



2021 National Annual Training Conference

Summary of Sessions and Speakers

Keynote Sessions

Message from the FBI Leadership

Director **Christopher Wray**, FBI
0.5 hours education credit



Christopher Wray became the eighth Director of the FBI on August 2, 2017. Mr. Wray began his law enforcement career in 1997, serving in the Department of Justice as an assistant U.S. attorney for the Northern District of Georgia. In that role, Mr. Wray prosecuted a wide variety of federal criminal cases, including public corruption, gun trafficking, drug offenses, and financial fraud. In 2001, Mr. Wray was named associate deputy attorney general, and then principal associate deputy attorney general, in the Office of the Deputy Attorney General in Washington, D.C. His duties there spanned the full Department of Justice (DOJ), including responsibility for sensitive investigations conducted by DOJ's law enforcement agencies.

Mr. Wray was nominated by President George W. Bush in 2003 to be the assistant attorney general for DOJ's Criminal Division, supervising major national and international criminal investigations and prosecutions. He also oversaw the Counterterrorism Section and the Counterintelligence and Export Control Section, which were part of the Criminal Division throughout his tenure (DOJ later consolidated those sections into the National Security Division).

Mr. Wray was a member of the President's Corporate Fraud Task Force, supervised the Enron Task Force, and served as a leader in DOJ's post-9/11 efforts to combat terrorism, espionage, and cybercrime with domestic and foreign government partners. At the conclusion of his tenure, Mr. Wray was awarded the Edmund J. Randolph Award, DOJ's highest award for leadership and public service.

Mr. Wray was born in New York City. He graduated with a bachelor's degree from Yale University in 1989 and earned his law degree from Yale Law School in 1992. He clerked for Judge J. Michael Luttig of the U.S. Court of Appeals for the Fourth Circuit. In 1993, Mr. Wray joined the international law firm of King & Spalding LLP, where he spent a total of almost 17 years practicing law in the area of government investigations and white-collar crime. At the time of his nomination to be FBI Director, Mr. Wray was chair of the firm's Special Matters and Government Investigations Practice Group.

Lessons in Leadership: Facing the Future

William J. Bratton (Ret), Commissioner, New York Police Department (NY); Chief of Police, Los Angeles Police Department; Executive Chairman, Risk Advisory, Teneo; Chair, Homeland Advisory Security Council; Chair, Verizon First Responder Advisory Council

Karen P. Tandy, Former Administrator, US Drug Enforcement Administration; Former US Associate Deputy Attorney General; Vice-Chair, Homeland Security Advisory Council and Commission on Combating Synthetic Opioid Trafficking; Member, Verizon First Responder Advisory Council
1.5 hours education credit

Reflecting on a combined nine decades of experience, William Bratton and Karen Tandy will share their perspectives on some of the key issues facing public safety leaders today and as they look towards the future. Included in the discussion will be the role of technology and interoperability, the current state of policing and community relations, and the critical importance of officer support and wellness.

*This session is brought to you with the support of **VerizonFrontline***



*During a 46-year career in law enforcement, **Commissioner William Bratton** instituted progressive change while leading six police departments, including seven years as Chief of the Los Angeles Police Department and two nonconsecutive terms as the Police Commissioner of the City of New York. He is the only person ever to lead the police agencies of America's two largest cities.*

As the Executive Chairman of Risk Advisory, Commissioner Bratton advises clients on risk identification, prevention, and response. Teneo addresses five key areas: cyber risk management, counterterrorism, crisis anticipation, critical infrastructure, and health crisis advisory services. Prior to assuming his role at Teneo, Commissioner

Bratton was the 42nd police commissioner of the City of New York from January 2014 to September 2016. It was the second time he had held the post. During that time, he oversaw 32 months of declining crime, including historic lows for murders and robberies. Commissioner Bratton spearheaded a major technological overhaul, the Mobile Digital Initiative, which gave a smartphone with custom-designed apps to every officer and put a tablet in every patrol car. Commissioner Bratton also implemented major reforms to the NYPD's counterterrorism program by developing two new units—the Critical Response Command (CRC) and the Strategic Response Group (SRG)—which now provide the city with more than 1,000 highly trained and properly equipped officers who are dedicated to counterterrorism, large-scale mobilizations, site security, and rapid deployment citywide. In the 1990s, Commissioner Bratton established an international reputation for re-engineering police departments and fighting crime. As Chief of the New York City Transit Police, Boston Police Commissioner, and in his first term as New York City Police Commissioner, he revitalized morale and cut crime in all three posts, achieving the largest crime declines in New York City's history. As Los Angeles Police Chief from 2002 to 2009, in a city known for its entrenched gang culture and youth violence, he brought crime to historically low levels, greatly improved race relations, and reached out to young people with a range of innovative police programs.



***Karen Tandy** has more than 40 years of leadership experience in the public and private sectors with executiveboard experience serving on for-profit and nonprofit boards. She is the principal of KPT Consulting LLC, a government affairs consulting firm in the Washington DC area, and Executive Vice Presidentof tele-health firm, NLW Partners. During her public service, Ms. Tandy was appointed by President Bush and unanimously confirmed by the US Senate as the first female to head the U.S. Drug Enforcement Administration (DEA), where she managed a \$2.2 billion budget and led more than 10,000 employees in more than 300 offices around the world. Before that, Ms. Tandy was Associate Deputy Attorney General during the Clinton and Bush Administrations with responsibility for anti-money laundering, counter-drug policy and DEA regulatory oversight. She also led the nationwide Organized Crime and Drug*

Enforcement Task Forces and served for more than 15years as a federal prosecutor.

In the private sector, Ms. Tandy was appointed Senior Vice President of Government Affairs atMotorola Solutions. In that capacity, she was Motorola's top public policy spokesperson on issues related to global telecom policy, responsible for its country management in more than 70 countries, and director of its multi-million-dollar foundation. Ms. Tandy also served on the board of a private equity funded university. Ms. Tandy is Vice Chair of the U.S. Department of Homeland Security Advisory Council (HSAC), appointed during the Obama, Trump, and Biden Administrations. In 2020, Ms. Tandy was appointed to the Congressional Commission on Combating Synthetic Opioid Trafficking. She also serves on advisory boards including Verizon's First Responder Advisory Council, Roman Health, Navigate 360 and the Consumer Brands Association. Ms. Tandy is

the former Board Chair of the National Center for Missing and Exploited Children and the National Law Enforcement Officers Memorial Fund and has chaired several HSAC subcommittees involving Customs and Border Protection use of force policy, the treatment of families and children at the border and use of private detention facilities. Ms. Tandy resides in Northern Virginia and is admitted to the State Bars of Texas and Virginia. www.Linkedin.com/KarenTandy.

Image Development and Reputation Management in an Ever-Changing Landscape

Judy Pal, 10-8 Communications LLC; Former Assistant Commissioner, NYPD

1.0 hours education credit

Today's police leader understands the important role communication, image, and brand play in developing strong, trusting partnerships with our diverse communities. These relationships keep our communities and our cops safer. This session uses famous and not so famous quotes to gain a deeper understanding of traditional and social media's role in public safety and how police can cultivate a brand not only for their agencies but for the profession. This includes strategies for managing the 'legitimacy triangle' – the three touchpoints for building trust – direct contact, word of mouth and media. The session concludes with an overview of communication and crisis communications plans.



*With more than 30 years' experience, **Judy Pal** has served in management and public relations positions for public safety, government, and the professional sports and entertainment industry in both Canada and the United States. A former broadcast journalist and news anchor, Judy has served in management and executive staff positions with law enforcement across North America. She has extensive experience dealing with sensitive, image-threatening issues including criminal conduct of police officers, international scandal, and acts of terrorism.*

Prior to embarking on a full-time teaching and consulting career, she served as an Assistant Commissioner with the NYPD, Director of Operations for the FBI Law Enforcement Executive Development Association (FBI-LEEDA), Chief of Staff with the Baltimore and Milwaukee Police Departments, and was a member of the command staff of the Atlanta, Savannah and Halifax (Canada) police departments. She also worked in the private sector with former NYPD Commissioner William J. Bratton working on international law enforcement projects with the Government of Chile and the Trinidad & Tobago Police Service. She has spoken at events across North America, as well as Australia, Uruguay and Manila. She is a regular instructor for FBI Regional Command Colleges across the country, FBI-LEEDA, the Institute for Law Enforcement Administration in Texas, and is proud to have conducted training for thousands of law enforcement professionals, including commanders with the NYPD.

Pal began her career in professional sports, working with the Stanley Cup winning Edmonton Oilers of the National Hockey League before joining the Edmonton-based Canadian affiliate of Ogilvy-Mather as a consultant. She moved to the east coast to pursue broadcast journalism with Global Television, serving as a program host, anchor, producer and reporter before moving to law enforcement. Upon moving to the U.S., Pal worked with Madison Square Garden as the Public Relations Director for the Hartford Civic Center, Rentschler Field and the minor league affiliate of the New York Rangers before returning to law enforcement. Pal holds a Masters of Public Relations from Mount Saint Vincent University and earned her Certificate in Police Leadership from Dalhousie University, both in Canada.

Lessons Learned and Best Practices in Policing Protests Beyond 2020

Commissioner Charles Ramsey (Ret), Former Commissioner, Philadelphia PD (PA)

Sean Smoot, Director of the Police Benevolent & Protective Association and the Police Benevolent Labor Committee

Jessica Drake, Vice President of Program Management and Development, Strategic Applications International (SAI)

1.5 hours education credit

After the death of George Floyd in Minneapolis, and in the midst of a global pandemic, a wave of protests swept the across the United States and other nations. In many cities, these protests were unlike any experienced in modern history. This session will discuss policing 1st Amendment activity based on research, experience, and “after-action” reviews from Baltimore to Seattle and Raleigh to New York. The panel will offer practical recommendations describing how agencies can successfully balance community engagement and the provision of public safety while protecting Constitutional expression.



Charles H. Ramsey was appointed Police Commissioner of the Philadelphia Police Department on January 7, 2008, by Mayor Michael A. Nutter. He retired in January 2016 after serving eight years as Commissioner and leading the fourth largest police department in the nation with over 6,600 sworn members and 830 civilian members.

Commissioner Ramsey has been at the forefront of developing innovative policing strategies and leading organizational change for the past 35 years. He brings over fifty years of knowledge, experience, and service in advancing the law enforcement profession in three different major city police departments, beginning with Chicago, then Washington, DC, and Philadelphia. He is an internationally recognized practitioner and educator in his field and is a Past President of both the Police Executive Research Forum and the Major Cities Chiefs Association. He is the

only law enforcement professional to have served as President of both prominent organizations at the same time and to receive the Leadership Award from 3 major law enforcement organizations; the FBI National Executive Institute, Police Executive Research Forum, and the Major Cities Chiefs Association. In December 2014, following several high-profile incidents involving police use of force, President Barack Obama chose Commissioner Ramsey to serve as co-chair of the President’s Task Force on 21st Century Policing. He is currently a Distinguished Policy Fellow at the University of Pennsylvania Carey School of Law, an advisor to the U.S. Conference of Mayors and is a Founding Partner in the consulting firm 21st Century Policing Solutions, LLC.

Commissioner Ramsey served as the chief of the Metropolitan Police Department, District of Columbia (MPDC), from April 21, 1998, to January 1, 2007. During his tenure he oversaw and participated in numerous high-profile investigations and events in Washington DC, including the 9/11 Terrorist Attacks, 2001 Anthrax Attacks, 2002 DC Sniper Investigation, and the 2001 and 2005 Presidential Inaugurations.

Commissioner Ramsey holds both bachelor’s and master’s degrees in criminal justice from Lewis University in Romeoville, Illinois. He is a graduate of the FBI National Academy, the FBI National Executive Institute and the Executive Leadership Program at the Naval Postgraduate School, Center for Homeland Defense and Security. In December 2015, the Philadelphia Police Department Training Academy Auditorium was named in his honor, and The United States Congress approved a U.S. Postage Stamp bearing his likeness.



Sean Smoot is the Director of the Police Benevolent & Protective Association and the Police Benevolent Labor Committee. A member of the President Obama's Task Force on 21st Century Policing in 2014, Mr. Smoot is a subject matter expert on teams monitoring federal consent decrees of police departments in Baltimore and Cleveland.

A nationally recognized subject matter expert regarding police related topics such as, Public Employment Labor Law, Pension & Benefits Law, Section 1983 Civil Rights Litigation, and Police Use of Force, Mr. Smoot serves as the Area 4 Vice-President of the National Association of Police Organizations ("NAPO"), a national law enforcement advocacy group representing over 250,000 police officers. He has served on the Advisory Committee for the National Law Enforcement Officers'

Rights Center in Washington, D.C. since 1996 and was a Member of the Executive Session on Policing and Public Safety at the Kennedy School of Government, Harvard University, from 2008 through 2014. He also served as a police and public safety policy advisor to the Obama-Biden Presidential Transition Teams.

He serves on the Advisory Committee at the Chicago-Kent College of Law's Public Sector Labor Relations Law Program. He is an active member of the Illinois Law Enforcement Training and Standards Board's Use of Force Advisory Committee, Police Pursuit Advisory Committee, Racial Profiling Advisory Committee, and the Task Force on Police Integrity. On November 13, 2015, Governor Bruce Rauner appointed him to serve on the Illinois Commission on Police Professionalism.

Mr. Smoot holds a Bachelor of Science degree in Criminal Justice Sciences from Illinois State University and his Juris Doctor degree from the Southern Illinois University School of Law, where he served as the Business Editor of the SIU Law Journal. He holds several Certificates in Police Union Leadership from the Harvard Law School. Mr. Smoot has been repeatedly selected for inclusion in Super Lawyers & Rising Stars and has been recognized as one of the "Top Employment & Labor Attorneys in Illinois" by the publishers of Chicago magazine. He was admitted to practice before the United States Supreme Court in June of 2011.



With over 20 years of experience in volunteer and program management, community outreach, and project development cultivated at some of Baltimore's most challenging housing, education, and healthcare nonprofits, **Jessica Drake** has made an immediate and long-felt impact on each organization she touches. As Vice President of Program Management and Development at Strategic Applications International (SAI), Mrs. Drake provided facilitation and support services for President Obama's Task Force on 21st Century Policing. While primarily engaged in logistics coordination, there were also opportunities to offer writing and editing support during the production of the final recommendations, report, and implementation guide. The grants she has monitored on behalf of the Office of Community Oriented Policing Services (COPS Office) at the Department of Justice (DOJ), including the recent Law Enforcement Officers Mental Health and Wellness

Case Studies that were presented to Congress during the 2019 legislative session, have produced comprehensive literature on officer safety and wellness (OSW). An expert in nationally-recognized best practices in OSW, in the past, Mrs. Drake has been called upon by the COPS Office to host a series of forums titled, *Emerging Issues in Policing*. These forums brought together the foremost experts in law enforcement with the most forward-thinking officers and ranking officials the nation's departments had to offer, to address the challenges and tout the successes of police, city officials, and the communities they all are called to serve.

Active Bystandership for Law Enforcement: Training Officers How to Intervene

Jonathan Aronie, Partner, Sheppard Mullin LLP; Co-Founder, ABLE Project

Captain Gregory Hanna (Ret), Washington Metropolitan Area Transit Authority Police (DC); Certified ABLE Instructor

1.5 hours education credit

In collaboration with the **Georgetown University Law Center's Innovative Police Program Active Bystandership for Law Enforcement (ABLE)** Project, this presentation continues an earlier introduction to FBINAA members of the ABLE Project and focuses on the skills and tactics of peer intervention. While many will watch the video of George Floyd's death and understandably focus on the actions of the primary aggressor, the actions of the other "bystander" officers on the scene hold a key to solving this seemingly intractable problem. For years, the policing profession has been telling officers to "speak up" and "step in" when they witness mistakes. Most officers know WHAT to do, but many don't know HOW to do it safely and effectively. But there is a way to make such moments of passivity less common. The skills and tactics of peer intervention or "active bystandership" can be learned, and training officers to intervene to avoid unsafe or illegal conduct will make a positive difference in the short-term and will help change the culture of police departments.



Jonathan S. Aronie is the Co-Practice Group Leader in the Government Contracts, Investigations & International Trade Practice Group at Sheppard Mullin Richter & Hampton LLP, and former co-Managing Partner of the Washington, D.C. office. Jonathan counsels and represents Fortune 500 companies in some of the country's largest and most prominent classified and unclassified legal matters, including internal ethics and compliance investigations, civil False Claims Act investigations, self-disclosures, government-focused litigation, and federal law enforcement investigations. He frequently represents clients before the Department of Justice, the Government Accountability Office, numerous Offices of Inspector General, and many other defense and civilian federal agencies. Jonathan has authored more than 85 articles, co-authored three legal books, and speaks regularly at conferences across the country. As part of his internal investigation practice, Jonathan was appointed in 2013 by the U.S. District Court for the Eastern District of Louisiana as the Monitor over the New Orleans Police Department. Jonathan leads a team of former police chiefs, internationally-known professors, and other professionals who collectively are responsible for reviewing, assessing, and reporting publicly on the NOPD's compliance with a far-reaching federal Consent Decree. In this capacity, Jonathan works closely with the Department of Justice Civil Rights Division, NOPD management and officers, and members of the New Orleans community. Jonathan previously served as the Deputy Monitor over the Washington D.C. Metropolitan Police Department Memorandum of Agreement with the Department of Justice. Jonathan received his BA from Brandeis University and his JD from Duke University School of Law, and has been ranked as a "Leading Lawyer" in his field by multiple industry publications.



Captain Gregory Hanna, Jr. retired in 2020 from the Metro Transit Police Department in Washington, D.C. after 26 years of service. During his tenure with the department, he served in numerous leadership and command roles which included leading the Honor Guard Unit, Commander of the Special Weapons and Tactics (SWAT) team, Section Commander of the K-9 Unit, Precinct Commander, Commander of the Criminal Investigations Division, Watch Commander, and Commander of Internal Affairs. He was instrumental in the design and implementation of the agencies internal investigation tracking and agency accountability system (IAPro and Blue Team). His strategies led to a comprehensive department-wide early warning system to proactively identify emerging issues for early intervention. In 2016, he was instrumental in the development and implementation of the department's first

Summer Crime Initiative. The introduction of this program integrated weekly COMPSTAT crime strategies and the use of GIS technology to identify emerging crime patterns, crime hot spot mapping, resource allocation for crime reduction, and opportunities for community outreach events. Most notably, he is the author of several major special event security deployment plans for his department in Washington, D.C. The events included regional large-scale events and several National Special Security Events (NSSE) such as the Nuclear Security Summit, State of the Union, and Presidential Inaugurations. He is a graduate from the FBI National Academy Session #261 in Quantico, Virginia, as well as Leadership in Police Organizations (LPO). He earned a Bachelor of Arts in Criminal Justice from the University of Maryland Global College. He possesses over 20 years of instructor experience administering curriculum focused on biased-based profiling, implicit bias, ethical standards, Blue Courage, and numerous academy-based law enforcement curriculums. He is currently a certified National Instructor for the Active Bystandership for Law Enforcement (ABLE) Project.

Taming the Two-Headed Monster: Fiscal Impact of COVID and the Defunding Movement

Chief Kathleen O'Toole (Ret), Former Chief, Seattle PD (WA); Former Commissioner, Boston PD (MA)

Darrel Stephens (Ret), Former Chief, Charlotte Mecklenburg PD (NC)

Roberto Villaseñor (Ret), Former Chief, Tucson PD (AZ)

1.5 hours education credit

The COVID crisis coupled with the loss of public trust in policing forced police executives into new and difficult challenges. COVID was already compelling cities and police departments into re-thinking how police services might be delivered. In the midst of this crisis, came the death of George Floyd and the resulting nationwide protests against police with calls to defund the police. Most jurisdictions are not abolishing their police department but are needing to cut budgets and simultaneously re-imagine policing. Transformation is about having difficult conversations, grappling with new ideas, knowing something better can be created, and being willing to make it happen. This session will share an approach, based on experiences, about how police executives can be responsive to their governing bodies, communities, and also uphold the best practices in policing. The panel will offer concrete ideas on how to accomplish change under severe fiscal constraints.



***Kathleen O'Toole** is the former Chief of Police of the Seattle Police Department and former Commissioner of the Boston Police Department. She has held several executive positions in the public and private sectors and is widely recognized for her principled leadership and successful reform efforts in North America and Europe.*

As a law school student, Kathleen accepted a position as patrol officer with the Boston Police Department and quickly rose through the ranks. She served as Chief of the Metropolitan District Commission Police in Boston, Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police, Massachusetts Secretary of Public Safety, Boston Police Commissioner and Seattle Chief of Police.

She also served as Chief Inspector of the Garda Síochána, the Irish national police service. She was a member of the Independent Commission on Policing during the Northern Ireland Peace Process, the Commission on the Future of Policing in England and Wales, and recently chaired the Commission on the Future of Policing in the Republic of Ireland. She has also performed services as a subject-matter expert for the US Department of Justice Civil Rights Division and was appointed as Monitor to oversee a federally supervised consent decree in East Haven, Connecticut. She was an advisor to the Illinois AG's Office during the development of a settlement agreement between the City of Chicago and the State, and now serves as a member of the monitoring team overseeing the project. She also serves as a member of the monitoring team in Baltimore.

Kathleen has substantial private sector experience as well. As a practicing attorney, she has represented clients on civil matters and acted “of counsel” to a Boston law firm. She once served as a corporate security manager at Digital Equipment Corporation and had global responsibility for executive protection, crisis management and threats of violence in the workplace. Kathleen has also provided a diverse range of consulting services to several multi-national corporations based in North America and Europe.



Darrel Stephens has served over 40 years as a police officer and executive. He is most recently retired as the Chief of Police for the Charlotte Mecklenburg Police Department, where he served from 1999 to 2008. Prior to his service in Charlotte-Mecklenburg, he served as Chief of Police and City Administrator for the City of St. Petersburg, Florida (1992 – 1999), Executive Director of the Police Executive Research Forum (1986 – 1992), Chief of Police for Newport News, Virginia (1983-1986), Chief of Police for Largo, Florida (1979 – 1983), Assistant Chief of Police for Lawrence Kansas (1976 – 1979) and rose through the ranks from officer to commander in the Kansas City, Missouri Police Department from 1968 to 1976.

Perhaps best known for advancing innovative approaches to policing, Stephens has earned a national reputation as a leader in law enforcement. The Major Cities Chiefs Association elected Stephens vice-president in 2005 and president in 2007. He was also awarded the ACJS O.W. Wilson Award (1996) and the prestigious Police Executive Research Forum’s Leadership Award (2005). He was elected as a Fellow of the National Academy of Public Administration and has served on both the Harvard University Executive Session for Policing, Domestic Terrorism, and Community Policing as well as a graduate of the Senior State and Local Government Executives program. He holds an Honorary Doctorate of Laws from Central Missouri State University, where he also earned a M.S. in Public Services Administration (1977). Chief Stephens is now with a member of the Faculty of the Public Safety Leadership Program at Johns Hopkins University in the School of Education.



Roberto Villaseñor served with the Tucson Police Department for over 35 years, and served from May 2009 until his retirement in December 2015 as the Chief of the Department. He served in every division and bureau of the Department, to include Patrol, Investigations, Internal Affairs, Bike Patrol, PIO, Hostage Negotiations, Community Policing, Administration and Communications. As an Assistant Chief for 9 years, he commanded all four bureaus of the Department, and served as the Union Liaison involved in discipline grievances and labor negotiations. His career assignments have given him a thorough understanding of all facets of policing and police management. Villaseñor served on state and national boards and committees, including the Arizona HIDTA (Chairman), The Arizona Association of Chiefs of Police (President), the Police Executive Research Forum (PERF) Executive Board, the FBI CJIS/UCR Working Group, and currently sits

on the Customs and Border Protection (CBP) Ethics and Integrity Advisory Panel. In 2014 Chief Villaseñor was appointed by President Obama to the President’s National Task Force on 21st Century Policing, and in 2015 was appointed by Arizona Governor Doug Ducey to the Arizona Criminal Justice Council.

Chief Villaseñor has a B.S. degree from Park University and a M.Ed. from Northern Arizona University. He attended the PERF Senior Management Institute for Police (SMIP), University of California at Long Beach Leadership Development Series, the FBI National Academy, and the FBI National Executives Institute (NEI). Throughout his career, in addition to numerous Commendations and Letters of Appreciation, he received the Department’s Medal of Distinguished Service, three Medals of Merit, and was Officer of the Year for 1996. In 2015 The Tucson Branch of the NAACP presented him an award for “Pursuing Liberty in the Face of Injustice”, and the Tucson Hispanic Chamber named him as the 2015 Arizona Public Servant of the Year.

Trauma-Informed Leadership

Dr. David Black, Founder of Cordico; Chief Psychologist of the California Police Chiefs Association Wellness Committee; National Sheriffs' Association Psychological Services Group

1.5 hours education credit

Law enforcement professionals are exposed to very high levels of trauma, uniquely different from what people outside the profession experience. Attendees will learn how trauma impacts police work, how officers and their families are affected by trauma, and how to become a trauma-informed leader. Learn how leaders can inadvertently worsen or aggravate trauma within their ranks, and also how leaders can serve as trauma-informed change agents, help save the lives of officers, and lead the way towards healing and post-traumatic growth. Attendees are provided solution-focused roadmaps for trauma-informed police leadership, including how trauma-informed leadership is a vital source of strength, stability, and support during extremely difficult and challenging times.



*As the CEO and president of Cordico, **Dr. David Black** leads a team of professionals dedicated to providing customized, confidential, mobile wellness applications for individuals in high-stress professions. A clinical psychologist by training, Dr. Black was inspired by the heroic sacrifices of first responders on September 11, 2001, to explore how technology can transform behavioral health for as many first responders and their families as possible. In addition to serving on Lexipol's Board of Directors, Dr. Black serves as chief psychologist for the California Police Chiefs Association Wellness Committee and is a founding board member of the National Sheriffs' Association Psychological Services Group, where he also serves as the Chair of Technology and Social Media. He is an Advisory Board member for the National Police Foundation's Center for Mass Violence Response Studies, serves on the International Association of Chiefs of Police Psychological Services Ethics Committee and on the National Fraternal Order of Police Officer Wellness Committee and Provider Evaluation Subcommittee, and is an Officer Wellness subject matter expert for the California Commission on POST.*

Breakout Sessions

Education and Training Trends

Sergeant EJ Diaz, Tactical Operations and Training Unit, Tampa International Airport Police Department (FL);
FBINA Graduate Session 278

1.5 hours education credit

This session discusses training philosophies and strategies learned in 30 years of service as a police trainer and Master Chief Martial Arts Instructor. Most training programs and role play scenarios are taught by instructors that are just mimicking the techniques they have learned from their instructors. These instructors know what to do, but not why. This session teaches strategies and techniques that provide foundation for a new instructor and polish a veteran Instructor. The session is presented as a basic lecture and features role play design and interactive, "lessons learned". It is designed to involve the instructor in a way that they understand the concepts and will be able to apply to methods. The theory and philosophy are consistent with providing instruction to the new and old generations.



***EJ Diaz** is a retired Sergeant with 35 years of service at the Tampa Police Department. He served on the Quad Squad, Street Level Narcotics Division, Training Unit and SWAT Team. His credentials include International Trainer Law Enforcement Tactics in Haiti and Costa Rica, Former Member of the State of Florida Defensive Tactics Task Force and the Florida Department of Law Enforcement Defensive Tactics Subject Matter Expert. His Instructor credentials include CrossFit Level 1, Krav Maga, Taser Master, Boatman Edged Weapons, Firearms, Chemical Agents, Officer Survival, 6th Degree Martial Arts Master and Personal Protection. He has earned the respect as an expert trainer with 30+ years active instruction for the State of Florida Criminal Justice Program.*

The Dark Side of Police Culture

Chief James Cervera, (Ret) Virginia Beach Police Department (VA); FBINA Session 171

1.5 hours education credit

Professional enhancement for officers and supervisors, and the development of institutional strategies, rely as much on forming relationships and gaining experience as it does on formalized training. Police agencies rely on an intricate level of team building within operational squads of officers, specialized units, divisions and external City, State and Federal organizations to enhance service delivery to their citizens. While these teams are a necessary component of the organization there can be negative outcomes related to deficient organizational goals, inconsistent, or lacking, supervision, and the development of small group norms and cultural expectations contrary to those of the organization and profession. Through research the "Dark Side of Small Group Culture" analyzes some of the more explosive modern examples within the police profession, the military, and other government agencies of these organizational missteps and then explores proven steps for leaders to incorporate while building these necessary teams. While it is true that "culture eats policy for lunch" it is crucial for 21st Century Police Leaders to understand this phenomenon and work to enhance the legitimacy of policing in America.



James A. (Jim) Cervera is the retired Chief of Police for the City of Virginia Beach. After having served two years with the Montclair, New Jersey Police Department, Jim joined the department in 1978 and was promoted through the ranks. As a sergeant, he served as a SWAT team leader; as a lieutenant, he was assigned to the Labor Day Task Force, and as a captain, he commanded the Second Precinct. He also has held posts in Professional Development and Training and assignments on the Chief's Staff. He was appointed Deputy Chief of Operations in 2000. During his years as Deputy Chief, he supervised the Operations Division and the Investigative Division. During his tenure, he has been instrumental in developing and implementing the city's gang prevention program. He authored and secured a series of grants for a community policing program, then coordinated and supervised its implementation. He also introduced the COMPSTAT program to the department, which uses GIS

technology to map crime and identify problems, brings precinct commanders together to discuss the problems and devise strategies to solve those problems and to reduce crime. As Chief, he reorganized the department and developed the Professional Standards Division. He is a leader in community policing and holds positions with a number of organizations including The Hampton Roads Community Foundation, The State Department of Criminal Justice Services and is a Board member of the Major City Chiefs Association. Jim was also appointed to Governor Bob McDonald's and Governor Terry McAuliffe's Transition Teams. Jim earned a Bachelor of Arts degree in Criminal Justice from St. Leo University and a Master of Public Administration degree from Old Dominion University. He graduated from the FBI National Academy 171 session in Quantico, VA, the Police Executive Leadership School at the University of Richmond, the University of Virginia's Senior Executive Institute, the Senior Management Program in Policing from Boston University, and the National Executive Institute.

Managing Your School Based Law Enforcement Program in a Changing Social Landscape

Curtis S. Lavarello, Executive Director, School Safety Advocacy Council

Lt. Sean Burke, President, School Safety Advocacy Council; FBINA Graduate Session 239

1.5 hours education credit

With the changing climate within the educational arena, law enforcement leadership must continually monitor and keep abreast of continued changes strategies designed to keep students and staff safe. This session will include lecture by two of the nation's leading school safety experts and will culminate with an open dialogue discussion panel. The panel will include both law enforcement and education leaders, to provide a balanced look at current school safety strategies and national best practices. Topics includes building the foundation of a successful school-based law enforcement initiative, identifying new and emerging threats to school safety, selection and training the right personnel within your school safety program, establishing clear and effective MOUs with your education partners, measuring and documenting your success, and engaging the community in the school safety process.



Curtis Lavarello served as a 25+ year Law Enforcement Executive in South Florida. During his tenure as a police officer, Curt has held assignments on road patrol, detective bureau, gang task force unit, traffic division and 18 years as a school resource officer (SRO) and Patrol and SRO Supervisor. Curt sat on the committee that was responsible for developing the first School Resource Officer program in Broward County, Florida (Ft. Lauderdale) and was named South Florida's law enforcement officer of the year in 1987 for his work with the youth in the North Fort Lauderdale area. In 1994, Curt developed and served as the Director for the first youth/teen court program for Palm Beach County, Florida and that program went on to be recognized on national television as one of the largest teen diversion programs in the nation. Curt

was a founder, board member, vice-president, president and Executive Director of the National Association of School Resource Officers from 1991 until 2005. In May of 2005, Curt was named Executive Director for the School Safety Advocacy Council, which serves as the leading training organization for school districts and law

enforcement agencies in the nation. Curt has traveled extensively throughout the United States and Canada speaking about school related violence, bullying among youth and the potential for terrorism in schools. He has been the focus of numerous articles and has been featured on ABC's "Eye on Crime", CBS Evening News, the CBS Television show, "The Defenders", Fox News "Dayside", CNN and World News with Peter Jennings. Curt has also been featured as the guest on several National Talk Radio shows and currently serves as a news analyst for FOX News Radio on issues involving school violence. Curt has authored numerous articles on the topic of school based policing and was responsible for developing the curriculum now in use to train school based police officers throughout the United States and Canada. Curt has also served as an adjunct instructor for the University of North Florida (IPTM), the National School Safety Center (CA.) and the National Judicial College in Reno, Nevada. Curt has worked closely with the State of Illinois, the Florida and Louisiana Attorney General's Office and the Hawaii Department of Education on homeland security preparedness for schools initiative. Curt has served as part of the school based policing focus group sponsored by the United States Department of Justice to formulate training on a national level to law enforcement. Curt has worked with the U.S. Department of Justice/COPS office on the delivery of a standardized SRO curriculum, and the development of a homeland security curriculum for school based police officers and served on the Post Columbine High School Review Group in Colorado. Curt has been invited to the White House on 3 occasions to take part in Presidential Conferences held on School Violence, under President Clinton, President Bush and Vice-President Biden. Curt currently serves on the Juvenile Justice Committee for the International Association of Chiefs of Police. In 2013, Curt served as a technical consultant for the Los Angeles Unified School District's "1 to 1" Technology Rollout Initiative. Curt resides in Sarasota, Florida, with his two children.



Lt. Sean Burke Sean is currently a Lieutenant in an urban police department in Massachusetts with over 32 years of law enforcement experience. He holds a Bachelors of Arts in Human Services from Springfield University, a Masters of Science in Administration of Criminal Justice from Western New England University, completed the FBI-LEEDA Executive Leadership Course, and is a graduate of the prestigious FBI National Academy-Session 239. Sean served as the first Director of Public Safety for the Lawrence Public School's Police/Safety Department where he established all aspects of the department and managed all safety efforts, including the creation of their comprehensive school crisis plan and completion of a district wide school safety assessment program.

Sean Burke is considered one of the foremost experts in school based safety, emergency management, law enforcement, and youth violent behavior. He has traveled extensively and spoken before police officers and school personnel from the United States, Europe, Japan, Iceland, Canada, and the Caribbean. He has authored numerous articles and research papers and been interviewed and quoted as an expert source in media journals from across the nation. Sean was selected to for the cover of Time Magazine's Guns in America Issue (2018) for his work in school safety and continues to serve as a consultant and on air expert for numerous media outlets including CBS National News and Good Morning America. Sean is the former and only two-time President of the National Association of School Resource Officers (NASRO) where he also served as a National Practitioner and a Senior Instructor for over 10 years.

Sean is considered a school safety and law enforcement expert by the U.S. Department of Justice, where he was a founding member of the U.S Department of Justice School Safety Technical Working Group, and U.S Department of Homeland Security. He also served as a grant review specialist for the United States Department of Justice, National Institute of Justice in the area of law enforcement and school safety.

Sean Burke currently serves as the President of the School Safety Advocacy Council and continues to travel, speak and consult for many governmental and non-governmental organizations worldwide.

You may contact Sean at via email at sburke57@comcast.net or by phone at 978-479-8963.

Need for Policy-Based Automatic Recording in Today's Body-Worn Camera Programs

Chief Jason Dombkowski, Director of Law Enforcement Relations, BodyWorn by Utility; Former Chief, Lafayette PD (IN); FBINA Graduate Session 245

1.5 hours education credit

Law enforcement technology continues to evolve and become more intelligent, which has allowed for policy-based automatic recording to now be available to law enforcement as a solution to many issues with standard body-worn cameras. Today's software-driven body-worn camera recording systems can be configured to automatically start or stop recording based on a law enforcement agency's specific recording policy. Chief Jason Dombkowski, a U.S. Dept. of Justice Body-Worn Camera Subject Matter Expert, will explain how policy-based recording systems utilize automated activation trigger technology to guarantee reliable video recordings. Now, more than ever, citizens, community stakeholders and political leaders expect transparency and accountability from their law enforcement leaders. Policy-based automatic recording has quickly become the new standard of body-worn camera programs for policy compliance, eliminating human error and implicit bias.



Chief Jason Dombkowski retired after 25 years of service with the West Lafayette (IN) Police Department, including serving as the city's Chief of Police from 2008-2019. He is currently the Director of Law Enforcement Relations for BodyWorn by Utility, Inc. Jason earned his bachelor's degree in Public Affairs from Indiana University and a master's in Technology from Purdue University. He is also a graduate of the F.B.I. National Academy at Quantico and Northwestern University's School of Police Staff and Command. Under Jason's leadership, the WLPD was the first law enforcement agency to deploy police body-worn cameras in Indiana beginning in 2012. He is a U.S. Dept. of Justice Body-Worn Camera Subject Matter Expert. As a past president of the Indiana Association of Chiefs of Police, he worked with state legislators to establish state standards for retention, redaction and public release of law enforcement body-

worn and in-car camera video.

Effectively Addressing Active Shooter Incidents

SSA John P. Skillestad, FBI, Office of Partner Engagement, Violence Reduction Unit, Active Shooter Program

1.5 hours education credit

This session will focus on the FBI's Active Shooter Program and will highlight the facts and figures of twenty years of studying active shooters; the history and lessons learned from these incidents; and efforts to help first responders and communities plan and prepare for Active Shooter situations and develop strategies to limit the casualties. This training will stress prevention through community awareness and reporting methods, options-based responses by civilians when faced with an active shooter, law enforcement response, recovery and reunification efforts by the community, and how law enforcement can play a positive role in the process. The FBI's Office of Partner Engagement – Violence Reduction Unit will provide copies of their productions pertaining to active shooters – *The Coming Storm*; *Active Shooter: Managing the Mass Casualty Threat*; *Echoes of Columbine*; and *In The Aftermath*. The FBI will also be providing other active shooter resources for the conference attendees.



Supervisory Special Agent (SSA) John P. Skillestad began his career in the Dallas Field Office and has 30+ years of experience investigating bank robberies, kidnappings, extortions, fugitives, and public corruption matters. SSA Skillestad achieved leadership roles supervising health care, violent crime, and public corruption investigations. SSA Skillestad was Crisis Management Coordinator managing command post operations and Super Bowl XLIV (2011). SSA Skillestad was a Behavioral Analysis Unit (BAU) Coordinator and in this role provided training regarding Active Shooter incidents and threats to law enforcement; community organizations; houses of worship; and education groups. In April 2018, SSA Skillestad was promoted to the FBI's Office of Partner Engagement, Violence Reduction Unit, Active Shooter Program. SSA Skillestad provides training regarding Active Shooter planning, preparedness, response, recovery, and reunification. SSA Skillestad graduated with a Juris Doctor from Loyola School of Law (New Orleans, LA) in 1990 and is a member of the Louisiana Bar.

Match Recruiting to Your Mission

Sheriff Michael T. McIntosh, Founder, Integrity Leadership Development; Sheriff (Ret), Adams County (CO); FBINA Graduate Session 237

Jennifer Baessler, Recruiting Manager, Adams County (CO)
1.5 hours education credit

It's no secret there's room for improvement in law enforcement hiring practices. Discover how to attract a diverse pool of top candidates then retain them to develop strong, reliable leaders within your organization. This session discusses how to invest in your recruiting process and implement contemporary hiring practices and the benefits of employee retention, and how it can impact leadership in your agency.



Michael McIntosh understands the stress that surrounds every law enforcement hiring decision. While the incoming Sheriff of a large, metro-area agency he inherited declining morale, an exorbitant attrition rate, and substantial lack in the experience pool for leadership development. In response, he established a compelling mission, common goals, and re-established trust. This strengthened the hiring process, improved morale, and decreased attrition by nearly 75%. He founded Integrity Leadership Development in 2018 to help law enforcement agencies attract the highest caliber candidates, improve retention, and develop stronger leaders. Michael is a graduate of FBINA (Session 237), LEEDS (Class 76), NW Police Staff and Command School (Session 202) and the National Sheriff's Institute (Session 112).



Jennifer Baessler is a highly experienced HR professional with over 15 years' experience in a large metro law enforcement agency. She holds her Senior Professional HR Certification and a Justice degree from American University in Washington D.C.

Our Noble Profession: A Refresher Needed Now More than Ever

Chief Neal A. Rossow (Ret), Director of Professional Development for the Michigan Association of Chiefs of Police; Former Chief, Flat Rock (MI); FBINA Graduate Session 212

1.5 hours education credit

Leaders have a duty to care for our subordinates' morale and emotional needs. America's police are under attack by anti-police organizations, the media, politicians, and their community. Yet, we continue to be courageous, selfless, and pay the ultimate sacrifice for the communities we serve. Our officers need to be reminded of the values and beliefs that brought them to this noble profession. We must return officers to the time in their lives when something in their heart and soul, said "I want to be a cop." We serve our communities based on principles such as honor, integrity, and duty. They ring from our souls. This is needed now more than ever because of the organizations that are attacking the us and talking about "defunding" the police.

Remember, we have all made our communities a better place to live and raise a family because of our sacrifices.



Neal Rossow founded *The Rossow Group* and is currently the Director of Professional Development for the Michigan Association of Chiefs of Police. Neal started his police career in 1978 with the Marine City Police Department. Neal worked for the Port Huron PD from 1981-2006, retiring as a Captain. He was the Chief of Police for the Flat Rock (MI) Police Department from 2008-2014. Mr. Rossow holds a master's degree in Criminal Justice from Wayne State University. He is a graduate of the prestigious FBI National Academy (Session 212). He was the president of the Michigan FBINAA Chapter in 2015-2016 and is still active in the chapter. He was an instructor at the Macomb Police Academy and has conducted police training across the United States, including for the IACP, Northwestern, VCPI, and FBI-LEEDA. He has also been a presenter at numerous national and state conferences including the FBINAA.

Transparency in Policing (TIP): The Key to Building and Keeping the Community's Trust

Chief Ron Camacho, M.S.C.J., Chambersburg Borough PD (PA); FBINA Graduate Session 239

1.5 hours education credit

Traditionally, police departments are often secretive and misunderstood by the public and media. Combining those factors with the current anti-police sentiment displayed across the country will lead to a volatile "powder keg" of protests, riots, and disturbances. Law enforcement organizations are at risk of losing the public trust when they are slow to or do not respond to severe or continuous incidents with timely and accurate information. Transparency is the number one way to combat rumors, false narratives, and anti-police propaganda. Transparency is also the most effective way to build or rebuild trust with your community. This class will show multiple strategies and tactics to develop an effective transparency program within your department.



Chief Ron Camacho is an accomplished Law Enforcement Executive Professional, with 26 years' experience, most of this time spent in supervisory and management positions. Chief Camacho has successfully trained all patrol ranks, from corporals to captains, on leadership, supervision, discipline, team building, and mentoring. He has experience working at the municipal level; he retired as the Patrol Operations Captain with the York City (PA) Police Department. Chief Camacho also worked as the Patrol Commander for the Old Dominion (VA) University Police Department. Chief Camacho spent time as an international police trainer in Afghanistan and Mexico, where he developed and taught courses for patrol officers and sergeants on command leadership, tactical operations, and active shooter mitigation. In 2019, he presented

at the IACP Tech Conference. Chief Camacho is a nationally published author on the subjects of leadership, training, and police reform. In 2020, Chief Camacho testified before the Pennsylvania House of Representatives

Policy Committee on transparency and police reform. He is a graduate of the FBI National Academy, 239th session. He has a Master's of Science in Criminal Justice from Liberty University and is currently the Chief of the Chambersburg Borough Police Department in Franklin County, Pennsylvania. He is the owner of Camacho Consulting and an instructor for Homefront Protective Group.

Life After Law Enforcement

Personal Finance During Crisis-Aligning Priorities

Judy Pollard, CCUFC, Business Development Officer and Certified Credit Union Financial Counselor, JFCU

1.5 hours education credit

Changes to our financial lives can often result in stress and mental fatigue, making financial decisions even more challenging. It is even common to avoid choices that feel like we are giving something up. When the 2008 economic crisis happened over 40% of adults gave themselves a C or D rating when it came to their own finances; even stating they wished that they had been better prepared and had more knowledge of finances. This session will discuss what the #1 thing you must do in the midst of a personal financial crisis, how a personal financial crisis can make you wiser about money, actions to take that give you a greater sense of control, seven steps and application in aligning your priorities, and how you might you find flexibility. This session is intended to give participants a greater sense of ease and control when making choices of how you spend the money that you have and gain the confidence over your money choices as you reflect on what has the most meaning to you through dialogue and application.



***Judy Pollard** has worked in the finance industry for over 32 years, mainly in the areas of Collections, Underwriting, Bankruptcy, and Training and Development and earned her Bachelors of Science degree in Business Management from Western Governors' University in 2011. As Business Development Officer for Justice Federal Credit Union, Judy has had the pleasure of cultivating new members and strong partner relationships within the Justice and Law Enforcement community. Judy embodies the Credit Union philosophy of "People helping People." As a certified Financial Counselor, she is passionate about helping Members align the financial products and services they need to establish a degree of financial stability to lead a more enjoyable life, and work towards achieving their future goals. To establish membership, learn more about a product or service; seek financial counseling, or*

explore a partnership with Justice Federal, contact Judy Pollard at 800.550.5328 extension 3148.

Officer Readiness: Past, Present, and Future Operations Through the Lens of Wellness

Mike Bostic, Director of Public Safety Strategy and Policy, FirstNet, FBINA Graduate Session 141

Dr. Anna Fitch Courie, DNP, RN, PHNA-BC, Director, Responder Wellness, FirstNet Program at AT&T

1.5 hours education credit

Officer wellness is growing in awareness and adoption across first responder professions. First Responders face threats at a rate that far exceeds the general population. Post-Traumatic Stress Disorder (PTSD) is one of the most common impacts that face officers today. This requires action on behalf of leadership to address the trend. However, the nomenclature of "post-traumatic stress disorder" emphasizes something that is "out of order" rather than an opportunity to embrace events as drivers towards personal growth. If we begin to shift our thoughts on post-traumatic stress as an opportunity rather than a disorder, officers can utilize traumatic events as an opportunity to grow and build resilience. The American Psychological Association (APA) defines resilience as "the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress." When we adapt, we face adversity; learn and grow from the experience; adopt the learned principals into our new behaviors; and then face new threats with our capabilities derived from experience. This presentation will address historical perceptions of officer wellness from the perspective of Mr. Mike Bostic, Retired LAPD Assistant Chief and a graduate of the 141ST Session of the FBI National Academy. Dr. Anna Courie,

DNP, RN, PHNA-BC, Director of Responder Wellness for AT&T/FirstNet, will then delve into the role of resilience in officer readiness and address current and future opportunities to enhance officer wellness.



Mike Bostic is the Regional Director-Law Enforcement Specialist, FirstNet Program, for AT&T. He has demonstrated leadership skills that span the entire spectrum of leadership, problem solving, crime reduction, community policing, major capital projects, and information technology/communications systems. Mr. Bostic retired as an Assistant Chief, Los Angeles Police Department and served as the Chief of Police, Calexico, CA. He has been in public safety communications and information systems development for nine years with Raytheon Company, Nokia, and the FirstNet Authority, now with FirstNet build by AT&T. Mike has been involved from the early stages of FirstNet, developing technological solutions for FirstNet. He is proud to be a part of the largest and most important project in his four 44 years in public safety. Mike has a Bachelors of Science, Police Science from California State University at

Long Beach, and a Masters Degree in Public Administration from the University of Southern California. He is a graduate of the FBI Academy, National Executives' Institute, PERF Senior Management Institute for Policing, and the California Command College.



Anna Fitch Courie is the Director, Responder Wellness - AT&T FirstNet/AT&T Services, Inc. and leads AT&T's commitment to First Responder Health and Wellness. Joining the team in May 2020, Anna is responsible for creating, developing, and implementing FirstNet marketing strategies, campaigns, and programs that will advance first responder health and wellness programs. Anna began her career as a clinical nurse in Bone Marrow Transplant and Medical/Surgical Intensive Care Nursing at Duke University Medical Center and Albemarle Regional hospital. Following a move with her active duty Army soldier, she transitioned to working as a Health Promotion Coordinator with the 1st Infantry Division and Würzburg Medical Hospital where she developed a strategic plan for addressing the community's health and wellness needs. That experience cemented Anna's love of working with people to

improve a community's health. In 2005, she accepted a position to help design the Army Public Health Center's strategic plan for community health coalitions. What began as a pilot with four Army installations grew to a program that served 50 Army and Joint installations worldwide where she served as the Evaluation and Policy Project Officer for over 16 years. To that end, Anna brings a wealth of experience in health and wellness coalition development, program management, strategic planning, systems monitoring, and evaluation. Anna holds a Bachelor's in Nursing from Clemson University; a Master's in Nursing Education from the University of Wyoming; and a Doctor of Nursing Practice degree from Ohio State University. Anna is a passionate Clemson football fan; loves to read, cook, walk, hike; and prior to COVID19, was an avid traveler. She and her husband, Treb, reside in Columbia, SC with their two human children, and one fur-ball child.

Public Communication Best Practices in the Age of Civil Unrest

Gail Pennybacker, Instructor of Communications, Leadership Education Unit, FBI Academy, Quantico

Ken White, Instructor of Communications, Leadership Education Unit, FBI Academy, Quantico

1.5 hours education credit

As cities around the world experience protests and civil unrest, law enforcement agencies must meet this challenge by engaging in consistent, effect-based communication. National Academy instructors, Ken White and Gail Pennybacker provide insight with analysis of police tactics and techniques regarding public communication before, during and after mass demonstrations and disturbances. Learn how agencies are focusing their efforts by using their own social media to represent themselves in these critical events.



Gail Pennybacker is a communications instructor for the FBI. She researches, develops and teaches communication strategies for the FBI and law enforcement executives from around the world. As adjunct faculty for the University of Virginia, she instructs graduate courses at the FBI National Academy.

Pennybacker joined the Bureau in 2013 after a 30-year career as a television news reporter and anchor, primarily in Washington, DC. She has reported on five US Presidents, political scandals, notorious spy cases and serial killers as she covered thousands of high-profile news stories including disasters both natural and man-made. Pennybacker reported from the scene of the Columbine massacre, the terrorist attacks at the Pentagon on September 11, 2001, and the DC Sniper shootings. She was among the first journalists to broadcast from the Persian Gulf during Operation Enduring Freedom. Along with multiple Emmy, Associated Press and National Edward R. Murrow awards, Pennybacker is the recipient of the prestigious Quill and Badge Award from the International Union of Police Associations. She was honored by the U.S. House of Representatives for “distinguished service” during her journalism career. Pennybacker graduated from Kansas State University with a bachelor’s degree in journalism. She has a master’s degree in criminal justice from Boston University. Pennybacker earned a master’s certificate in Adult and Organizational Learning from Northeastern University and a Higher Education Teaching certificate from Harvard University.



Ken White’s experience as a crisis communicator, public affairs advisor and strategist of the Department of Defense, U.S. Intelligence Community, and federal law enforcement spans 36 years.

He has 8 years of experience as an FBI master communications instructor, where he teaches 16 UVA-certified graduate communication courses annually for the FBI’s National Academy. He also instructs bureau-wide communication training for FBI executive management and public affairs staff, Command Colleges and Law Enforcement Executive Development training seminars for domestic and international law enforcement agencies, crisis communication courses to senior law enforcement leaders at the FBI’s National Executive Institute, and critical incident communication training for FBI and Secret Service leaders at the FBI’s Crisis Incident Response Group.

He is a retired U.S. Marine Corps public affairs officer who served in peacetime and contingency assignments that ranged from the base, regimental, division, brigade, service component and Headquarters U.S. Marine Corps levels. His assignments stateside and abroad range from the Camp Lejeune, Parris Island, the Pentagon, the Office of the Secretary of the Navy, Marine Forces Panama, Marine Forces Europe, U.S. Central Command and the Combined Forces Land Component Command, where he developed and managed crisis communications during the first 6 months of Operation Iraqi Freedom combat operations.

Prior to his appointment to the faculty of the FBI Academy, he served in civil service communication roles as the chief of media relations for the National Geospatial Intelligence Agency, the chief of public affairs for all U.S. Army installations in Europe, and as senior media advisor to the director, National Security Agency/Central Security Service at Fort Meade, MD.

He holds a teaching certificate from Harvard University, a master’s degree in communication from the University of Oklahoma, a graduate certificate in adult and organizational learning from Northeastern University, and a bachelor’s degree in mass communication from the University of New Hampshire. He is a distinguished graduate of the Naval War College’s command and staff program, and the recipient of various meritorious civil service, military and campaign awards. He is also a graduate of the Defense Information School’s public affairs qualification course, intermediate public affairs, joint public affairs and senior public affairs courses.

Facial Recognition Policy and Practice: Balancing Privacy and Security

Assistant Chief Armando R. Aguilar, Criminal Investigations Division, Miami PD (FL); FBINA Graduate Session 263

Sergeant Ivonne Valdes, MBA, Criminal Investigations Division, Miami PD (FL)

1.5 hours education credit

The Miami (FL) Police Department's (MPD) facial recognition technology (FRT) policy has been praised a model policy which balances privacy interests with public safety. In developing the MPD's FRT policy, Assistant Chief Armando Aguilar and Sergeant Ivonne Valdes engaged community stakeholders through news media interviews, virtual town hall meetings in English and Spanish, and through presentations of the technology to our City's elected officials and representatives from the ACLU. The MPD's FRT platforms have been used to identify and arrest suspects in murder, sexual battery, robbery, and burglary cases, as well as violent protestors engaged in crimes against persons and property. Conference attendees will learn how to successfully do the following: obtain stakeholder buy-in for their agency's FRT policy, employ best practices which will ensure criminal investigations and prosecutions are not compromised, implement safeguards against abuse and unauthorized access, and conduct agency-wide training in the proper use of FRT.



Assistant Chief of Police Armando R. Aguilar, MPA, SHRM-SCP has served the Miami Police Department for 20 years, where he currently oversees the Criminal Investigations Division. He served as a panelist in PERF's Facial Recognition Technology Forum (2020), and he was interviewed for a segment on FRT in the MIT Technology Review's podcast, *In Machines We Trust* (August 2020). Assistant Chief Aguilar is a graduate of the FBI National Academy (263rd Session) and the Senior Management Institute for Police (58th Session). He also holds an Executive Certificate in Public Policy from the Harvard Kennedy School of Government.



Sergeant Ivonne Valdes, MBA has served the Miami Police Department for 15 years. She is assigned to the Office of the Criminal Investigations Division Chief. Sergeant Valdes played a key role in developing and implementing the MPD's FRT policy and coordinating its related outreach and training activities. She has held assignments in Internal Affairs, the Special Victims Unit, and Patrol.

How Trauma-Informed Principles Can Improve Crisis Intervention

SAC Christopher Freeze (Ret), Former Executive Director of the Mississippi Department of Human Services (MDHS)

1.5 hours education credit

Everyday police officers respond to a call of a person in crisis. Whether the crisis involves mental health or domestic violence, officers must protect not only innocent victims, but protect themselves and the individual in crisis. While de-escalation techniques and discussions are not new, few combine the science behind adverse childhood experiences (ACEs), crisis intervention models, and leadership principles to provide important insights for every officer who responds to a person in need. In this presentation, you'll learn how ACEs form the foundation of trauma, how ACEs can improve your crisis intervention model, and how trauma-informed leadership principles guide an officer's and department's response to crises.



Christopher Freeze is a former Executive Director of the Mississippi Department of Human Services (MDHS) through appointment by Governor Phil Bryant. As executive director, he oversaw an agency responsible for a wide range of public assistance to children and families throughout Mississippi. Under his leadership, agency staff helped Mississippians move from a state of crisis to self-sufficiency through targeted state assistance programs. This assistance made a profound difference to these families and improved quality of life within the state. Before MDHS, Mr. Freeze served 23 years with the Federal Bureau of Investigation (FBI), retiring as the Special Agent in Charge of the FBI's Jackson Division. As head of the FBI in Mississippi, Mr. Freeze worked to strengthen partnerships with public and private sector agencies, bring attention to the challenges facing law enforcement, and encourage individuals to demonstrate leadership in all aspects

of their professional and personal life. Mr. Freeze served as an FBI Special Agent for twenty-three (23) years culminating as the Special Agent in Charge of the Jackson Field Office. In 2019, he served as the Executive Director of the Mississippi Department of Human Services by appointment of the Governor. His career with both agencies focused on helping family and children in a state of crisis. He is a member in good standing with the FBINAA Mississippi Chapter and a graduate of the FBI National Executive Institute. Mr. Freeze is a graduate of Heroic Public Speaking (HeroicPublicSpeaking.com) and a recognized speaker on the topic of ACEs.

Surviving Suicide

Agent Doug Monda (Ret), Cocoa PD (FL)

1.5 hours education credit

Surviving Suicide is a raw and in-depth walk through Agent Monda's career, the factors that took him down the wrong path. Agent Doug Monda was a SWAT Team leader, sniper and drug agent in Florida. After years of suffering physical trauma and life changing injuries, Agent Monda attempted suicide; not just once, but twice. The failures of the first event, cascaded to a second attempt while on the job. Surviving Suicide shows the real-life challenges and struggles first responder experience, often silently with PTSD and depression. From start to finish you will be involved on how this happened, the journey to recovery and how a Police Chief and others took the proper steps that resulted in a success story for the Department and Agent Monda, and the formation of Survive First Foundation.



Doug Monda is a former undercover narcotics agent with the Cocoa Police Department, a city in Brevard County, Florida. He began his career in public safety in 2001. In his second year of service, Doug joined the S.W.A.T. team, and subsequently attended Marine Scout Sniper Training, earning his certification with Blackwater. Doug spent 15 years on the Cocoa Police Department S.W.A.T. team, where he became a leader in tactical planning and leading. During his service on S.W.A.T., his experience as a sniper and team leader played a critical role in the safety of teammates and success of countless missions. During his career he has also worked with agencies consisting of D.E.A., F.B.I., ATF, Border Patrol, U.S. Marshalls Office, Department of Homeland Security and NASA. Doug's training has earned him extraordinary success in the field. In 2016, he was named Officer of the Year. Additionally, throughout his career,

he earned many other awards for his hard work and dedication. After recovering from personal experience with depression and a failed attempt at suicide in 2013, Doug realized more needed to be done for first responders and their families dealing with career related mental health issues, and founded Survive First, Inc. Survive First provides assistance to any first responder and/or family member in need of mental health support. Doug regularly travels to speak to departments, agencies, and academies, to provide education on first responders and mental health, and an intimate look into the life of a suicide survivor. Doug's mission is to spread awareness about PTSD and suicide in first responders, hoping to break the stigma, so that help may be received before it is too late.

FBI National Academy Update

Howard Cook, Executive Director, FBI National Academy Associates; FBINA Graduate Session 224

Dr. John Jarvis, Academic Dean, Training Division, FBI Academy

1.5 hours education credit

This session will highlight the present state and the future directions of the FBI National Academy Program. Discussion of recent achievements as well as expected near and long term directions of the National Academy Program will be shared and discussed. These include, but are not limited to, programmatic considerations, curriculum growth and change, current and future partnerships, as well as evolving post graduate opportunities. Lastly, input from attendees will be sought as to possible avenues that both the FBI and the FBINAA may wish to consider in the future.



Howard Cook is the Executive Director of the National Academy Associates, where he was chosen in January of 2018. He is the former Chief of Police for Columbia College in South Carolina where he retired after seventeen years. In May of 2013 he was given an additional position of Associate Director of Criminal Justice to assist the leadership in running the Colleges' first online degree program. He currently serves as the Past President of the South Carolina Campus Law Enforcement Association where he's served for the past eight years as President. Chief Cook started his career in law enforcement in 1982 as a Captain and President of a law enforcement explorer program while he was in high school. In 1988 he became a certified city police officer. He's worked as a narcotic investigator, a traffic enforcement supervisor, administrative Lieutenant and Captain as well as worked for the state criminal justice training academy. Cook holds an Associate's Degree in Public Service, a Bachelor's Degree in Administrative Leadership from the University of Oklahoma, a Certificate in Crisis Management from Harvard University's John F. Kennedy School of Government, and will complete his Master's Degree in Criminal Justice in May of 2018. Howard graduated with the 224th Session of the FBI National Academy.



Dr. John Jarvis currently serves as the Academic Dean for the FBI Training Division. He also served as a Senior Scientist and Chief Criminologist in the Behavioral Science Unit at the FBI Academy for about 20 years. He also has chaired the Futures Working Group which was devoted to examining issues confronting the future of law enforcement and national security. His academic and criminological work focuses on evidence-based policing strategies, crime analysis, crime trend research, and the initiation and support of various research efforts by local, state, and federal law enforcement. His recent most recent publications involve studies of homicide solvability, validity and reliability of national crime statistics, and measuring and exploring other aspects of violent crime and policing. He graduated from Old Dominion University with degrees in Sociology and Mathematics and holds a Ph.D. in Sociology from the University of Virginia. He has authored many periodicals and

monographs for the Bureau and has authored and co-authored numerous works that include publications appearing in **The Journal of Homicide Studies**, **Interpersonal Violence**, the **Journal of Trauma, Violence and Abuse**, and **Justice Research and Policy**.

Getting the Truth: Unlocking the Secrets of Communication

Joe Koenig, CFE and Forensic Linguist, KMI Investigations, LLC; Michigan State Police (Ret); FBINA Graduate Session 122

1.5 hours education credit

Getting the truth isn't easy. We learn at an early age to tell partial truths to avoid telling complete lies. Precise communication prevents and uncovers partial truths. Imprecise communication nurtures deception and poor decision-making. Developing special skills in interpreting communications and constructing questions will help get the truth and lead to better ethical decision-making. The attendee will learn to recognize and interpret partial truths, understand the ethical importance of proper question structure to ascertain the whole truth, acquire the truth through proper questioning and analysis, and unlock and understand the hidden meanings of responses.



Joe Koenig is a CFE (Certified Fraud Examiner) and Forensic Linguist, retired from the Michigan State Police after 26 years and has 50 years of investigative experience in both the public and private sectors. He is the award-winning author of the book, "Getting the Truth" (2016) and a second book, "Getting the Truth: I am D.B. Cooper." (2019) He was lead investigator on the James R. Hoffa case, a manager of investigations for a Fortune 500 company, and an AVP in a large national bank. He is Past President of the Michigan FBI National Academy Associates, holds a BS in Accounting from Wayne State University, and a Masters in Public Administration from Eastern Michigan University where he was a member of the Phi Kappa Phi Honor Society. He now owns and operates KMI Investigations

in Michigan specializing in financial fraud investigations.

Unified Awareness: Building a Future-Proof Real-Time Crime Center

Chief Peter Gauntlett, Public Safety Director, St. Cloud PD (FL); FBINA Graduate Session 209

Chris Lindenau, CEO, Fūsus

1.5 hours education credit

Law Enforcement agencies are continually adopting new technologies to enhance operational effectiveness, fight crime, and positively engage their communities. A critical component that has thus far eluded most departments is the ability to unify all video and data feeds to create an effective force multiplier. By creating a unified stream of video and data from all sources, including UAVs, aircraft, public and private cameras, gunfire detectors, and officer locations, and integrating them into the 911-CAD feed, departments can create highly efficient situational awareness networks for their command staff, officers, and investigators. Join us for an interactive session to learn how agencies can unify public and private video sources and technology into an affordable Real-Time Crime Center, enabling a common operating picture for all personnel.



Peter Gauntlett is the Chief of Police and Public Safety Director for the City of St Cloud. He has served in this position since March 2010, overseeing all police, fire, emergency medical, emergency management, and 911 communications and code enforcement. Chief Gauntlett began his career with the Orlando Police Department in 1981. In his 28 years with the Orlando Police Department, he served with great distinction and honor in numerous operational and investigative assignments including SWAT Commander, Orlando International Airport Commander, Staff Director, High Risk Incident Commander, Chief of Detectives and Chief of Patrol Operations. He has numerous degrees in criminal Justice and is a graduate of the 209th session of the FBI National Academy. He has been instrumental in developing

intelligence lead policing and community-oriented police initiatives, and is the recipient of numerous community service awards for his leadership efforts in the City of Orlando. Gauntlett has also served as a consultant/advisor

to the state of Florida Regional Domestic Security Task Force and was selected by the State of Florida as the representative to the National Joint Terrorism Task Force for Homeland Security and Infrastructure Protection.



Chris Lindenau is the CEO of Fūsus, a technology company focused on enabling Law Enforcement and Public Safety personnel to function more efficiently and with improved operational intelligence. A native of Columbia, Maryland, Lindenau served for six years on active duty as a Navy Diver, Search and Rescue Swimmer, and as a Supply Officer. He deployed to the Middle East to assist the U.S. effort during Operation Enduring Freedom and the Global War on Terrorism. After the military, Lindenau served as the Chief Revenue Officer for Utility Inc., a manufacturer of hardware and software solutions for mobile connectivity, body camera, and in-vehicle video systems for first responders, and the Director of Global Sales and Marketing for Moog Sensor and Surveillance Systems, a division of the company's

Space and Defense Group. Lindenau is an active member of the American Society for Industrial Security (ASIS), and has fourteen years of experience launching and growing video surveillance and software technology companies in the public safety, commercial, and defense markets.

Life After Law Enforcement

Fresh Pursuits: The Journey from Cop to Corporate

John Manning, Worldwide Public Safety and National Security, Microsoft; FBINA Graduate Session 240

1.5 hours education credit

Making the decision to leave law enforcement to pursue a new career is a large one. The process has changed drastically over the years. The advent of on-line job searching sites and professional and social networking sites, has completely changed the way people find and get jobs. Understanding the new norm, complexities, and avoiding the pitfalls will both reduce frustration and lead to new opportunities. This talk track will help pass on the lessons learned from more than the speaker. John Manning's experience in helping numerous former officers move to the private sector will greatly benefit our law enforcement community as they contemplate new chapters in career changes.



John Manning is the leader of worldwide Public Safety & National Security programs for Microsoft Consulting Services. He has 25 years for experience as a municipal law enforcement official in the United States. John's law enforcement experience started in the Washington, DC Metropolitan Police Department where he was a patrol officer and detective. John changed departments when he moved to Washington State and started working as a police officer for the Bellevue Police Department. John spent the next 20 years there and held assignments including Narcotic Investigation as a DEA Task Force Agent, Hostage Negotiator, K-9, and SWAT operator (both as a Team Leader and Commander.) John held every rank up to Major and is a graduate of the FBI National Academy Class #240.

Officer Safety Through Mental Wellness and Psychological Resiliency

Chief Laura King, McHenry County Conservation District Police (IL); FBINA Graduate Session 265

1.5 hours education credit

This presentation is the cornerstone block of the BJA's VALOR officer safety and wellness program. In this powerful presentation the psychological threats to officer safety, which are just as real and can be just as deadly as physical threats, are exposed and addressed. Officer suicides continue to track at near the same number as line of duty deaths each year. We need to prepare our police handle the risk factors associated with suicide, alcohol abuse and depression. This program confronts these issue with not only a clear explanation of the factors known to be contributing to these phenomenon, but also offers action steps each officer can incorporate into his/her daily life to start working toward a solution. Attendees will learn how repeated critical incident

exposure is impacting the psychological health of police professionals and discuss topics such as stress management, emotional control, and recognizing warning signs in others.



Laura King serves as Chief of Police for McHenry County Conservation District, McHenry County, Illinois. Laura is a graduate of the FBI's prestigious National Academy (265th Session) and also graduated from Northwestern University's School of Police Staff and Command (266th Session). Laura holds a Doctorate of Philosophy in Psychology from Capella University. She actively works to apply psychological science to law enforcement operations. Laura worked for several years as a psychologist with a specialty in serving law enforcement members and their families. She is also a certified life coach, yoga instructor, personal trainer and nutrition specialist. Since 2015, Laura has traveled across the nation teaching officer safety through mental wellness and psychological resiliency to police officers.

Answers to the Recruitment Dilemma from 2020 Forward

Deputy Chief James Dudley (Ret), San Francisco PD (CA); Faculty Lecturer, San Francisco State University, Criminal Justice Studies; FBINA Graduate Session 192

Robert Cate, Co-Founder, Interview Now

1.5 hours education credit

This session is intended to help recruiters and agencies understand the types of today's current applicant pool through research and participation in recruitment efforts. It will also focus on learning to navigate tools to reach a national audience, solicit applications and how to retain the individuals through the testing, background and hiring process. Lastly, the session will show a streamlined process to attract and retain better applicants and ensure success, with fewer attrition numbers, thus economizing efforts and being more effective in higher successful graduates.



James Dudley, FBINAA 192nd, is currently Faculty Lecturer at San Francisco State University in Criminal Justice Studies, in his ninth year. He teaches Police and Public Policy, Research Methods in Law Enforcement, Ethics in Policing and Emergency Management. He served in all ranks (Patrol Officer to Deputy Chief) and bureaus (Patrol, Investigations, Special Operations and Administration) with the San Francisco Police Department (SFPD), and retired as Deputy Chief of Patrol Operations and Investigations after 32 years (1980-2013). He is a graduate of the 192nd FBI National Academy, Life member of PERF and a member of IACP. Jim has been a Subject Matter Expert (SME) in recruiting and in creating written and oral tests for all ranks, from entry level patrol officer to Captain at the SFPD. He worked with Civil Service and HR to modernize tests and scores to reach the best possible candidates. He has attended recruitment webinars and conferences and wrote articles for PoliceOne.com and podcasted on his show "Policing Matters" on the topic. He offers career advice to students and has coached and mentored many into the next generation of policing. Jim has served as a rater on promotional boards in SF, Baltimore MD, New Orleans LA, Columbus Ohio, El Paso TX, and other cities for promotional tests of Lieutenant through Deputy Chiefs ranks.



Rob Cate is currently Co-founder and CEO of Interview Now. After learning of the challenges facing law enforcement agencies from a friend, he contacted the Oakland Police department and worked directly with the Lieutenant of the recruitment unit to develop the first iteration. Since its first release, Rob has introduced the technology to agencies of different sizes across the country. After one year, Interview Now is in 7 states and growing. Rob is excited to bring high tech solutions that are built around the law enforcement recruitment process and looks forward to helping job seekers, current law enforcement officers, and retiring officers that are looking to transition into the private sector or administration.

Trust and the Comprehensive Approach to Community Policing

T. Neil Moore, Ed.D., Director Curriculum and Instruction, FBI-LEEDA

Presented by FBI-LEEDA

1.5 hours education credit

The current unrest on the U.S. policing landscape has the potential to visit all agency in our nation. At the core of this unrest is a seeming lack of trust between the police and the citizens they serve. By understanding the basics of how to create a trusting environment through a comprehensive approach to community policing, U.S. police agencies can put themselves in a better position to mitigate or avoid the loss of life and property damage that comes with the social unrest we have experienced in many parts of our nation. This session will discuss the four P's of community policing and the findings of one study related to citizen participation with the police in two police jurisdictions. Citizens reported a need for partners, community education, neighborhood associations, involvement with government, problem solving, occasional frustration with government and strong communication to manage the community policing effort.



Dr. T. Neil Moore is a veteran police trainer. As the former director of the Institute for Law Enforcement Administration (ILEA) in Plano, Texas, he directed the delivery of leadership and ethics programs for police supervisors and executives. Prior to that, he served as the executive director of the Indiana Criminal Justice Institute and also as director of the Center for Criminal Sciences at the Indiana Institute of Technology. He currently works as the Director of Curriculum and Instruction at the FBI-Law Enforcement Executive Development Association. He began his police career with the Fort Wayne Police Department in 1977, being promoted to chief in 1988 and served as the department's lead executive for 10 years. He holds a Bachelor's degree in Criminal Justice from Kent State University, a Master of Public Affairs degree from

Indiana University, and an Ed.D. in Education from Ball State University.

Verizon Crisis Response: Providing Mission-Critical Communications 24/7/365 for Public Safety

Cory Davis, Director of Public Safety Operations and Crisis Response, Verizon

1.5 hours education credit

When there is an emergency, the Verizon Response Team (VRT) is available 24x7x365 to provide emergency assistance to government agencies, emergency responders, nonprofits, and communities. VRT has more than a 30 year history of working with first responders and is made up of 26 professionals – with more than 250 years of combined experiences in military, public safety, and emergency response. Our goal is to provide mission critical communications and support public safety, so that communities can start getting back to normal as soon as possible after an emergency. The team does whatever is needed to help before, during, and after a disaster: we create augmented networks with satellites or large antennas in emergency areas; enable land mobile radio (LMR) systems; we show up at emergency shelters to set up internet and loan out phones so that victims can

communicate with their families – all at zero cost to the community. And, we have licensed and trained UAS pilots, who can provide assistance with aerial reconnaissance and search and rescue operations. We're here to provide you with the support you need to help increase situational awareness, make decisions, and respond effectively during an event.

Visit our website at <https://www.verizon.com/responseteam>

VRT Hotline: 800-981-9558



Cory Davis has over 16 years of advanced wireless technology leadership experience and has had the privilege of leading teams for both Verizon's Consumer and Business Groups. Currently, he serves as the National Director for Public Safety Strategy and the Verizon Response Team. His team is partnering with Public Safety and Public Sector agencies nationwide to help them stay connected, innovative, plan for the future, mitigate pain points, and prepare for times of crisis, events, and emergencies across the United States.

Life After Law Enforcement

What You Need to Know about Managing Money and Life

Lieutenant Jim Kalinowski, Burglary and Theft Division, Houston PD (TX); Author "Balancing the Badge to Make a Difference"; FBINA Graduate Session 176

1.5 hours education credit

Police departments across the country train police officers through academy training and years of in-service schools to perform their police duties; however their common challenge is that they do not de-program employees for retirement. The presentation is about preparing attendees for life after law enforcement financially, emotionally and relationally. The presentation is about transforming law enforcement personnel to embrace the concept of Balancing the Badge, because a purpose driven retirement is critical for life after law enforcement in addressing issues such as police divorce and suicide. This session will also provide tools for law enforcement personnel to test drive their retirement and develop a life plan to retire with a purpose and live a balanced life by focusing on mental, physical, social, spiritual and financial wellness. Lieutenant Kalinowski is the author of the book "Balancing the Badge to Make a Difference: What every law enforcement professional should know about managing money and life."



Lt. Jim Kalinowski is the author of the book "Balancing the Badge to Make a Difference: What every law enforcement professional should know about managing money and life." Since 2011, he has been teaching the following in-service classes, "Balancing the Badge to Make a Difference" (formerly Circle of Life), "Financial Responsibility" and "Peer Support: Wellness and Resiliency- Is your life on Target and Priorities Balanced" to police cadets and police officers. Volunteer coordinator of Dave Ramsey's Financial Peace program at Church. He is a volunteer table member of Hope's Path ministry which helps aged out foster adults acquire life skills. He has served as a lieutenant with the Houston PD for 37 years. He earned a master's degree in management from Sam Houston State University and has been serving clients since 1997 as an independent financial advisor. Jim passionately believes both financial and

life planning will help an individual make a sound decision in preparing to retire with a purpose and lead a balanced life.

Reimagining Police Officer Recruitment in the Pandemic and Post-Pandemic World

Jon Walters, Founder/CEO, Public Safety Testing, Inc.; FBINA Graduate Session 171

1.5 hours education credit

In recent years, we believed the challenges related to recruitment and hiring had never been greater for our profession. Then we suffered a pandemic, an economic downturn, social unrest, and a loud narrative to defund (and loathe) the police. A perfect storm that poses even more recruitment challenges – and opportunities! This engaging session will address how to develop and implement an effective recruitment plan during these extraordinary times. We will examine how recruitment has changed and what it will look like post-pandemic. Participants will hear about proven and new strategies that work to attract quality and diverse candidates, including how to appeal to experienced officers that are leaving departments where they feel politically unsupported. We will also discuss recent research on why candidates are – or are not – attracted to the policing profession in the current environment and why incumbent police officers are leaving their agency or the profession altogether. Lastly, we will address the issue of assessing candidate bias in the hiring process.



Jon Walters, a graduate of the 171st session of the FBINA, is the Founder of Public Safety Testing, Inc, a firm that specializes in professional recruitment, pre-employment screening, investigations, and promotional testing. For the past 20 years, Jon has helped connect thousands of candidates with hundreds of police and sheriff's departments through a streamlined and simplified hiring system. Jon's decades-long policing career includes serving 7 years as a police chief in the Pacific Northwest. He also served as the Executive Director of a USDOJ Regional Community Policing Institute that operated in a five-state region. In this position, he was responsible for managing programs designed to enhance police-community relations, trust, and partnerships to address crime, fear of crime, and quality of life

issues at the local level. He earned a Bachelor of Arts degree in Law and Justice and a Master of Science degree in Organization Development. In his free time, Jon enjoys golf, camping, travel, and boating.

After It Happens: Mass Shooting Response Training for Police Officers, Departments and Communities

Captain Eric Di Lorenzo, Special Operations Division Commander, Myrtle Beach PD (FL); FBINA Graduate Session 268

1.5 hours education credit

Due to the high potential threat to an officer's safety and life as well as seeing deaths among the protected population, an officer's psychological integrity is greatly threatened after responding to a Mass Shooting. A Mass Shooting in a community has far reaching implications to include disruption of services and a reduction in workforce within a Law Enforcement Agency. This session identifies the impacts on an officer, the department and the community it serves while providing solutions to get officers and agencies back to their "new normal" after a Mass Shooting incident. This session will explore a road map to recovery as well as resources and a plan should "it" happen in their community.



Captain Eric DiLorenzo has been with the Myrtle Beach Police Department for over 23 years and currently serves as the Special Operations Division Commander and coordinator for Emergency Management. Through his duties as a former School Resource Officer and SWAT Team Commander, he has conducted extensive research and provided training related to Active Shooter related topics since 1999 to over 15,000 people. In 2008, Captain Di Lorenzo became trained in peer support and has since remained very active with the South Carolina Law Enforcement Assistance Program (SCLEAP). A graduate of Georgetown University's (Washington DC) Master's Degree program in Emergency and Disaster Management, he presented his thesis on the

Aftermath of Mass Shootings: Impacts on Police Officers Who Have Responded to Mass Shooting Events. Captain Di Lorenzo attended the 268th Session of the FBI National Academy and serves as an instructor in multiple disciplines.

Below 100

Tom Dirlam, Below 100 National Core Instructor; Former Assistant Deputy Director of Administrative Services Bureau, Michigan State Police; FBINA Graduate Session 225
1.5 hours education credit

Below 100 is a nationwide initiative to lower line-of-duty deaths to a level "below 100". The program is based on five core tenets, all within the officer's control; 1) Wear your belt. 2) Wear Your Vest. 3) Watch Your Speed. 4) W.I.N. - What's Important Now and 5) Remember-Complacency Kills. In the majority of line-of-duty deaths at least one of these five core tenets are violated. This session focuses on the potential benefits of this 100% FREE training and the positive impact it can have on officer safety within organizations. Attendees will gain knowledge of the Below 100 initiative and will preview specific case examples of the cause and effect of actions being taken by some officers leading to serious injuries and deaths in our profession. Attendees will be offered FREE officer safety training that meets the requirements to fulfill mandatory in-service training obligations and gain knowledge on how to make officers within their agency safer.



***Tom Dirlam** retired after 31 years with the Michigan State Police as the Assistant Deputy Director of the Administrative Services Bureau. During his career with MSP he served in 13 different positions at 11 different worksites, including 22 years in the MSP Forensic Science Division. He is a graduate of the 225th Session of the FBI National Academy and the 117th Class of the Northwestern University Traffic Institute School of Police Staff and Command. He was an adjunct professor at Schoolcraft College and Henry Ford College for several years. He has been a Below 100 Instructor since 2013 and a National Core Instructor since 2014. In August 2016 he was appointed to the Below 100 Executive Board to serve as Treasurer. He has presented Below 100 more than 100 times across the entire country.*

Evidence-Based Policing: Promises and Perils of Leveraging Big Data to Make Policing Decisions

Dr. John Jarvis, Academic Dean, Training Division, FBI Academy

Maureen McGough, Chief of Staff, Policing Project, New York University

Wendy Regoeczi, Director, Criminology Research Center; Associate Dean and Professor, Cleveland State University

Geoff Alpert, Professor, Criminology and Criminal Justice, University of South Carolina

1.5 hours education credit

Are your departmental policies based on evidence or anecdotes? Evidence-based strategies help answer policy-related questions and proper data allow managers to justify their decisions. While there is growing support for evidence-based policing strategies, few resources exist to assist officers and police leaders integrate research and data analysis into policies and practices. Moreover, existing data sets and metrics used to measure police performance are limited in scope and often do not capture the true impact of police operations on public safety. This panel will discuss some recent developments in the world of evidence-based policing and identify available resources to assist agencies to measure their impact and potentially improve and expand their use of data and analysis. Identification of the limits of such an approach for grounding policies and practices in the best available scientific evidence will also be discussed.



Dr. John Jarvis currently serves as the Academic Dean for the FBI Training Division. He also served as a Senior Scientist and Chief Criminologist in the Behavioral Science Unit at the FBI Academy for about 20 years. He also has chaired the Futures Working Group which was devoted to examining issues confronting the future of law enforcement and national security. His academic and criminological work focuses on evidence-based policing strategies, crime analysis, crime trend research, and the initiation and support of various research efforts by local, state, and federal law enforcement. His recent most recent publications involve studies of homicide solvability, validity and reliability of national crime statistics, and measuring and exploring other aspects of violent crime and policing. He graduated from Old Dominion University with degrees in Sociology and Mathematics and holds a Ph.D. in Sociology from the University of Virginia. He has authored many periodicals and

monographs for the Bureau and has authored and co-authored numerous works that include publications appearing in *The Journal of Homicide Studies*, *Interpersonal Violence*, the *Journal of Trauma, Violence and Abuse*, and *Justice Research and Policy*.



Maureen McGough is the Chief of Staff for the Policing Project at NYU law, where she oversees national efforts to improve accountability and transparency in policing, reimagine public safety, and improve the representation of women in policing. She joined the Policing Project from the National Police Foundation, where she led the non-profit's research, training, and technical assistance efforts as Director of National Programs. Prior to joining the National Police Foundation, Maureen spent a decade with the federal government in various roles with the US Department of Justice and US Department of State. She served as Senior Policy Advisor to the Director of the National Institute of Justice – the USDOJ's research, development, and evaluation agency – where she led agency efforts to advance evidence-based policing and implement systems-level criminal justice reform initiatives. Additional federal

experience includes serving as counsel on terrorism prevention to the Deputy Attorney General, Special Assistant U.S. Attorney for the District of Columbia, and coordinator for federal AIDS relief efforts through the U.S. Embassy in Kigali, Rwanda. Maureen is a member of the FBI's Law Enforcement Education and Training Council, an executive board member for the American Society of Evidence-Based Policing, and is a recent public leadership executive fellow with the Brookings Institution. Maureen is an attorney and earned her J.D. from the George Washington University Law School.



Dr. Wendy Regoeczi is Professor of Criminology at Cleveland State University. She also serves as the Director of Cleveland State University's Criminology Research Center and is a member of the Cleveland Homicide Commission Service Provider Review. Dr. Regoeczi is the former editor of the journal *Homicide Studies* and previously served on the Research Advisory Council of the International Association of Chiefs of Police. Her research interests include homicide, domestic violence, criminal investigations, gun violence prevention, and program evaluation. Her most recent projects include serving as a local evaluator for the federally funded Domestic Violence Homicide Prevention Demonstration Initiative and working with the Ohio Victim Witness Association on identifying best practices for working with family

members of homicide victims. She is coauthor (with Terance Miethe) of *Rethinking Homicide: Exploring the Structure and Process Underlying Deadly Situations*, published by Cambridge University Press.



Geoffrey P. Alpert is a Professor of Criminology and Criminal Justice at the University of South Carolina. He testified to the President’s Task Force on 21st Century Policing as well as President Trump’s Commission on Law Enforcement. His research interests focus the use of evidence in decision making in high-risk police activities including use of force and emergency driving. He also has done research on the linkages between researchers and practitioners.

Life After Law Enforcement

Warrior to Guardian: Veterans Returning to Civilian Law Enforcement

Lieutenant Harold Bozeman, Wilmington PD (DE)

1.5 hours education credit

This presentation will equip peers and supervisors with the knowledge to recognize and address the specific needs of men and women transitioning to, or back to, civilian law enforcement after serving active deployments in the military. These groups each have unique challenges, and each is exposed to a multitude of traumatic experiences. Combining these experiences creates a unique set of challenges. This presentation will prepare peer supporters, supervisors, and managers to recognize and assist with those challenges. We will discuss the issues specific to each of these cultures and the special consideration for those officers living in both worlds. While the course is designed as an enhancement to officers with training and experience in Critical Incident Stress Management, the information being presented stands on its own and can be applied regardless of one’s level of CISM experience. In this session, attendees will examine the veteran population and identify some of the challenges of military service, learn to recognize the unique mental health challenges experienced by police officers who are returning or transitioning to law enforcement from active duty military deployments by comparing and contrasting the professions, and discuss critical incident stress, post-traumatic stress, and risk factors for development of PTSD among our personnel who are in this crossover population and learn how to identify resources.



Harold Bozeman is a 24-year veteran of the Wilmington, Delaware Police, serving as a Lieutenant in Uniformed Services. Harold has responded to 300+ crisis calls for first responders over a twenty year period. He commands the Wilmington Police CISM and Crisis Intervention Teams and is a Team Leader on the Hostage Negotiations Team. He is the Law Enforcement Coordinator and a Team Leader for Delaware CISM and holds a certificate of specialized training in Law Enforcement CISM. Harold serves on the Board of The Trauma Survivors Foundation and the Advisory Board of NAMI Delaware. Harold is a Certified Police Instructor, an instructor for the FOP Grand Lodge for officer wellness and peer support, and the Delaware State FOP Officer Wellness Chairman. He has delivered training on stress management, peer support, and related issues to local, state, and national audiences. Harold is a 2019 graduate of the FBINAA Comprehensive Wellness TTT program.