Safety, Green Bay, WI

Lieutenant Kerry A. Crotty - Maplewood Police Department, Maplewood, MN

Sergeant Scott Crowe - Travis County Sheriff's Office, Austin, TX

Lieutenant Matt Daeumer - LaPorte Police Department, LaPorte, TX

Sergeant Craig W. D'Andrea - Town of Carmel Police Department, Poughkeepsie, NY

Lieutenant Duane A. Davidson - Liberty Police Department, Liberty, MO

Academy Supervisor/Officer Michael P. Davis - AACOG Regional Law Enforcement Academy, San Antonio, TX

Sergeant Rod Davis - LaPorte Police Department, LaPorte, TX

Assistant Chief Steve Deardorff - LaPorte Police Department, LaPorte, TX

Chris L. Dellwo - Shakopee Police Department, Shakopee, MN

Lieutenant Frederick DeMarco - North Attleboro Police Department, North Attleboro, MA

Chief Brian W. DeRosier - Oak Park Heights Police Department, Oak Park Heights, MN

Sergeant Jeffrey F. DeVaney - South Dakota Highway Patrol, Aberdeen, SD

Detective Sergeant John J. DeVoe - River Vale Police Department, River Vale, NJ

Sheriff Kenneth A. Dickerson - Marshall County Sheriff's Office, Holly Springs, MS

Lieutenant Scott Dillon - Travis County Sheriff's Office, Austin, TX

Captain Robert A. Dispoto - Mercer County Prosecutor's Office, Trenton, NJ



Sergeant Doug Ditrich - LaPorte Police Department, LaPorte, TX

Supervisor Diane Doehling - Riley County Police Department, Manhattan, KS

Lieutenant Charles W. Donaldson - Metro Transit Police Department, Minneapolis, MN

Sergeant Kevin F. Donovan - Amesbury Police Department, Amesbury, MA

Sergeant Jeffrey A. Dove - Old Brookville Police Department, Glen Head, NY

Chief George M. Dranowsky - East Central ISD Police, San Antonio, TX

Lieutenant Bret Dressel - DFW Airport Police, DFW Airport, TX

Lieutenant Timothy D. Driscoll - Roxbury Township Police Department, Ledgewood, NJ

Sergeant Kyle D. Dusing - Benton County Sheriff's Office, Foley, MN

Lieutenant Joseph J. Dwyer - Minnesota State Patrol, St. Paul, MN

Lieutenant Gary Echols - Galveston Co. Sheriff's Office, Galveston, TX

Sergeant John F. Eisen - Schertz Police Department, Schertz, TX

Sergeant Randi E. Erickson - South Dakota Highway Patrol, Pierre, SD

Sergeant Steve Ermel - LaPorte Police Department, LaPorte, TX

Lieutenant John D. Ewanciw - City of Middletown Police Department, Middletown, NY

Captain Kenneth M. Fackina - Wanaque Police Department, Wanaque, NJ

Sergeant Dale A. Farmen - Aberdeen Police Department, Aberdeen, SD

Chief Todd A. Faulkner - Hinsdale Police Department, Hinsdale, NH

Lieutenant Guy T. Fillebrown - Montgomery Township Police Department, Belle Mead, NJ

Chief Deputy Christopher Filline - Collin County, Farmersville, TX

Lieutenant Steven J. Fischer - Minnesota State Patrol, St. Paul, MN

Supervisory Special Agent Timothy M. Flannelly - Federal Bureau of Investigation, New York, NY

Chief Scott Fogel - Lehigh Township Police Department, Walnutport, PA

Lieutenant Michael A. Fossum - Minneapolis Police Department, Minneapolis, MN

Sergeant Eric Foulds - North Andover Police Department, North Andover, MA

Sergeant Greg Francois - Texas Alcohol Beverage Commission, San Antonio, TX

Chief of Police Samuel Frank - Canaan Police Department, Canaan, NH

Lieutenant James L. Franklin - Metro Transit Police Department, Minneapolis, MN

SAS Carol A. Frederick - Florida Department of Law Enforcement, Tallahassee, FL

Erin Freidline - Manhattan, KS

Patrol Officer Paul A. Frye - Augusta Police Department, Augusta, ME

Sgt/Investigator Martin Garcia - Balcones Heights Police Department, San Antonio, TX

Major Alma Sonia Garcia - Texas DPS, Austin, TX

Chief Deputy Shane S. Gibson - Cherokee County Sheriff's Office, Columbus, KS

Sergeant Andrew Gildehaus - Lakewood Police Department, Lakewood, WA

Sheriff Harry Gillway - Kimball County Sheriff's Office, Kimball, NE

Chief of Police Richard k. Girot - Braidwood Police Department, Braidwood, IL

Lieutenant Shanon Goff - Rockingham County Sheriff, Brentwood, NH

Sergeant Norberto Gonzalez - Texas Department of Public Safety, Rio Grande City, TX

Chief Donald Grady - Northern Illinois University Police, De Kaub, IL

Deputy Chief Gina Grady - Woodridge Police Department, Woodridge, IL

Sergeant David Greenwood - Mandeville Police Department, Mandeville, LA

Sergeant Craig Gripentrog - Williamson County Sheriff's Department, Georgetown, TX

Patrol Officer Christopher Guay - Augusta Police Department, Augusta, ME

Lieutenant Colnel Robert P. Gunja - Wyandotte County Sheriff's Office, Kansas City, KS

Sergeant William W. Gutschick - Riverside Police Department, Riverside, IL

Sergeant Gilbert G. Guzman - Terrell Hills Police Department, San Antonio, TX

Lieutenant Paul E. Habermann - West Long Branch Police Department, West Long Beach, NJ

Sergeant Lyle E. Hagenbuch - Douglas County Sheriff's Office, Lawrence, KS

Captain Scott Hammond - Nashua Police Department, Nashua, NH

Sergeant Rory H. Hanson - Maple Grove Police Department, Maple Grove, MN

Police Officer Samuel P. Hanson - Dallas Police Department, Dallas, TX

Captain David G. Hanson - Marble Falls Police Department, Marble Falls, TX

Lieutenant Anthony Harrington - City of Auburn Police Department, Auburn, ME

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Sergeant John G. Koenig – South Dakota Highway Patrol, Chamberlain, SD Sergeant Mike J. Koeniguer – St. Cloud Police Department, St. Cloud, MN



Christopher P. Konkel - St. Cloud State University, Sartell, MN

Deputy Chief John F. Konrad - Cook County Sheriff's Office, Maywood, IL

Lieutenant Christopher P. Kotzur - Cibolo Police Department, Cibolo, TX

Lieutenant Jeffrey S. Kratz - Towamencin Township Police Department, Lansdale, PA

Sergeant John Krueger - LaPorte Police Department, LaPorte, TX

Lieutenant William R. Kugel - Princeton University Department of Public Safety, Princeton, NJ

Commander Ana Z. Lalley - Elgin Police Department, Elgin, IL

Chief of Police Bryan Michael Larkin - Guelph Police Service, Guelph, ON

Lieutenant Brandon C. Larson - SCSU Public Safety, Saint Cloud, MN

Chief Tara Laurent - Greenland Police Department, Greenland, NH

Detective Sergeant Michael Lepczynski - Oak Park Police Department, Oak Park, IL

Chief of Police - Interim Christopher Lewis - Topsham Police Department, Topsham, ME

Captain James Lima - Nashua Police Department, Nashua, NH

Patrol Officer Eric Lloyd - Augusta Police Department, Augusta, ME

Lieutenant Jason C. Loper - Fairview Township Police Department, New Cumberland, PA

Sergeant Charles J. Lopez - Trinity University Police Department, San Antonio, TX

Lieutenant Frank Lopez - Texas Department of Public Safety, Laredo, TX

Sergeant James Lovell - Danvers Police Department, Danvers, MA

Investigator Lisa J. Lovering - Isanti County Sheriff's Office, Cambridge, MN

Chief John W. Madden - Burr Ridge Illinois Police Department, Burr Ridge, IL

Special Agent in Charge Robert T. Mahan - CSX Police, Calumet City, IL

Sergeant Daniel M. Malmgren - St. Paul Police Department, St. Paul, MN

Captain Kevin A. Manias - Lakeville Police Department, Lakeville, MN

Chief Richard C. Mann - Spring Hill Police Department, Spring Hill, KS

Cabinet Secretary Gregory Paul Marcantel - New Mexico Corrections Department, Santa Fe, NM

Captain Jay Markella - Cheshire Police Department, Cheshire, CT

Corporal Bernard S. Martin - East Pikeland Police Department, Kimberton, PA

Lieutenant Ryan Martin - Tilton Police Department, Tilton, NH

Sergeant Anthony D. Martin - Belvidere Police Department, Belvidere, IL

Lieutenant Mark J. Maslonkowski - Stearns County Sheriff's Office, St. Cloud, MN

Lieutenant Jeff Matthews - Arlington Police Department, Arlington, TX

Chief Steven Mawhinney - Langhorne Borough Police Department, Langhorne, PA

Lieutenant Tammy McBeath - LaPorte Police Department, LaPorte, TX

Chief Brett S. McCall - Centerfield Police Department, Centerfield, UT

Captain George McCarthy - Nashua Police Department, Nashua, NH

Lieutenant Debra E. McClearen - Triad ABC Law Enforcement, Winston Salem, NC

Officer Daniel A. McClure - St. Cloud Police Department, St. Cloud, MN

Chief William F. McCorkle - Island Lake Police Department, Island Lake, IL

Lieutenant Kevin McDonough - Norwood Police Department, Norwood, MA

Lieutenant Joseph P. McGovern - Fair Haven Police Department, Fair Haven, NJ

Captain John P. McKeown - Monroe Township Police Department, Williamstown, NJ

Sergeant Russell McLauchlan - Conway Police Department, Center Conway, NH

Lieutenant Darren L. McLaughlin - Merriam Kansas Police Department, Merriam, KS

Sergeant Clyde C. McRae - Federal Reserve System, Minneapolis, MN

Sergeant Ryan P. Mechaley - South Dakota Highway Patrol, Pierre, SD

Sergeant Diana M. Mendoza - Lenexa Police Department, Lenexa, KS

Sergeant Dwayne A. Mercer - Cibolo Police Department, Cibolo, TX

Sergeant Michael S. Merola - Stoughton Police Department, Stoughton, MA

Lieutenant Robert Michnick - Princeton Police Department, Princeton, TX

Master Sergeant John R. Mikel - Countryside Police Department, Countryside, IL

Lieutenant Walter L. Miller, III - Evesham Township Police Department, Marlton, NJ

Commander Jeriahme L. Miller - City of Roanoke Police Department, Roanoke, TX

Lieutenant Jerald P. Miller - Alsip Police Department, Alsip, IL

Assistant Chief Gregory L. Minton - Leandor Police Department, Leander, TX

Welcome New Members

Sergeant Demetrie Miguel Mitchell - Travis County Sheriff's Office, Austin, TX

Chief Carl W. Mitchell - Platte City Police Department, Platte City, MO

Sergeant Jeff A. Mitchum - Federal Reserve System, Minneapolis, MN

Lieutenant Terry Moak - Tarrant County College Police, Fort Worth, TX

Lieutenant James C. Montague - Village of Ossining Police Department, Ossining, NY

Chief Brian J. Moore - Stony Point Police Department, Stony Point, NY

Sergeant James Moore - DFW Airport Police, DFW Airport, TX

Sergeant Richard L. Moran - Parkesburg Borough Police Department, Parkesburg, PA

Lieutenant Rob Morin - Salem Police Department, Salem, NH

Deputy Chief Carl A. Mormann - Richton Park Police Department, Richton Park, IL

Sergeant Vicente Morris - Augusta Police Department, Augusta, ME

Agent Robert Moseley - Texas DPS, Houston, TX

Sergeant Michael Munck - Exeter Police Department, Exeter, NH

Sergeant Michael Munson - Webster Police Department, Webster, TX

Sergeant Robert E. Munson - Lisle Police Department, Lisle, IL

Sergeant Thomas J. Murphy, Jr. - Stoughton Police Department, Stoughton, MA

Lieutenant Eric L. Murphy - Newton Police Department, Newton, KS

Sergeant Brett A. Mushatt - St. Cloud Police Department, St. Cloud, MN

Conservation Officer Travis P. Muyres - Minnesota Department of Natural Resources, St. Paul, MN

Lieutenant Timothy A. Neal - Paola Police Department, Paola, KS

Lieutenant Mark Negri - Texas DPS, Garland, TX

Lieutenant Graydon Christopher Newman - Birmingham Police Departmert, Birmingham, AL

Lieutenant Jeff Nixon - Rumson Police Department, Rumson, NJ

Sergeant Michael Norman - Rocky Hill Police, Rocky Hill, CT

Morgan A. Novak - Avon, MN

Investigative Sergeant Paul A. Novotny - Sherburne County Sheriff's Office, Elk River, MN

Sergeant Andrew D. Ochs - Sherburne County Sheriff's Office, Elk River, MN

Deputy Chief Paul Oldenburg - Hazel Crest Police Department, Hazel Crest, IL

Commander David P. Olmstead - Bloomington Police Department, Bloomington, MN

Lieutenant Robin L. Osborn - Travis County Sheriff's Office, Austin, TX

Chief David G. Ott - St. Mary's University Police Department, San Antonio, TX

Lieutenant Kevin Ouellet - Amesbury Police Department, Amesbury, MA

Lieutenant Toni V. Owens - Tarrant County College Police, Fort Worth, TX

Lieutenant Edward P. Owens - Emporia Police Department, Emporia, KS

Chief of Police Jeffrey Rex Pagtalunan - HQ Marine Forces Reserve, New Orleans, LA

Commander Peter T. Panagakis - Wheeling Police Department, Wheeling, IL

Sergeant Michael J. Papasifakis - University of Central Missouri Department of Public Safety, Warreusburg, MO

Captain Lisa D. Parker - Manchester Township Police Department, Manchester, NJ

Asst. Chief Ron Parker - LaPorte Police Department, LaPorte, TX

Deputy Chief Shawn J. Patten - Salem Police Department, Salem, NH

Lieutenant Richard Paulhus - Tilton Police Department, Tilton, NH

Lieutenant Scott Pelletier - Portland Police Department, Portland, ME

Lieutenant Nelda Pena - Travis County Sheriff's Office, Austin, TX

Chief Thomas C. Perkins - Wenham Police Department, Wenham, MA

Sergeant Anne Perriello - Pelham Police Department, Pelham, NH

Captain Stephen B. Phillips - Lone Star College System Police Department, The Woodlands, TX

Captain Jason M. Pierce - Dallas County College District (Richland College), Dallas, TX

Sergeant Terrance R. Pierce - Pittsburg State University Police Department, Pittsburg, KS

Lieutenant William Poole - Travis County Sheriff's Office, Austin, TX

Sergeant Samuel Presas - Bexar County Sheriff's Office, San Antonio, TX

Sheriff Cole Presley - Graham County Sheriff's Office, Hill City, KS

Chief of Police Richard L. Pruitt - Alamo Heights Police Department, San Antonio, TX

Lieutenant Carlos Quiles - Tumwater Police Department, Tumwater, WA

Chief John P. Quinn - Town of Highlands Police Department, Fort Montgomery, NY

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Lieutenant Ramiro Quiroga - Travis County Sheriff's Office, Austin, TX

Senior Sergeant Michael T. Radke - Garden City Police Department, Garden City, KS

Captain Rene Jr. Ramirez - TX DPS, Houston, TX

Lieutenant Ryan Reardon - Kennebec County Sheriff's Office, Augusta, ME

Lieutenant Frederick J. Reck - Marlboro Township Police Department, Marlboro, NJ

Lieutenant Scot D. Redding - Minot Police Department, Minot, ND

Chief of Police Phillip D. Rehak - City of Waller Police Department, Waller, TX

Lieutenant Gary Rice - LaPorte Police Department, LaPorte, TX

Chief Greg L. Rikard - Kemah Police Department, Kemah, TX

Sergeant J.C. Rincones - Webster Police Department, Webster, TX

Sergeant Stephen S. Rinker - Franconia Township Police Department, Telford, PA

Asst. Chief of Police Christopher T. Rivers - Stephen F. Austin State University Police Department, Nacogdoches, TX

Captain John Robertson - Hillside Police Department, Hillside, NJ

Captain James M. Roemer - Olivette Police Department, Olivette, MO

Lieutenant Daniel Rogers - Webster Police Department, Webster, TX

Commander Thomas Rogers - Chicago Heights Police Department, Chicago Heights, IL

Sergeant Sheila G. Rogoza - Edwardsville Police Department, Edwardsville, KS

Sergeant Leonard F. Rogutski - Bloomsburg Police Department, Bloomsburg, PA

Elliot A. Rose - Campton Hills Police Department, Campton Hills, IL

Gregory M. Roth - Sartell, MN

Sergeant Kenneth Salas - Spokane County Sheriff's Office, Spokane, WA

Chief Deputy Craig Saltmarsh - Merrimack County Sheriff's Office, Boscawen, NH

Detective Lieutenant Greg Sanders - Berrien County Sheriff's Department, St Joseph, MI

Deputy Chief of Police Paul A. Sandy - Cortland Police Department, Cortland, NY

Captain Michael D. Sarlo - Town of East Hampton Police Department, Wainscott, NY

Chief Christopher Satriale - Village of Bronxville Police Department, Bronxville, NY

Constable Tony Saucedo - Atascosa County Constable Pct. 2, Lytle, TX

Lieutenant Art T. Saunders - Hennepin County Sheriff's Office, Spring Park, MN

Lieutenant Erika L. Scheider - Roseville Police Department, Roseville, MN

Chief Joseph M. Sciscio - Penndel Borough Police Department, Penndel, PA

Sergeant Kevin L. Self - Mission Police Department, Mission, KS

Lieutenant Keith Shackleford - Abilene Police Department, Abilene, TX

Captain Greg B. Shapiro - Pine Bluff Police Department, Pine Bluff, AR

Sergeant Christopher Shaw - Augusta Police Department, Augusta, ME

Lieutenant Joseph C. Shivers - Township of Spring Police Department, Reading, PA

Lieutenant Ronald W. Silcox - Minnesota State Patrol, St. Paul, MN

Deputy Chief Kevin C. Simpson - Hinsdale Police Department, Hinsdale, IL

Captain Joe Sims - Arkansas Game and Fish Commission, Brinkley, AR

Lieutenant Paul S. Skill - Cape May County Prosecutor's Office, Cape May, NJ

Patrol Officer Grant A. Smith - Maple Grove Police Department, Maple Grove, MN

Assistant Chief Michael C. Smith - Lancaster Police Department, Lancaster, TX

Deputy Chief Cecil E. Smith - Elgin Police Department, Elgin, IL

Sergeant Donald Craig Smith - Travis County Sheriff's Office, Austin, TX

Lieutenant Allen R. Sondej - South Brunswick Police Department, Monmouth Junction, NJ

Lieutenant Victor Sotelo Jr. - TX DPS, Laredo, TX

Chief Of Police Steve Stahl - City Of Maricopa Police Department, Maricopa, AZ

Sergeant Bronson C. Star - Lawrence Police Department, Lawrence, KS

Commander Mark A. Stehlik - Bloomington Police Department, Bloomington, MN

Lieutenant Charles Steward - Chicago State University Police Department, Chicago, IL

Sergeant B. Lee Stewart - LaPorte Police Department, LaPorte, TX

Chief John Stines - Tumwater Police Department, Tumwater, WA

Chief Timothy C. Storbeck - West Milford Township Police, West Milford, NJ

Captain Rick Stubbert - Oakland Police Department, Oakland, ME

Lieutenant Michael Suppe - Floral Park Police Department, Floral Park, NY

Welcome New Members

Lieutenant Gaylene Renee Sweany - Roy - Federal Reserve Bank of Dallas, Houston, TX

Lieutenant Ed Swenson - LaPorte Police Department, LaPorte, TX

Lieutenant Robert Tapp - Beachwood Police Department, Beachwood, NJ

Lieutenant John P. Taylor - Hutchinson Police Department, Hutchinson, KS

Lieutenant Cory J. Tchida - Georgetown Police Department, Georgetown, TX

Sergeant Luke W. Tedstone - Sherborn Police Department, Sherborn, MA

Sergeant Russell Terry - Missouri City Police Department, Missouri City, TX

Lieutenant Scott M. Texidor - Robbinsville Township Police Department, Robbinsville, NJ

Commander Glenn M. Theriault - Elgin Police Department, Elgin, IL

Captain Harry Thornley - Merrimack County Sheriffs Office, Boscawen, NH

Deputy Chief Chris J. Tingwald - University of the Incarnate Word Police Department, San Antonio, TX

Corporal Michael P. Tokarski - Kirby Police Department, Kirby, TX

Patrol Sergeant Robert J. Topp - Plymouth Police Department, Plymouth, MN

Correction Officer Derrick Torres - New York City Department of Corrections, Bronx, NY

Captain John W. Trainor - Tenafly Police Department, Tenafly, NJ

Sergeant Anthony Tucker - DFW Airport Police, DFW Airport, TX

Captain Edward J. Turner - Independence Missouri Police Department, Independence, MD

Sergeant Marcus Upchurch - LaPorte Police Department, LaPorte, TX

Sergeant Carle Upshaw - Memorial Villages Police Department, Houston, TX

Lieutenant Viola Valenzuela - Beaverton Police Department, Beaverton, OR

Sergeant Mark A. Vallejo - Trinity University Police Department, San Antonio, TX

Special Agent in Charge Ivan Vikin - U.S. EPA Criminal Investigation Division, Dallas, TX

Sergeant Alexander Villalobos - Texas State University Police Department, San Marcos, TX

Sergeant Bryan D. Walz - Pierre Police Department, Pierre, SD

Richard Waszak - Cook County Forest Preserve Police, Hinsdale, IL

Major Brad K. Weathers - Lamar County Sheriff's Department, Purvis, MS

Lieutenant Colonel William Scott Webber - U.S. Army, San Antonio, TX

Lieutenant Valerie Whitney - Travis County Sheriff's Office, Austin, TX

Chief David H. Wieland - Morris County Park Police, Morristown, NJ

Interim Chief of Police Kevin Willey - Farmington Police Department, Farmington, NH

Sergeant Glen T. Williams - Creve Coeur Police Department, Creve Coeur, MO

Lieutenant James D. Williamson - Travis County Sheriff's Office, Austin, TX

Captain Greg Williford - Texas Parks and Wildlife Department, Austin, TX

Sergeant Mike Wood - LaPorte Police Department, LaPorte, TX

Jeffrey Worthen - Amesbury, MA

Sergeant Matt L. Yarborough - Travis County Sheriff's Office, Kyle, TX

Lieutenant Christopher J. York - Rumson Police Department, Rumson, NJ

Lieutenant Tim Young - Cinnaminson Township Police Department, Cinnaminson, NJ

Deputy Chief Steven G. Zamiar - Midlothian Police Department, Midlothian, IL

Assistant Chief of Police Terry R. Zeigler - Kansas City Police Department, Kansas City, KS





- The City of Louisville was founded in 1778 by George Rogers Clark and is named after King Louis XVI of France.
- The Official Seal of the City of Louisville reflects its history and heritage the fleur de lis represents French aid given during the Revolutionary War, and the thirteen stars signify the original colonies.
 - Since 1875, Churchill Downs has been the home of the Kentucky Derby, the first leg of the Triple Crown of thoroughbred horse racing.

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