



The New Jersey Police Chief

The Official Publication of the New Jersey State Association of Chiefs of Police

Vol. 23, No. 5 • May 2017

2017 Partnering for Success: Role of the Police Chief's Executive Assistant/Secretary

Wednesday, September 13, 2017
The National Conference Center/Holiday Inn
East Windsor, New Jersey



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New Jersey State Association of Chiefs of Police

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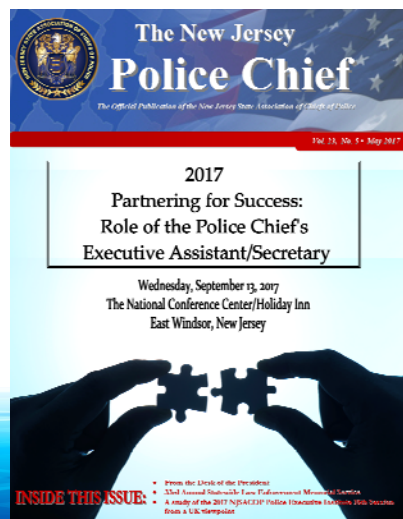
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On the cover: 2017

**Partnering for Success:
Role of the Police
Chief's Executive
Assistant/Secretary
ALL NEW AGENDA**

*Last year's course sold
out—Register early to
save your seat!*

The New Jersey Police Chief is a publication of the New Jersey State Association of Chiefs of Police

**Mitchell C. Sklar/Executive Director/Editor
Jennifer Conover/Layout & Design
Melissa J. Gaines/Proofreader**

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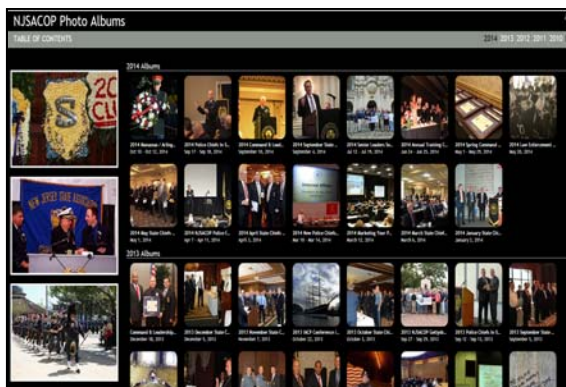
**May 4th Chiefs Briefing
will be held at**

**The Doubletree Hotel
700 Hope Road
Eatontown, NJ**

**Click the link below for
directions:**

<http://doubletree3.hilton.com/en/hotels/new-jersey/doubletree-by-hilton-hotel-tinton-falls-eatontown-JFKETDT/maps-directions/index.html>

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<http://njsacop.phanfare.com/>**



***NJSACOP is seeking
submissions for the
"NJ Police Chief"***

Each month the NJSACOP publishes an organizational periodical, **The New Jersey Police Chief**. This publication has several functions in addition to serving as an association information vehicle, including providing our pages to colleagues in law enforcement to share some insights, advice, practical knowledge, or other thoughts with our readers, which include not only Chiefs of Police, but also others in law enforcement, as well as state, federal and local legislators and elected officials.

All readers and other interested parties are encouraged to submit articles, opinion pieces, letters, columns, or other material for consideration for publication in **The New Jersey Police Chief Magazine**.

Deadline: 1st of the month for inclusion in upcoming edition. **For more information contact the Editor at njsacop@njsacop.org.**

FROM THE DESK OF THE PRESIDENT

CHIEF WILLIAM G. PARENTI

NORTH PLAINFIELD PD



Greetings all, as I mentioned at the April Chiefs briefing I am dedicating this month's article to our Executive Director Mitch Sklar. I thought it fitting on his 18th Anniversary as our Executive Director to highlight some of his accomplishments.

Mitch started with NJSACOP on April 12, 1999. The association should be very proud of what he has accomplished for our organization. While most E-Board members thank Mitch, I did not feel they fully conveyed to our membership all that he has done for our Association. Mitch has increased our role in the police community not just in our state but also internationally. We have a prominent and positive reputation within New Jersey, the United States, with the IACP, and in fact abroad (especially in our partner nations of Canada and Great Britain).

Finances

It appears that this is the most commented-upon aspect of Mitch's tenure as Executive Director. Mitch never looks at the organization's financial resources as an end unto themselves, but rather as a means to ensure that the Association is robust and effective, able to invest in innovative programs and services, absorb downturns in the economy, and prepared for the long run. In that regard, we should be pleased that Mitch has been able to exponentially increase the net worth and cash flow of the organization.

With Mitch at the helm, the president and vice presidents can focus on the platform laid out by the board and the association's membership each year. Additionally, it permits the E-Board's full attention to the current concerns/issues facing our Association, our fellow chiefs, law enforcement concerns throughout the state and nation. Dealing with politicians, the press, legislators, the Attorney General, County, State and Federal Prosecutors is a time consuming task. With Mitch in full control of the day to day operations of our Association the e-board is free of the time consuming burdens of running the state office, budgeting, and dealing with the staffs concerns, as Mitch sets the salary and benefits.

In March of 1999 when Mitch took over the combined accounts balance for the Association was \$57,109, plus approximately \$50,000 in a Certificate of Deposit. He was informed by staff that the organization survived on receipt of advances on the Expo revenue each year. By way of comparison, the March 2017 Treasurer's Report showed a combined accounts balance of \$619,574, plus \$223,471 in investment accounts, \$22,144 in the NJ Police Chiefs Foundation account, and \$11,074 in the NJSACOP Command & Leadership Alumni Association account. For a total of \$876,260 now vs \$57,109 when he took over. In 2001, the Association's total revenue was \$1,108,430. The figure for Fiscal Year 2015-2016 is \$2,565,318.

Mitch is also very concerned with every aspect of our association expenditures and has his finger on the pulse of the current economic climate. Mitch came to me last year with regard to his contract. He told me he would like to take a zero percent increase for him and the staff. He said most chiefs have taken small or no increases and he felt he needed to emulate the pain the chiefs are feeling.

By the end of the 1990s, the Association's portfolio of programs and services consisted solely of the following:

- West Point Command & Leadership Program (Northern & Southern Sections)
- Contemporary Supervision Techniques course (for Sergeants)
- Policing Your Town and Safe Schools Symposiums (1 day seminars held on a rotating basis)
- Annual Conference and Police-Security Expo
- Annual Law Enforcement Memorial Service

Additionally, each month the Association printed (on the copier in the Office) an 8-page newsletter that was mailed out to the Active and Retired members. In some years the Association conducted a golf outing, and an annual yearbook magazine was printed. There was no website or official email address.

Continued on next page

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Several years ago Mitch divided the organization's activities into several different divisions as follows.

Standards & Professional Services Division

Traffic Safety Law Enforcement Liaison Grants: In 2005 the NJSACOP was awarded a grant from the US Department of Transportation, National Highway Traffic Safety Administration, to provide Law Enforcement Liaison services to Region 2 (NJ, PA, NY, PR, and VI). The grant has been repeatedly renewed, and we recently received notification that the option was being exercised by NHTSA to extend the grant through FY 2018. Providing a job for one of our retired chiefs.

In 2015, we were approached by the New Jersey Office of Highway Traffic Safety to provide similar services on their behalf to the entire state. This grant was also extended, and is also currently active. Again providing a job for a retired chief.

Certification: In 2003, the NJSACOP introduced our initial Certification program, a voluntary credentialing program for police executives in New Jersey. The program has undergone several modifications over the years to keep pace with current trends and member feedback, with the current iteration being the "ACE COP Program" [Accredited Chief/Command Executive]. It has served as a model for several other state police chiefs associations constructing their own credentialing program.

Accreditation: After several years of development, in 2003 the NJSACOP Law Enforcement Accreditation Program was established. He was able to secure a \$50,000 grant from the Municipal Excess Liability Joint Insurance Fund that year to get the program off the ground, which enabled us to hire our first Accreditation Program Manager. In the intervening years, Agency Accreditation has become one of the cornerstone programs for the Association, and to date over 200 agencies (municipal, county, and state) have received accredited status from our NJSACOP Commission. I believe we have the most robust and influential state-level accreditation program in the nation, which not only has brought revenue and status to the NJSACOP, but more importantly has played a significant and positive role in the advancement of policing in New Jersey. It, too, has served as a model for other state police chiefs associations seeking to implement an accreditation program.

Entry Level & Promotional Examinations: In 2000, this vital professional service was brought within the complete control of the NJSACOP State Office (having previously been administered by a semi-independent Examination Committee). In addition to ensuring the professionalism of the program and the examinations that are provided to contracting agencies, this has permitted the Association to retain complete control and oversight of this important association function.

Professional Development Division

Command & Leadership Program: The program continues to be the "crown jewel" of our Professional Development portfolio. We have since 1994 regularly conducted courses at both Northern and Southern New Jersey locations. Upon request, over the past 15 years we have run special sessions of the course in Bergen County, Atlantic City, and for the NJ State Parole Board. In 2014, the course expanded by a third with the establishment of the New Castle County (DE) Section. For many years, agencies in both Pennsylvania and Delaware have enrolled personnel in our courses. In response to the great demand, this new Section was established, hosted by the NCC PD. In addition to serving our member agencies in the far southwest of New Jersey, personnel from Delaware, Pennsylvania, and Maryland also attend the C&L Program at this location.

Police Executive Institute: At the commencement of his tenure, it became immediately clear that the Association was for the most part conceding the area of professional development for police managers and leaders to other organizations and institutions. He believed that was an area in which the NJSACOP should not just participate, but rather should dominate and lead. In 2003 we introduced the NJSACOP Police Executive Institute, a 5-day seminar style course with a revolving agenda. The course is accredited for 3 transfer credits by Fairleigh Dickinson University. It may be our most popular course; it annually fills up immediately upon the registration, with a large waiting list being the norm. We just completed the sixteenth session of the program.

EXECUTIVE DIRECTOR'S REPORT

MITCHELL C. SKLAR



105th ANNUAL NJSACOP TRAINING CONFERENCE

Each June, the NJSACOP convenes our organization's largest and most important event — **The Annual NJSACOP Training Conference and Police/Security Expo**. The Conference combines prominent speakers and training professionals, high-profile incident reviews, and valuable leadership insights for the police executive along with social and networking functions, highlighted by the Installation Banquet. This year's event marks our 105th Annual Conference.

The Conference is also a time to learn, share ideas, establish a communications network, and renew friendships. The emotional high point of the Installation Banquet is the NJSACOP Valor Awards, presented to law enforcement officers who have gone over and above the call of duty to help their fellow citizens at the peril of their own safety, or even life.

Our annual **Police/Security Expo** is one of the largest law enforcement-related Tradeshows in North America. Approximately 650 vendors and 6,000 attendees converge on the Atlantic City Convention Center for two days to view and tryout the latest in tools, technology, hardware and software for the police and security professional.

This year's Conference kicks off with the Host Chief's Night Reception on Monday, June 26th at the Landshark Bar & Grill.

The training portion of our Conference commences the following morning, Tuesday, June 27th when **Chief Jon Belmar, St. Louis County Police Department**, will present the **Ferguson, Missouri: Providing Effective Leadership in a Crisis Situation**.

The events in Ferguson, Missouri marked a major shift in how many Americans perceive police, and began a call for more transparency and accountability in the profession. St. Louis County Police Chief Jon Belmar, who had a major role in restoring order following Michael Brown's death, will talk about the lessons learned during the ordeal and how police leaders can prepare for similar events in their communities. His presentation includes ensuring officers are given clear instruction on their demeanor during protests, leading from the front in critical incidents, and trainings' short comings in dealing with these situations. He will also talk about the socioeconomic conditions leading to the unrest and cover the role politicians and media play during highly publicized events.

On Wednesday, June 28th, **Michael Bret Hood, Special Agent, FBI (Ret.), 21st Century Learning & Consulting, LLC**, will present, **Sustaining Motivation By Being a Transformational Leader**.

Are your employees as engaged as they could be in their work? Are there certain people in your organization who struggle with their motivation? Are you leading up to your full capabilities? Have you been able to adapt to leading new generations of employees? What if someone offered you new, scientifically proven ways to help you better lead and motivate your followers? Would you be interested?

As we all know, law enforcement agencies are full of diverse, opinionated personalities, each with differing motivations or lack thereof. Any leader could have trouble navigating in this environment, but scientific research has shown that a transformational leader will have better success at leading and motivating their followers. In this interactive block of instruction, participants will be surprised by their own behaviors while also learning different ways to leverage automatic human behaviors to increase employee engagement and intrinsic motivation. As a leader, don't you want to leave your organization better than you found it?

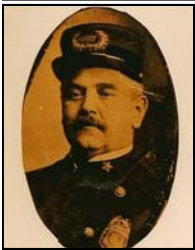
In addition to these main training opportunities, there will also be seminars and presentations throughout the **Police/Security Expo** taking place at the Atlantic City Convention Center.

The Annual Conference is a chance for our entire membership and our colleagues and friends to come together for professional development, networking and fellowship.

Even in these troubled times, we are looking forward to a productive, informative and enjoyable Conference.

Mitchell C. Sklar
Executive Director

From the NJSACOP Monthly Meeting Minutes



105 Years Ago – May 1912

The NJSACOP Monthly State Chiefs Meeting for May 1912 in Garfield, NJ. The meeting was called to order at 4:30 P.M. "this being done owing to the fact that Pres. Tenney's automobile had met with a mishap at Newark thereby compelling him to continue his journey by Trolley."

The applications for membership that had been submitted by the following police chiefs were approved for membership in the Association:

Chief George Tenney
(Elizabeth PD)

Chief John Cleary (Trenton), Chief Wright Sutcliffe (Nutley), Chief Thomas Neville (East Newark), Chief Patrick Hayes, Jr. (Hoboken), Chief Patrick Bellishein (Carlstadt), Chief Thomas Davis (Lodi), and Chief William Dougherty (Jersey City).



Chief John Cleary (Trenton PD), Chief Patrick Hayes, Jr.
(Hoboken PD) and Chief Thomas Davis (Lodi PD)

100 Years Ago – May 1917

The NJSACOP Monthly State Chiefs Meeting for May 1917 was held in East Rutherford, NJ. Upon motion by Chief Kiely with second by Chief Bimson, a motion was drafted and adopted as follows:



Chief John Bimson
(Paterson PD)

WHEREAS, the Government of the United States of America has declared war against the German Government, and

WHEREAS the members of the New Jersey State Association of Chiefs of Police are desirous of assisting the Federal and State Government, in any manner that may be requested of them:

THEREFORE, BE IT RESOLVED, that the members of THE NEW JERSEY STATE ASSOCIATION OF CHIEFS OF POLICE hereby offer their services and assistance, both as officers and individuals, to the Federal and State Government, in any way that said Federal or State authorities may request, and that copies of this resolution, certified by the Secretary of this Association, be forwarded to the President of the United States of America and to the Governor of the State of New Jersey.

90 Years Ago – May 1927

The NJSACOP Monthly State Chiefs Meeting for May 1927 was held in Pitman, NJ. Under New Business Chief Dolan "spoke we ought to agree and put some member for President of the International Association of Chiefs of Police and Chief Wilday made a motion which was seconded that Chief Bell be put up for the 4th Vice President in Windsor Canada carried."



Chief Patrick Dolan (Hudson County PD), Chief Herbert Wilday,
(Morristown PD) and Chief Philip Bell (Kearney PD)

75 Years Ago – May 1942

The NJSACOP Monthly State Chiefs Meeting for May 1942 was held at the Municipal Building in Edgewater, NJ. Reading of the minutes of the previous meeting were dispensed with, and a list of communications received were read into the minutes, including the following:

J. Edgar Hoover, dated April 23rd, acknowledging copy of the resolution adopted by this association at its last meeting, and thanking the members for same; also from Michael I. Silverstein, President of the N.Y. State Ass'n of Chiefs of Police, who stated they would adopt a similar resolution.



NEW JERSEY STATE ASSOCIATION OF CHIEFS OF POLICE

2017

Partnering for Success: Role of the Police Chief's Executive Assistant/Secretary

Wednesday, September 13, 2017

The National Conference Center/Holiday Inn

East Windsor, New Jersey



All New Agenda



Partnering for Success: Role of the Police Chief's Executive Assistant

COURSE OVERVIEW

This one day seminar offers a great learning experience not only for current Chief's Executive Assistants, but also for those who regularly fill in during their absence and those who aspire to become an Executive Assistant in the future. This course teaches the expectations of the chief of police and how best to assist them, as well as tips and tools to increase your value and improve job performance.

LIMITED ENROLLMENT

This seminar is limited to 100 students. Applications are accepted on a "first come, first served" basis.

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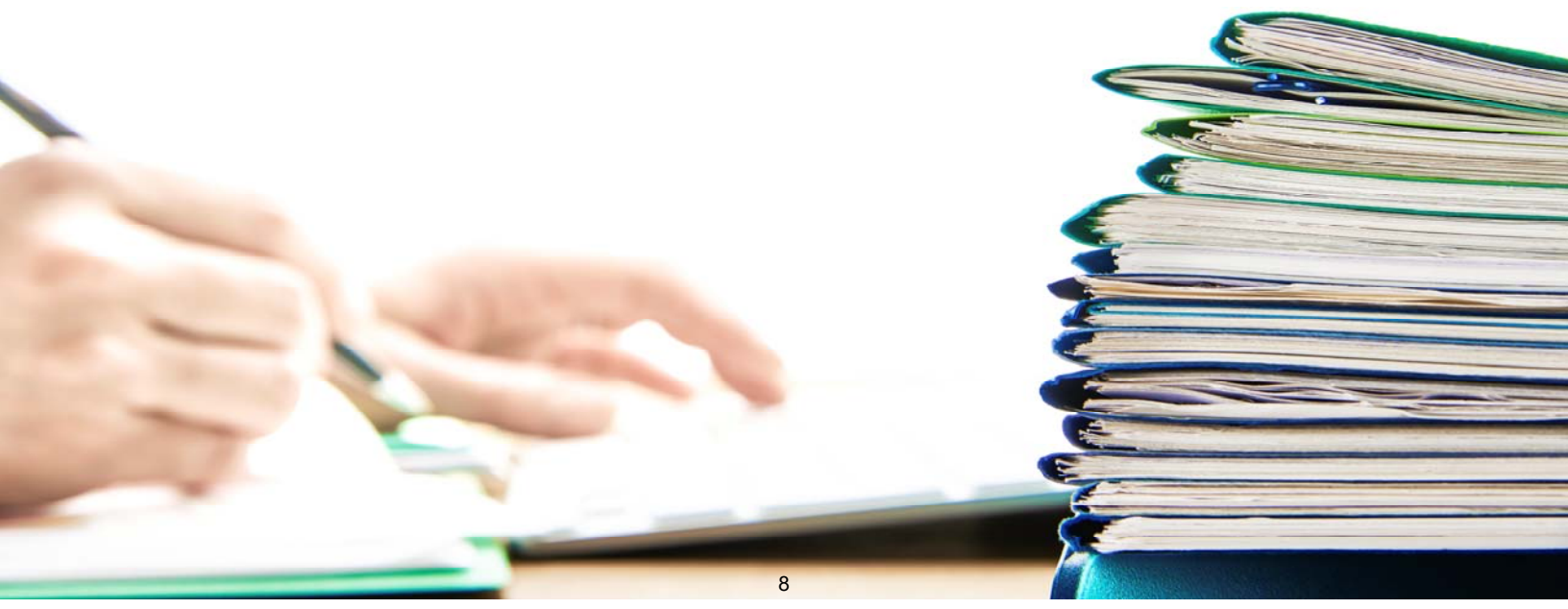
The dress for class is business casual. Please no jeans, sweats, t-shirts and/or sneakers.

LOCATION

This seminar will be held at the National Conference Center/Holiday Inn located at 399 Monmouth Street, East Windsor, NJ 08520.

COST

The cost to attend this seminar is \$199 per person. This includes breakfast and lunch.





Partnering for Success: Role of the Police Chief's Executive Assistant/Secretary

Wednesday, September 13, 2017

The National Conference Center & Holiday Inn

East Windsor, NJ

8:00 am - 3:00 pm

COST: \$199

(Includes continental breakfast and lunch)

MAKE CHECKS / PURCHASE ORDERS PAYABLE TO AND SEND TO:

New Jersey State Association of Chiefs of Police

751 Route 73 North, Suite 12

Marlton, NJ 08053

P/ 856-334-8943

F/ 856-334-8947

E/ njsacop@njsacop.org

Name: _____

Rank/Title: _____

Agency: _____

Address: _____

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Phone: _____ **E-mail:** _____

PAYMENT INFORMATION

Form of Payment: Check ☐ Purchase Order ☐ Credit Card: ☐ Visa ☐ Mastercard ☐ AMEX

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Leadership Staff Rides: Following extensive research, he determined that the introduction of military-style leadership "staff rides" would be both popular and useful, and, accordingly, in 2004 he reached out to the Gettysburg National Military Park to seek their assistance. Later that year, we debuted our "Gettysburg Staff Ride for Law Enforcement Leaders." This was followed in 2005 for the first edition of our "Antietam Staff Ride for Law Enforcement Leaders." In each year thereafter we have conducted similar "living classroom" courses in either location, while occasionally substituting other important sites, such as the national military parks in Manassas and Fredericksburg, VA, as well as Arlington National Cemetery. This year we will be adding the National Marine Corps Museum to the Battle of Fredericksburg Staff Ride. The Antietam Staff Ride for Law Enforcement Leaders was awarded the "Positive Impact Award" by the New Jersey Society of Association Executives in 2005.

While the response to these programs was (and remains) outstanding, it became clear that there was a desire for a more local and less time intensive version of this style of programming. Accordingly, in 2008 we introduced 1-day Staff Rides, focusing upon the leaders and events of the American War of Independence, and utilizing the many sites and locations in the New Jersey, Pennsylvania and New York areas connected to that war. We rotate these programs between Washington's Crossing & the Battles of Trenton and Princeton, the Battle of Monmouth Courthouse, the Battle of Brandywine, and Valley Forge and the Battle of Paoli.

New Police Chiefs Orientation: For many years, the NJ Division of Criminal Justice organized and administered the annual New Police Chiefs Orientation. There was a significant amount of frustration expressed over the nature and quality of the course; in 2007 the Association was approached about possibly taking over responsibility for conducting the program. Mitch immediately accepted, and the newly revamped and revised New Police Chiefs Orientation course, designed and conducted by the NJSACOP, made its debut in 2008. We continue to revise and refine this course on an annual basis.

Front Line Supervision: For many years the Association offered a course entitled "Contemporary Supervision Techniques," designed for new supervisory personnel. Based upon both formal and informal feedback, it became apparent that a new offering needed to be designed and implemented if we were to continue in this line of instruction. An RFP was developed and disseminated. As a result, we selected the Center for Public Safety and Security at Stockton University as the provider for this course, banded as a NJSACOP program. To date, it has been highly successful and well regarded.

Senior Leader Seminars at the British College of Policing: In 2001, the NJSACOP pioneered jointly conducted executive professional development programming by partnering with Wroxton College of Fairleigh Dickinson University for a leadership seminar at the Wroxton campus in Great Britain. In the interim, Mitch made connections with official police institutions in the United Kingdom, and in 2013 we returned to Wroxton, this time receiving inputs from British police leaders and institutions. The following year (2014), we instituted our initial formal, jointly-sponsored course with the British College of Policing. Subsequently we have offered annual courses in conjunction with the institution. The courses have been located various location, including at the College's headquarters, the home of the Scottish Police College, and, in July 2017, we will be hosted by the Greater Manchester Police. In addition to classroom-based modules, these courses include site visits to police and government installations, training facilities, and the use of the interactive HYDRA exercise suite.

Police Chiefs Leadership Retreat: Beginning in 2001 the Association presented 1-day seminars for large audiences on topics of interest to NJ police leaders, featuring speakers such as Gordon Graham, Col. Dave Grossman, and Jack Enter. We have expanded on this concept and transitioned this program, initially entitled Police Chief In-Service Seminar, into the day and a half "retreat" style program, which features similar speakers, but also includes additional presentations, and stretches to the following morning for an additional session. The evening lends itself to networking and interaction among the attending delegates.

"D-Day" & "Battle of the Bulge" Experiential Learning Experiences: Building upon the popularity, success, and prestige of the Senior Leadership Courses in Great Britain, as well as the model we use for our Staff Rides, in 2015 we developed and introduced an internationally based experiential leadership development program, the "D-Day/Normandy Leadership Experience." This program took attendees to the sites associated with events, leaders, and decisions leading up to and involving the invasion of Normandy in WWII. Locations have included Normandy, France and Portsmouth, England. The success of the initial program led to a repeat in 2016. In 2017 a different iteration of the program was introduced, using the multiple leadership lessons to be learned from the

Continued from previous page

Battle of the Bulge. Locations included sites in Holland, Belgium, Luxembourg, and Germany. Our current plan is to rotate these programs in a manner similar to the rotation used for our domestic Leadership Staff Rides.

Exchange Program: In 2014, the NJSACOP signed a historic agreement with the British College of Policing, establishing a formal exchange program between that institution and the NJSACOP, whereby each year a police leader from a British police force will attend the NJSACOP Police Executive Institute course, and a New Jersey police executive attending a course conducted by the Police College. Since then, we have had 5 NJ police leaders attend the course in the United Kingdom, and we have been honored to host 4 British command officers at our course. In 2016, the Florida Police Chiefs Association reached out to Mitch to ask about that exchange program. As a result of these discussions, a new Exchange Program has been instituted between the NJSACOP and the Florida Police Chiefs Association. This year, we have hosted our first Exchange Delegate at the Executive Institute from the FPCA (the Chief of the Fellsmere, FL Police Department), and a captain from the Morris Township Police Department attended the FPCA "Future Chiefs Course" later this month.

Foundation for Executive Leadership: This is a new course that has been added to our portfolio, introduced both to fill a need, as well as to provide an option to the many registrants that cannot be accommodated each year in the Police Executive Institute due to the overwhelming popularity of that course. The FEL Program is designed as a developmental program for superior officers seeking to prepare for senior police leadership, as well as those already in senior positions looking to enhance their skills. The program will help provide the knowledge and understanding required of leaders operating at this level.

The first session was conducted in late 2015. Based upon our initial experience and the excellent feedback provided by attendees, we are in the process of refining and further developing the course, which is scheduled for the next delivery in October 2017.

Command Officer Development Course ["CODE-C"]: This course has been over a decade in the making, and is based upon the course provided to all commissioned officers in the Royal Canadian Mounted Police. We have expended a significant amount of time and resources into creating a course that retains the virtual experience and basic structure of the RCMP program, while making both content and context relevant to our audience. The first session was conducted in November 2016. We have already worked on fine-tuning the course based upon both instructor input and attendee feedback. A main stumbling block to making this a regular feature of our course calendar is the costs associated with the delivery, not least of which the requirement that the attendees be "in residence," i.e. staying over each night. We may have found a solution as we are in talks with Stockton University to host the course with access to their dorm rooms.

Additional Professional Development Programming: In addition to the above offerings, the NJSACOP also regularly conducts the following courses:

- **Alcohol Beverage Control Techniques for Law Enforcement:** Conducted under contract with the NJ Division of ABC, these courses (Basic and Advanced) are regularly scheduled at locations around the state.
- **Crisis Communications & Media Relations:** This new 1 day course focuses on how to effectively deal with the media and developing a strategic plan for a department's image. The class provides insight into how the media operates and how to get an agency's message covered. Participants learn how to write effective news releases and conduct media interviews. The class details the requirements of when and how to release information to the media and when it can be withheld.
- **Open Public Records & Record Management:** Another new addition to our portfolio, these courses will focus specifically on the requirements placed upon police agencies by the Open Public Records Act.
- Additionally, other courses that will help our members, their agencies, and their personnel more effectively and efficiently carry out their missions are under construction.

Administrative Division

Annual Board of Officers Retreat: In 2000, we instituted an annual retreat-style Board meeting each summer, permitting the newly installed President, Board of Officers, and executive staff, to discuss important association matters, and to set the agenda for the year ahead. An ancillary but equally important function of the Board Retreat is to permit the families and "significant others" of members of the Board to get to know one another,

Continued from previous page

which has proved an important benefit to the members of the Board of Officers as they balance their various responsibilities and integrate their role with the Association into their professional and personal lives.

Monthly Police Chiefs Briefings: The regular Association meetings, conducted each month, have been a tradition since the organization's inception in 1912. They remain an important component of the Association's functioning and tradition, and attendance is as strong as it has ever been, and perhaps even stronger than ever.

Website & Digital Communications/Publications: As of 1999, the Association had no digital presence, with neither a webpage nor an official email address. In March 2000 the Association notified the membership that we were constructing our internet homepage, which made its debut shortly thereafter. Since that time, the Association has invested a significant amount of effort into staying current with the use of technology, both internally and externally. Some highlights:

- E-lets: Consisting of requests from members for assistance from fellow chiefs, information on important matters or of interest to the membership, notices about events, services, programs, etc.
- Daily E-News: Our most popular digital offering, provides headlines and links to news stories from around the state and nation that are of interest to police chiefs.
- Quarterly E-Newsletters: Provides information, updates, and offerings from the NJSACOP Professional Services and the Professional Development Divisions, as well as from our associated organizations, the NJ Police Chiefs Foundation and the NJSACOP Command & Leadership Alumni Association.
- NJSACOP Internet Homepage: We have just introduced a completely revamped website, which is not only more aesthetically pleasing, but also utilizes the most current technology and interactive capabilities.
- Twitter, Facebook, and YouTube: The Association maintains an active and popular social media presence.

NJ Police Chief Magazine: As mentioned, when Mitch arrived in April 1999 the **NJ Police Chief** was not a magazine, but rather it was a newsletter. In fact, it was an 8 page newsletter that was copied in the State Office, stapled, folded, stamped and mailed out, all by hand in the State Office. By March 2002 the newsletter had grown to 24 pages, and was printed and mailed offsite. Starting with the September 2006 edition, The **New Jersey Police Chief** became an actual magazine – printed in full color, with a wide range of articles, notices, ads, and promotions for the Association's various programs and services. The March 2009 edition notified the membership that the current issues of the **New Jersey Police Chief Magazine** would be the final edition of the printed version of the Magazine. Thereafter, we would transition to an online only journal, not only saving us money, but also allowing us to stretch and expand the nature of the publication, as well as expand exponentially the reach of the magazine, and therefore of the Association itself.

Public Affairs Division

Annual Conferences & Police-Security Expo: In 1999, the NJSACOP annual Conference consisted of the following: an Opening Ceremonies at the host hotel, followed by a "Pasta Party" in one of the ballrooms; 2 combined breakfasts / training sessions (in the same room) on both Tuesday and Wednesday morning (for Chiefs and spouses only), and the annual Installation Banquet. There were also Spouses' events scheduled. The Police Security Expo was scheduled, then as now, on the Tuesday and Wednesday of the Conference.

Annual Conference: Over the past 18 years, the Conference has grown significantly in several ways. First, the "Pasta Night" was replaced by an opening Host Chief's Night Reception, which over the years has expanded and grown into a "must-attend" annual event. In conjunction with this change, the poorly attended Opening Ceremonies were finally eliminated in 2010. Additionally, in 2001 the morning breakfast (on Tuesday and Wednesday) were separated from the training sessions, professionalizing the presentations and permitting the expansion of the sessions' capabilities. Accordingly, the two morning training sessions were opened up to other personnel, at the discretion of the Chief. Attendance has grown to an average of 350 – 400 per session, with high-profile presenters a regular feature of the conference.

Police-Security Expo: There is no mistaking the fact that our Expo was an exceptional event prior to my connection with the Association. According to our records, the Expo had 450 vendors at the 1999 show, which was – and would still be – quite an impressive event. Along with our Expo partner, Sitework Associates, we have

Continued from previous page

continued to strive to grow the show, both in terms of vendors, attendees, and quality and nature of the exhibitors. As of 2016, we were at approximately 750 vendors, making us the second largest industry show (after IACP).

Mid-Year Conference & Vendor Showcase: This new event was instituted in 2015, and by all measures has been a success. Attendance both in 2015 and 2016 were strong, and we sold out the vendor space. We expect similar results in 2017.

Legal Aid & Legislative Committees: These two committees remain core functions of the Association. Much of the success that we have had and continue to have is due to the hard work, diligence, and talent of those members that lead and participate in these committees.

IACP: The NJSACOP has developed a strong and visible presence within the International Association of Chiefs of Police (IACP). The most visible aspect of this presence is our exceptionally well-attended annual networking reception held at the annual IACP conference. Somewhat less visible but more importantly is the leadership role we play within the State Associations division of the IACP, where the NJSACOP has developed an exceptional reputation, and is looked to as a model for best practices and as a source of programs and services to be modeled by other state associations.

Affiliated Organizations

NJ Police Chiefs Foundation: In 2003 we established the New Jersey Police Chiefs Foundation, a 501(c)(3) IRS recognized charitable foundation (technical term is "related foundation"). The Foundation was created to support the mission of the NJSACOP, to provide a charitable option for NJSACOP partners that require such in their corporate giving or corporate citizenship efforts, as well as to develop Foundation-specific initiatives. Although I am not fully satisfied with the progress made by this entity, it does carry on some important functions:

- **Chief George Tenney Award:** The award was established in 2005 by the Foundation to honor an individual or organization for outstanding contributions to professional law enforcement. The award is named for Chief George Tenney of the Elizabeth Police Department, the first president of the NJSACOP.
- **Safe Schools Symposium:** The Foundation took over the administration of this 1-day seminar for police and educational leaders, held every other year.
- **NJ Law Enforcement Memorial Service:** The Foundation was also given administration and financial responsibility for the coordination of the statewide Law Enforcement Memorial Service.
- **NJ Police Chiefs Valor Awards:** Last year, the Board approved placing the annual Valor Awards within the portfolio of the Foundation.
- **Path of the Guardian:** This newly established program offers to NJ police departments exceptional, weekly delivered on-line "roll call" training for every sworn member of subscribing police agencies at a very affordable cost.

NJSACOP Command & Leadership Alumni Association: In 2006 the NJSACOP Command & Leadership Alumni Association was founded under Section 501(c)(3) of the IRS code. This organization presents continuing training and professional development opportunities to graduates of our Command & Leadership program, and also serves to provide support for, and promotion of, the program itself. The Alumni Association has conducted membership luncheons featuring speakers such as the Chief of Staff of the NJ National Guard and the chairman of the Behavioral Sciences & Leadership Department of the US Military Academy at West Point. The Alumni Association has also sponsored the following leadership experience programs:

- Ft. McHenry & the US Naval Academy at Annapolis
- The US Military Academy at West Point
- Battle of Brandywine, Independence Hall, and Tomb of Unknown Revolutionary War Soldier

William Parenti

William Parenti
NJSACOP President

***NEW JERSEY STATE ASSOCIATION
OF CHIEFS OF POLICE***

**105th ANNUAL TRAINING
CONFERENCE &
POLICE SECURITY EXPO**

**REGISTRATION
BROCHURE**



**June 26-29, 2017
Resorts Hotel & Casino
& Atlantic City Convention Center
Atlantic City, New Jersey**



105th Annual NJSACOP Training Conference & Police / Security Expo

Each year, the NJSACOP convenes the organization's largest and most important event,
The Annual Training Conference and Police/Security Expo.

The Conference combines prominent speakers and training professionals, high-profile incident reviews, and valuable leadership insights for the police executive with social functions, highlighted by the Installation Banquet.

The Annual Conference is also a time to learn, share ideas, establish a communications network, and renew friendships.

The emotional high point of the Installation Banquet is the NJ Police Chiefs Foundation Valor Awards, presented to law enforcement officers and civilians who have gone over and above the call of duty to help their fellow citizens at the peril of their own safety or even life.

The Annual Police/Security Expo is one of the largest law enforcement-related tradeshow in North America. Over 650 vendors and 7,500 attendees converge on the Atlantic City Convention Center for two days to view and try out the latest in tools, technology, hardware and software for the police and security professional.

The Annual Training Conference and Police/Security Expo Agenda and Registration Information can be found on the next pages of this brochure.

Please do not hesitate to contact the NJSACOP State Office should you have any questions.



105th Annual Training Conference Agenda

CONFERENCE AGENDA

Monday, June 26, 2017

7:00 p.m.

Host Chief's Night - Dinner/Reception
The Landshark Bar & Grill
Buffet Dinner, Cocktails and Entertainment

Tuesday, June 27, 2017

7:45 a.m. - 8:45 a.m.

Buffet Breakfast

9:00 a.m. - 12:00 p.m.

Ferguson, Missouri: Providing Effective Leadership in a Crisis Situation
Presented by: Chief Jon Belmar,
St. Louis County Police Department
Registered Chiefs, Spouses and Registered Guests
(Pre-Registration Required)

The events in Ferguson, Missouri marked a major shift in how many Americans perceive police, and began a call for more transparency and accountability in the profession. St. Louis County Police Chief Jon Belmar, who had a major role in restoring order following Michael Brown's death, will talk about the lessons learned during the ordeal and how police leaders can prepare for similar events in their communities. His presentation includes ensuring officers are given clear instruction on their demeanor during protests, leading from the front in critical incidents, and trainings' short comings in dealing with these situations. He will also talk about the socioeconomic conditions leading to the unrest and cover the role politicians and media play during highly publicized events.

11:00 a.m. - 4:15 p.m.

Police/Security Expo Seminars
Atlantic City Convention Center

12:15 p.m.

Police/Security Expo Opening Ceremonies
Atlantic City Convention Center

CONFERENCE AGENDA (cont'd)

Wednesday, June 28, 2017

7:45 a.m. - 8:45 a.m.	Buffet Breakfast
9:00 a.m. - 11:00 a.m.	Sustaining Motivation By Being a Transformational Leader <i>Presented by: Michael Bret Hood,</i> <i>Special Agent, FBI (Ret.),</i> <i>21st Century Learning & Consulting, LLC</i> <i>Registered Chiefs, Spouses and registered Guests</i> <i>(Pre-registration required)</i>

Are your employees as engaged as they could be in their work? Are there certain people in your organization who struggle with their motivation? Are you leading up to your full capabilities? Have you been able to adapt to leading new generations of employees? What if someone offered you new, scientifically proven ways to help you better lead and motivate your followers? Would you be interested?

As we all know, law enforcement agencies are full of diverse, opinionated personalities, each with differing motivations or lack thereof. Any leader could have trouble navigating in this environment, but scientific research has shown that a transformational leader will have better success at leading and motivating their followers. In this interactive block of instruction, participants will be surprised by their own behaviors while also learning different ways to leverage automatic human behaviors to increase employee engagement and intrinsic motivation. As a leader, don't you want to leave your organization better than you found it?

10:00 a.m. - 3:00 p.m.	Police/Security Expo Seminars <i>Atlantic City Convention Center</i>
6:00 p.m. - 11:00 p.m.	NJSACOP Installation Banquet & Cocktail Hour <ul style="list-style-type: none"> • NJ Police Chiefs Foundation Valor Awards Presentation • Cocktails and Hors d'oeuvres followed by banquet and awards

Thursday, June 29, 2017

9:30 a.m.	General Membership Business Meeting
10:30 a.m.	Board of Officers Meeting

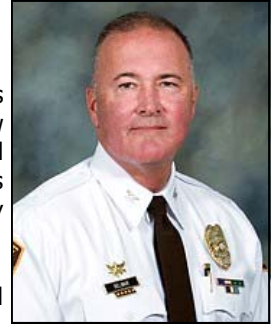
**** Spouse Events TBD**



105th Annual Training Conference Speakers

Chief Jon Belmar **St. Louis County Police Department**

Chief Jon Belmar was appointed to the position of Chief of Police on January 31, 2014 by the St. Louis County Board of Police Commissioners. By County Charter, the Chief of Police is responsible for the law enforcement duties of the Sheriff. St. Louis County is unique in the U.S., as it does not have an elected sheriff. Chief Belmar has served the agency since 1986. The St. Louis County Police Department serves a population of over one million and a geographical area of more than 500 square miles. Current agency strength is nearly 1,100 and it has a budget of more than \$113 million.



Chief Belmar began his career in the Affton Southwest Precinct in 1986 as a patrolman. He also served in the South County Precinct and the Tactical Operations Unit before his promotion to Sergeant in 1995. As a Sergeant he served in the West County Precinct as a watch supervisor until selected to run the Department's Arson and Explosives Unit in 1996. In 1998 he was promoted to Lieutenant and remained within the Division of Criminal Investigations as the commander of the Bureau of Crimes Against Persons. He remained in that position until his promotion to Captain in 2004 at which time he was assigned as the Commander of the Affton Southwest Precinct and later as a Captain in Special Operations. He was promoted to the rank of Lt. Colonel in July 2013 and assigned the position of Commanding Officer of the Division of Special Operations.

Chief Belmar was appointed to the boards of Medal of Valor, S.T.A.A.R.S., and Backstoppers. He is also a member of the International Association of Chiefs of Police, FBI National Academy Associates, N.O.B.L.E., National Tactical Officers Association, and the NAACP.

Chief Belmar earned a bachelor's degree in Criminology from Arkansas State University, and attended the FBI's Hazardous Device School at Redstone Arsenal, Alabama, where he was certified as a bomb technician in 1997. He attended the 228th Session of the FBI National Academy in 2007, the 56th session of the Senior Management Institute for Police in 2014, and the 38th session of the FBI National Executive Institute in 2015.

Chief Belmar has presented in front of the FBI National Academy, Police Executive Research Forum, and the Regional Business Council, among others.

Chief Belmar was raised in North St. Louis County and currently resides in West St. Louis with his wife.

Michael Bret Hood **Special Agent, FBI (Ret.)** **21st Century Learning & Consulting, LLC**

Michael Bret Hood is a founding partner in 21st Century Learning & Consulting, LLC, a group that offers leadership, implicit bias and financial crimes training, investigative consulting and expert witness services. He is a master facilitator, human behavior and interpersonal communication specialist with over 25 years experience and training through the premier law enforcement agency in the world.



He served for 24 years with the Federal Bureau of Investigation, and was a 4 time winner of the Special Agent of the Year Award, and recipient of multiple FBI Director commendations.

Currently, he is mentoring and coaching executives at the FBI's Executive Development Institute, where he creates the vision and strategy to lead major law enforcement executives in their attempts to adapt and transform their agencies to fit 21st century models of policing.

Michael is also the author of the critically-acclaimed leadership book, *Eat More Ice Cream! A Succinct Leadership Lesson for Each Week of the Year.*



New Jersey State Association of Chiefs of Police

105th Annual Training Conference

June 26 – June 29, 2017

Resorts Casino Hotel & The Atlantic City Convention Center

REGISTRATION FORM

Attendee Information:

Title & Name _____

Agency _____

Address _____

City, State, Zip _____

Email (required for Confirmation) _____

County _____

Spouse/Companion Information - shared for spouse events at convention

If attending ALL events - see below for list of events:

Name _____ Email _____ Phone _____

ADDITIONAL Banquet tickets:

\$125 per ticket Quantity _____

Full registration fees include Banquet ticket; do not order if you register in full below.

Child(ren) (if under 18, no fees apply):

Name(s) _____

Member Status/Fees:

Active [] \$345

L.E. Associate [] \$345

P.S. Affiliate [] \$345

Non-Member [] \$365

Retired [] \$185

Late fee [] \$25 if registering after 6/21/17

Fees include: Host Chiefs Night, Tuesday & Wednesday Breakfasts/Seminars, Installation Banquet

Spouse Status/Fees:

Active, L.E. Assoc., P.S. Affiliate, Non-Member [] \$195 Retired [] \$140

Fees include: Host Chiefs Night, Tuesday & Wednesday Breakfasts/Seminars, Special Spouse Event(s), Installation Banquet

Fee Totals:

Attendee fee - \$ _____

Spouse fee - \$ _____

Banquet ticket(s) - \$ _____

Late fee - \$ _____

TOTAL AMOUNT DUE - \$ _____

Make Purchase Orders/Checks payable to:

New Jersey State Association of Chiefs of Police

Return completed registration form along with payment information to: **NJSACOP - 751 Route 73 North, Suite 12 - Marlton NJ 08053**

Tel - 856/334-8943

Fax - 856/334-8947

Credit card info - CC# _____

Expiration date _____ / _____ 3 or 4 digit CVV _____

Amount to be charged - \$ _____ Signature _____

Address of CC holder _____

Hotel room reservations can be made here: <https://meetatresortsac.com/vnjc17> OR CALL DIRECT: 888-797-7700 & USE CODE VNJ17

Please use the **Breakfast/Seminar Registration Form** to add additional personnel for Tuesday & Wednesday.



New Jersey State Association of Chiefs of Police

105th Annual Training Conference

June 26 - June 29, 2017

Resorts Casino Hotel & The Atlantic City Convention Center

BREAKFAST/SEMINAR REGISTRATION FORM

This form to be used for personnel attending the Breakfasts & Seminars only.

\$50 per person per day

Agency _____

Address _____

City, State, Zip _____

Tuesday, June 27, 2017 Breakfast & Seminar

"Ferguson, Missouri: Providing Effective Leadership in a Crisis Situation"

Presented by: Chief Jon Belmar, St. Louis County Police Dept.

Breakfast: 7:45am - 9:00am

Seminar: 9:00am - 12:00pm

Attendee(s) - List by Title & Name:

Wednesday, June 28, 2017 Breakfast & Seminar

"Sustaining Motivation By Being A Transformational Leader"

Presented by: Michael Bret Hood, SA, FBI (Ret.), 21st Century Learning & Consulting, LLC

Breakfast: 7:45am - 9:00am

Seminar: 9:00am - 12:00pm

Attendee(s) - List by Title/Name:

TOTAL # of attendees for both days _____ @\$50 each - \$ _____

Make Purchase Orders/Checks payable to:

New Jersey State Association of Chiefs of Police

Return completed registration form along with payment information to: NJSACOP - 751 Route 73 North, Suite 12 - Marlton NJ 08053

Tel - 856/334-8943 Fax - 856/334-8947

Credit card info - CC# _____

Expiration date _____ / _____ 3 or 4 digit CVV _____

Amount to be charged - \$ _____ Signature _____

Address of CC holder _____

SEXTORTION, OPIATE DRUGS, MASSACRES, STRESS, CHEMICAL BIOLOGICAL RADIOLOGICAL NUCLEAR THREATS, PEARL HARBOR, TERRORISM AND RISK MANAGEMENT: DO I HAVE YOUR ATTENTION?

A study of the 2017 NJSACOP Police Executive Institute 16th Session from a UK viewpoint

By Detective Chief Inspector David Annets (Ret.)

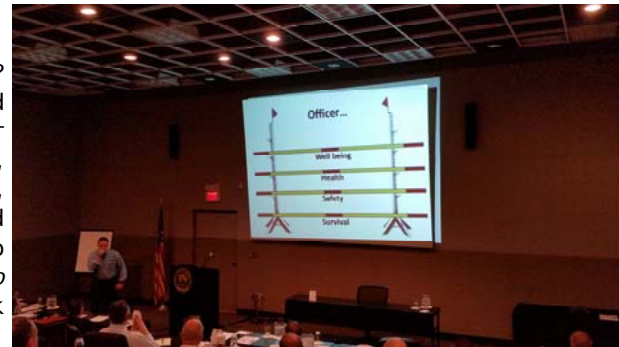
A quick glance at the agenda for this year's NJSACOP Police Executive Institute (16th Session) would lead you to believe the world is a scary place, and that I was in for a bumpy ride in this week-long seminar, where I was asked to deliver on the topic on *Employee Engagement and Coaching* in amongst a myriad of pretty stressful topics. Fortunately, the scene was set, and I was in safe hands of the New Jersey State Association of Chiefs of Police (NJSACOP) so I quickly relaxed into the soft leather chairs in the lecture theatre, only to be hit side-on by a juggernaut of a presentation from Retired Chief Kent Williams from Breachpoint Consulting.

Chief Kent explored the culture within law enforcement and contrasted and compared current organisational culture in some departments against attributes and beliefs that individuals held when they first joined the department (whatever the department was). At interview stage, individuals come across as enthusiastic, young and trustful, with low levels of coercive controlling behaviour. But is that the case today? This was shaping up to be a bit of a roller-coaster ride, and to be honest I felt as though I could not get off that ride. Why? Let me explain.

Chief Kent's presentation was fast-paced, delivering hard-hitting truths, but delivered in a spiritual and humble way that left participants clear that he was talking directly to each and every one of them, and that he had years of experience to move them through stressful, torrid waters, guiding them to the safety of the bank on the other side. Like a bullet straight in the heart, but delivered with full CPR and heart massage at the end. Self-reflection complete, stress reduced, Chief Kent left me in no doubt that he had a number of tricks to deal with the stress and, by observing the rest of the class and speaking on a one-to-one basis afterwards, I am convinced there were many "hallelujah moments," with a quickly dawning realisation that we had all been "there;" some may even still be "there" based on their subsequent admissions and private telephone calls home afterwards. The *Chatham House* rule prevents me from naming names, but if you read on and recognise either yourself in this, or you recognise your colleagues, then please share, as I am sure that is the Chief's intention here.

Look away now if you have a squeamish nature, but read on if you want to know more, but remember these are personal reflections and may not represent any of the presenters' thoughts whatsoever, albeit I am pretty sure they do.

So, what do I mean by we have all been "there"? Where exactly is "there"? Well, the Chief asked us all to perform a reality check of our departments, and to give some thought to the pervading culture and environment that our organisations are operating in. Was it warm, open, trusting, and supportive, where people flourish and grow in friendly professional teams full of vision, innovation and freedom designed to make a positive difference; or is it a closed -shop, full of suspicious battle-worn staff that find it hard to move on or to change, and are disconnected with the vision, full of rules and regulations to *do* this, to *not do* that, heavily relying upon the need to "control" others and quick to blame? Go on, I dare you to think about this.



A quick and simple math test revealed that most departments have a little bit of each, in fairness, but when scrutinised, and on reflection, there are more of the negative factors displayed now than ever before, a factor reflected across the board. I know this from our conversations over coffee, and by the looks in participants' eyes; they were emotionally beaten by the Chief, myself included. We fall short of the ideal position at almost every turn, and if honest with ourselves we now lean heavily towards a lack of trust in people, and full-on attempting to control every aspect of our lives, on the street, in the department, and, without doubt, this filters down to our home life.

So what does this look like, and what does it mean? Chief Kent explained that we all didn't start out like that, we didn't turn up for our job interview for law enforcement like that (in fact quite the opposite, we were very trusting and not coercive in the least). If we were any different, we would surely not have been given the job.

But somewhere along the line "it" happened, and if you recognise some of these traits in yourself, "it" may have happened to you too. Oh, by the way, I don't think that you necessarily need to be employed in law enforcement for this to be the case. It could be any organisation where people have become cynical, and leaders are distant from their teams.

It's a fact that healthy organisations are "engaged" and "empowered," where people are recognised for their contribution; indeed

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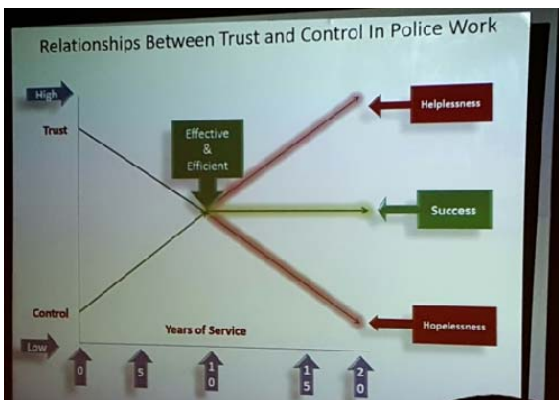
these three factors alone are known to activate chemicals in the body that goes a long way to supporting a community belonging, as well as ownership.

So, let us look at the detail here. What was Chief Williams actually saying about “control?” You can clearly see this in some of the reality TV programs in the UK that have TV crews riding along with police in the big cities, policing the night time economy, for example, where UK police officers are seen to want to “control” what they see, and are pretty much pessimistic about who they may be dealing with that night, never trusting anyone. They have an acute need to control the situation based upon years of exposure to drunks, and for the public that step out of line the police need to control them, telling them to do as they are told. The trouble is, it is not easy to turn this switch off when you arrive back at the office, or even when you arrive home.

The police lock up those criminals overnight, and are rewarded for their success, the more people that do not do as they are told, the more arrests they make, and as a consequence the more the officers appear to be doing a good job.

Continuing to exercise control in this way over a period of time in law enforcement affects the mind-set, something appears to happen that makes the officers want to control more and more, and trust less and less. The lessening of trust is essential safety mechanism for police in order to remain both successful and safe on the streets. This then becomes a bit of a paradox, as Dr Stephen Covey mentions in his book about the 7 habits of effective leaders; there are many things outside of your control or influence, and this includes certain groups of people, such as your boss, captain, chief, or family members, who are not bound to follow your orders. In effect, there is only one thing that you can fully control, and that is yourself.

Chief Williams explains this in terms of trying to control three dogs on three leads. It's almost an impossible task to do this smoothly, if one dog is say a Rottweiler, one a Labrador and one a small Jack Russell, for example. They often walk at different speeds, and pull in opposite directions. As I am sure those that have tried to walk three dogs will appreciate, one can even prove to be an immovable object. Chief Williams describes these three dogs as ‘The Street’ (where ‘control’ is exercised often without too much problem, but where the officer has recourse to legal backing); ‘The Department’ is dog No. 2 where control can be exercised over those subordinates but not peers nor superiors; and the third dog is the family, your spouse, and kids. These are the 3 dogs you try to walk every day. Think about it for a moment - do you try to exercise ‘control’ at home too, without success, or which results in frustration all around...perhaps even treating your spouse and kids like criminals, exercising a growing desire to control and a lessening wish to trust them? Honestly? Good for you if you don't try to control your family.



However, it is hardly surprising when we look at what misdemeanours officers are routinely exposed to in the workplace, it can be difficult at times differentiating our attitude towards the 3 dogs, often treating family like criminals in pursuit of this control, rather than treating them like the loving family and friends they are.

Chief Williams observes that this need to control more and trust less can take place over a period as short as four years in the department, from date of joining.

Officers routinely turn towards pessimism, (because the world is not as rosy as we thought it was when we signed up for the job); as a consequence we soon trust less, have a desire to control more and, despite constantly complaining and being pessimistic that the job is ‘broken’ (I’m being polite at this point), law enforcement officers with over 4 years’ service are reluctant to change, in fact go as far as to say they hate change, and they are quick to attribute blame to everyone else.

A little self-reflection may be required at this point: is it me Chief Williams is talking about? Is it you? He calls these the 5 strings that control the law enforcement professional like puppets on a string. The 5 strings are 1) pessimism, 2) a desire to control more, 3) trusting less and less, 4) resisting change and 5) quickly assessing blame.

But you know what? It is police culture that causes this (here we go again blaming something else). The reason I say this is because successful cops are those that control the streets, the criminals, and by trusting less they remain safe (a key objective for every US law enforcement officer); performance is therefore assessed as good, (criminals locked up, safer streets, happy Chief) and colleagues respect them for this. In fact, senior officers may recognise this “success in control” by rewarding the officer with specialist skills, or promotion. Officers are rewarded for high control, and low trust, and success is measured in such terms, and everyone is happy....aren't they? Well, not really. This is a vicious cycle, a caustic risk of performing well in law enforcement, which causes officers to want to control more and this becomes second nature, taking it back to the department and taking it home. In cases where officers are unable to control their bosses or family, this leads to frustration and work /

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family breakdowns. By the time you are on your second or third marriages, it's too late. These 5 strings lead to a hostile working environment, comprising bad behaviour, leaders are aware that this is happening, but because criminals are being successfully tackled, they fail to act on the negative culture bubbling beneath the surface, which can only lead to damage, either in terms of emotional well-being or financial damages. It's "a problem lying in wait," as Gordon Graham explained later in the week during this year's course.

Chief Williams calls this the FACTS theory® - the Fundamental Association of Control, Trust and Success within law enforcement. Guess what; there's more. For every reaction where we trust less and try to control what we cannot control, trying to reconcile this officers tend to lean towards feelings of hopelessness and helplessness. Somewhere around the four year mark is a fulcrum where the balance of control and trust and success is about right, and officers are working healthily within the zone, and if they remained at this point they would continue on a successful trajectory.

But it doesn't last, as the years pass by, officers fail to recognise that they are in the zone, they are both efficient and effective, so they go on to attempt to control more and more, and their willingness to trust lessens. When the people they love or work with cannot be controlled, then that's when the fun starts.

This crossover manifests as a triangle representing feelings of hopelessness, helplessness, and worthlessness, and suddenly three sides of the triangle of those who commit suicide come into stark focus, this FACTS theory mirroring feelings of suicide exactly.

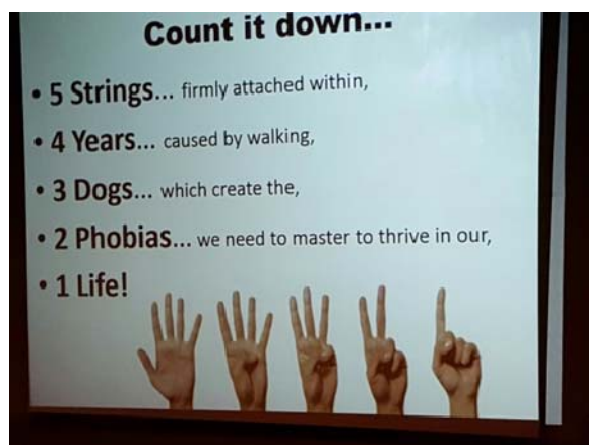
This final side of worthlessness comes about by no longer being seen as successful as the toxic traits take over, and officers then begin to have a heightened sense of their 2 phobias, in their 1 life. Chief Williams says this is your chance to countdown to thinking about making a change: 5, 4, 3, 2, 1...

Wait a minute though, I have yet to mention those two phobias (you may be sitting there thinking officers aren't scared of anything, are they?). However, these 2 phobias are writ large like sharks, or venomous snakes; firstly the fear that we can get caught controlling too little, or worse still, the fear of being caught trusting too much on the street.

Read them again so you understand them.

We then replicate this at home and fear it in the office too. In remaining cynical, pessimistic and bitter, these beliefs and values will soon affect your state of mind, and are a pre-cursor for ethical collapse, both at work and at home.

Chief Williams likens this self-reflection to a *foggy mirror* where the guardians of law enforcement lose their way. Good leaders will reflect at this stage. If you are thinking this may be you, you may have a little apologising to do at home yourself, and you should remind yourself to snap out of it.



So here's the interesting thing; at our level we broadly all do the same job, have the same shared experiences and responsibilities, and come from similar backgrounds, but we can all make different decisions...don't let yours be based on those 5 strings and try and remember who you really are, who you really were when you joined the job. This will be difficult, but like breaking the sound barrier, "the cockpit shakes hardest just before the breakthrough." (Charles Elwood 'Chuck' Yeager USAF, first to break the sound barrier). (For more info www.breachpointconsulting.com)

I think you'll agree that this is a hard act to follow, but follow it I must, and did so with an input on "Employee Engagement and Coaching for Leaders," and whilst the success or otherwise of this sessions should be left to those attendees to comment upon, Chief Williams' session played right into my

hands. So how do we leaders prevent those good people who join us from becoming cynical and pessimistic, and prevent their 5 strings being pulled? Leading through those dual challenges of control and trust! Leaders turn to *Employee Engagement*.

In contrast to the fast paced delivery of the previous Chief, I remained silent for some 3 or 4 minutes at the beginning of the presentation, and just watched the faces of the delegates as they squirmed, writhed and felt awkward, frustrated by my lack of engagement with them as a trainer. Although I hate to say this, but it looks like my presentation was going down like a lead balloon, the participants were definitely not being inspired. Together we explored this further, and found even stronger emotions being displayed as a direct consequence of this lack of engagement, lack of information, lack of instruction; these disengaged observers were no longer incentivised to continue. Even though it was only a few minutes of disengagement! The emotions that

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this brought to a head were intense; one commented he felt like his time was being wasted, one had feelings of being disrespected, many were disengaged, some were distracted, some looked entirely quizzical, even *intrigued*. Stood before them was a highly respected leader and trainer, who simply wasn't speaking to them. And there we have it, disengagement from interacting with your staff leads to all sorts of problems, evident even if disengagement occurs for a short period of time.

You'll notice the last comment - they were *intrigued*, and so too are your staff. They are made for relationships. They want to get to know you better; its human nature, most probably they also want to impress you, but without employee engagement you will never know what extra capabilities and extra discretionary value your staff can commit to. So, how does this link to Chief Williams' work?



Well, we all recruit good people, people who speak very wisely in their interviews, with a positive growth mind-set. They have an interest in the job, they are idealistic in their answers to interview questions, they are keen and motivated, and intrigued about what is going on in the police. Yet, according to Chief Williams' research, many soon become sceptical and pessimistic, and without engagement by their bosses, are permitted without intervention to spiral into the despair outlined above.

This isn't likely to be occurring solely within the police. A quick glance of Chief Williams' website reveals many testimonials from other hard-working public and private sector leaders and their staff that have also spiralled in pessimism. The problem, it would appear, is that many leaders think of "engagement" as if it were a World War II dictionary definition of 'first contact with the enemy.' I think we have all witnessed staff dive for cover whenever they see the Chief coming along the corridor!

So, within the classroom, I upped the tempo and began to "engage", and the mood lifted.

John C Maxwell, renown author and leadership guru identifies that in order to move from a "positional" level of leadership (i.e. people follow you because of your rank), you need to ensure people follow you because they want to (Maxwell calls this "Permission"). The key word here is relationships, but without engagement leaders will never build the relationships required to move up a level, and therefore the team will not be freely producing as much as they are capable of, as there will be no discretionary effort. Find out personal things about your staff, care for them, empower them, trust them, in other words engage with them and change the culture by creating a positive atmosphere to improve mind-sets.

Some fast-paced learner-led training activity in the classroom resulted in identifying factors that reveal your team may not be "engaged." We also explored the benefits in policing for employee engagement, and revealed, too, the causes of people becoming disengaged. We then shared good practice, (tricks of the trade), 10 'I's' to improve engagement.

- Involve employees in business planning and vision;
- Inform employees through a knowledge sharing system;
- Inspire employees through creating excitement;
- Instruct correctly during on-boarding new recruits;
- Incentivise employees by linking (creative) rewards and recognition;
- Invite family to share successes at awards ceremonies;
- Initiate Hackathons / Skunkworks;
- Identify with employees' sense of charity;
- Interest: take an interest in your team;
- Inside Out – get outdoors / teambuilding days

Some would say walk-the-walk as well as talk-the-talk. Speak to your team. On the way to your desk, make a point of taking a detour and whilst doing so, take an interest in them, deliver a handwritten thank-you note for good work, place them on a sought-after training course. Engaged employees are therefore not only committed to their organisation's vision and values, and contribute to their department's success, but they are also passionate about their own work, boosting their feelings of well-being. The antipathy of the aforementioned 5 strings.

The research for "Johari's Window" reveals that the best performing teams, and best leaders, engage with each other, and do all they can to ensure truth and honesty, with as much as possible out in the open, rather than hidden from the team. To do this you need to be self-aware, and engaging with your team helps towards this.

One such way to become more self-aware is to be coached. Likewise for your team, one way is to coach or mentor your team. So, quickly, here's the difference: You go to a Mentor for answers, and you should only go to a Coach for questions!

A Leader is best when people barely know he exists, when his work is done, his aims fulfilled, they will say, we did it ourselves -



New Jersey Law Enforcement Memorial Service

May 23, 2017, 11:00 AM
The Great Auditorium
Ocean Grove, NJ

Please join the New Jersey Police Chiefs Foundation at the 33rd Annual New Jersey Law Enforcement Memorial Service for law enforcement officers who made the ultimate sacrifice in the line of duty over the past year, as well as all the heroes who have been lost over the years.

The Memorial Service brings together the entire law enforcement community and the public for a day of solemn remembrance. All members of the law enforcement community, family, friends, the press, and the public at large are welcome and greatly encouraged to attend.

No RSVP is required.

[Click here to view the 2017 NJ Law Enforcement Memorial Service Video](#)



Lt. William G. Fearon
New Jersey State Police
EOW: December 28, 2016



Trooper Frankie L. Williams
New Jersey State Police
EOW: December 5, 2016



**Senior Corrections Officer
Nikeelan D. Semmon**
New Jersey Department of
Corrections
EOW: July 1, 2016



Trooper Sean E. Cullen
New Jersey State Police
EOW: March 8, 2016



#NJPoliceMemorial



Improved Communication Program Being Offered to New Jersey Police Chiefs and All NJ Public Safety & Justice Organizations

NJSACOP to Partner with Cisco and CDW-G for Video Cloud Collaboration

Tech Leaders and NJ Police Chiefs Association to “Partner for Better Information Sharing”

With increasing demands on law enforcement to respond to and assess situations faster and more accurately, the need for improved communication and collaboration has become more critical than ever. To address this issue, the New Jersey State Association of Chiefs of Police (NJSACOP) will be partnering with Cisco Systems and CDW-G to provide association members the opportunity to connect their teams with the latest in Cloud based video collaboration technologies.

Called the NJSACOP Public Safety and Justice Portal, the new partnership will make a wide variety of the latest collaboration technologies available to New Jersey public safety and justice agencies. The offering will include software subscriptions services only as well as video enabled endpoints ranging from desktop systems to room-based systems. In addition, cloud services and multiple collaboration tools (including TelePresence® and Jabber®) will be available. These can help increase efficiency and reduce costs related to administration, meetings, travel and transportation. In addition, the technologies offered through the agreement, will provide improved and more secure communications by empowering real-time, any time, face-to-face video communications and meetings among staff.

Affordable, Reliable and Secure

Cisco is excited to be a key player in the development of this turnkey approach to help New Jersey Public Safety agencies easily acquire cutting-edge video and TelePresence® technologies for deployment in the office and the field. With a wide array of video end-points being delivered by Cisco's 2014 Partner of the Year CDW-G, New Jersey public safety agencies could have an affordable method that would let them easily communicate in real-time within their own department or with other state or federal agencies. Cisco vast experience in video collaboration technologies will provide agencies with a reliable and secure platform that can be expanded as needed. A key software component of the new partnership would be Cisco's Jabber software client for mobile devices. This communications software would empower agencies in New Jersey to respond to unknown threats faster and more effectively.

Another special feature of the new agreement would enable agencies to deploy Cisco's WebEx Collaboration Meeting Room (CMR). This advanced collaboration solution could link up to 200 callers at once in a conference room setting, and up to 25 video endpoints. Plus, CMR is standards based, so even those without a license could join calls – a key advantage in times of crisis.

Real Benefits for Public Safety and Justice Agencies

For New Jersey public safety agencies, the new partnership with Cisco Systems and CDW-G will provide tremendous benefits every day. Real-time video communication tools will be available that would provide a more secure environment for those who work with prisoners after arrest. The agreement would also open up Cloud Collaboration technologies to use by attorneys, judges and correctional facilities. Using them, agencies could reduce or eliminate the need to transport dangerous inmates for arraignments, hearings or healthcare. By enabling remote video interviews between inmates and legal attorneys, the new cloud based tools could reduce or eliminate travel time and associated costs, freeing up financial and physical resources for use in more critical areas.

The use of advanced video collaboration technologies are ideal for Emergency Operations Centers (EOCs), letting them view data and presentations (video, television, maps, graphs, etc.) in real-time and across agencies. With that data, EOC decision makers can develop more efficient response strategies. Plus, video helps build more interactive relationships and ensures communication is clearer since body language can be interpreted.

Components featured in the agreement include advanced technologies like that found in the Cisco DX Series. The DX80 features HD video, Unified Communications, Android applications and even email all integrated into a single sleek device. Its end-to-end security features provide the level of security agencies need for complete peace of mind. Components like the DX80 could stream live video site-to-site to give command staff a better strategic understanding of live incidents. Or, thanks to the cloud, that same live video could be immediately recorded and used later for further investigation, prosecution or collaboration (such as with Border Patrol and the DEA). This same capability also opens up new opportunities for enhanced officer training and accreditation via live courses and webcast.

The deal will also give agencies the opportunity to step up in size to Cisco's TelePresence SX Series solutions. These flexible and highly scalable codec and camera sets turn any flat panel display into



Cisco's DX-80 delivers integrated, always-on and secure high-definition (HD) voice and video communications conferencing.



The Cisco TelePresence SX Series Quick Set provides flexible and highly scalable codec and camera sets that can turn any flat panel display into a video collaboration

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a video collaboration system for small-to-medium size meeting rooms. Easy to setup and use, the SX Quick Sets deliver high-definition video quality, multiparty conferencing and three different camera options to accommodate room size and configurations, all at a value price. They provide the performance expected of more expensive systems, combined in a sleek multi-featured package.

Components like the DX and SX Series would enable team meetings via TelePresence® or Jabber® without the need to recall officers from the field. They could even eliminate stressful travel to statewide or national meetings, allowing staff more down-time with family. This could dramatically reduce or eliminate costs associated with meetings, such as transportation, fuel, food and lodging. These resources could then be reallocated to areas that are more critical.

Cloud Collaboration would help New Jersey residents through the NJ State Chiefs of Police Public Safety and Justice Portal. Powered by Cisco Connected Justice® and CDW Cloud Collaboration, the site will allow 911, Police, Prosecutors, Courts, Special Task Forces and more to share information in real-time across the state. Nationally, it can do the same through the National Sheriffs' Association Collaboration Cloud. There it can link Sheriffs offices large and small, rural and urban, to share critical information and resources in real-time.

Step Up to Cloud Collaboration

Cisco Systems and CDW-G's Cloud Collaboration service will be available to association members only, through an annual subscription. It will be simple to use and members will even be able to customize service bundles to fit their specific needs. Plus, it is designed to be flexible and will let members select from a variety of end-points or soft client options. It will also utilize cloud subscription services that are attached to individual endpoints. This means each license would support up to five devices, providing users the flexibility to transition from desktop, to tablet, to smartphone, etc. as their workday or events require. This lets workers leverage video collaboration to the max. By taking advantage of this aspect of the deal, agencies could eliminate separate hardware and software costs, reducing the burden on already limited IT resources. Best of all, it will be available at an affordable monthly fee, one which could be funded using asset seizure, JAG Grants and more.

By leveraging the power of multiple agencies through the NJSACOP, and merely adding to an agency's existing internet connections, New Jersey public safety and justice agencies will be able to enjoy advanced video collaboration capabilities without incurring expensive upfront costs or committing to high purchase volumes. To learn more about the New Jersey State Association of Chiefs of Police Public Safety and Justice Portal cloud collaboration solutions powered by Cisco Systems and CDW-G, contact your Cisco or CDW-G account managers or publicsafety@cdwg.com.



SUPPORT THE NEW JERSEY POLICE CHIEFS FOUNDATION

The New Jersey Police Chiefs Foundation (NJPCF) is the charitable affiliate of the NJ State Association of Chiefs of Police. It is a 501(c)(3), not-for-profit foundation, established in 2003 to solicit, receive, administer and expend funds for law enforcement-related charitable and educational purposes.

Your contribution helps enhance law enforcement related charitable and educational programs throughout the year, including:

- The annual New Jersey Law Enforcement Memorial Service
- Safe Schools Symposium
- New Jersey Police Chiefs Valor Awards
- Law Enforcement Career Days

The New Jersey Police Chiefs Foundation also provides financial assistance to:

- The New Jersey Law Enforcement Torch Run for Special Olympics
- U.S. Marine Corps for Law Enforcement Foundation

Additionally, the New Jersey Police Chiefs Foundation presents the "Chief George Tenney Award" to honor individuals for outstanding contributions to professional law enforcement.



[You can donate to the New Jersey Police Chiefs Foundation here.](#)



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Chinese philosopher Lao Tzu.

How do we do that then? How are our teams led to believe they did it themselves? Through pure coaching, that is, don't give them the answers! Sounds harsh, but listen, all coaching needs to do is to remove the "critical internal dialogue" that is going on inside everyone's head (W. Timothy Gallwey calls this the Self 1 in his book *The Inner Game of Tennis*), and so maximise the natural potential inherent in them (Gallwey calls this the Self 2) by removing interference from Self 1.

During this session, participants had the opportunity to try pure coaching skills through questions only. We even tried coaching "blind" to great effect, revealing that you do not really need to know the subject matter to coach properly. You can see this reflected in many sporting coaches who have never played the game to a high level. Some commented that they quickly realised through coaching that the subject matter wasn't as important as they thought it was, and others quickly designed an action plan on the back of the session.

One observation that struck me, though, was that some participants were concerned about some things they could not "control" (does this sound familiar?). Here we go again, back to the 5 strings. I think it is prudent to remind people what Dr Stephen Covey says in his book *7 Habits of Highly Effective Leaders*. If it is outside of your "control," don't worry about it, and concentrate solely on areas within your circle of influence. No amount of worrying ever changed anything.

Pure coaching, if carried out within certain guidelines, can be very powerful, and always remember to have a "contract" with your coachee, and ensure you both understand what level of confidentiality you are going to adhere to. To ask the right questions during coaching, you could do worse than refer to Max Landsbergs book, *The Tao of Coaching*.

That was the end of Day One of the Executive Institute. I am sure everyone was still reeling from the sucker punch delivered by Chief Williams, but hopefully they had some tools in their tool box now to address those issues.

Day Two, and delegates were introduced to issues around substance abuse by our friend Doug Collier, formerly a Special Agent with the US Drug Enforcement Administration, now with the NJ Division of Criminal Justice. Doug showed us some stark figures – certain drugs, heroin and prescription opioids in particular, were causing overdose deaths escalating at a critical rate. Mirroring these figures, Doug explained that teenage attitudes towards those drugs is a troubling trend. What's more, heroin has been replaced by an even deadlier drug, where just 2 milligrams (about the size of a pinch of salt) may kill those who dabble. The replacement drug is cheap, it's synthetic, and so technically there could be a never ending supply. The drug name? Fentanyl. Not something I had come across in England, but no doubt our National Crime Agency have it high on their radar. But if NJ law enforcement are exposed to this on a daily basis, is it any wonder officers are becoming more cynical and less trusting – and here we go again.



Fortunately for law enforcement in NJ there are 17 regional coalitions targeting prevention under the New Jersey Prevention Network (njpn.org). This is 'partnership engagement' along the same lines of employee engagement, and benefits can be realised across the board. Good leaders foster good partnerships.

Doug also told us about the CLEAR (Community-Law Enforcement Affirmative Relations) Continuing Education Institute. Created by AG Directive 2016 -5, it requires every sworn officer employed on a full or part-time basis law enforcement agency to take continuing education courses (over and above mandatory training that is already in existence.)

Please bear with me a minute whilst I jump to Day Three of the course, when Gordon Graham spoke about Risk Management Rule No. 5: training has to be continuous. This rule nicely meets the need and Gordon Graham is convinced that lifelong learning is something that should be done each and every day otherwise you are going to have "problems lying in wait" – more on that later.

On the subject of training, we were then given an overview of Leadership Principles from the US Military Academy at West Point. Their mission: '*to educate, train, and inspire the corps of cadets so that each graduate is a commissioned leader of character, committed to the values of duty, honor and country, and committed to professional growth throughout a career as an officer in the US Army and a lifetime of selfless service to the nation*'.

This all sounds very familiar territory. Let me take you back to our own law enforcement recruits again. This is probably how they start in the department, but Chief Williams says it doesn't take long for them to change.

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So, how does West Point do it? How do they prevent their officers becoming cynical, and their strings pulled by negative behaviors like some departments in law enforcement?



West Point achieves this ambition through full immersion, 24/7 in the culture, in role models, high standards, quickly addressing gaps through accountability, obligation, and inspiration (it is an honourable profession), and development (not simply attention). Everyone at West Point has the same mission to achieve. These are their strings.

To be a leader of character, this is what law enforcement leaders need to aim for, guided by a high level of emotional intelligence (another factor highlighted in good employee engagement); the ability to understand oneself, one's team, and those around you (that's those 3 dogs again – the street, the department and the family!), together with the ability to self-manage, i.e. do not let those 3 dogs and 5 strings pull you away from your mission and vision, otherwise you will be nothing more than a puppet.

Emotional intelligence is also very hard to put your finger on. Yet the FBI speaker told us that one of the hallmarks of an effective leader is the ability to deal with ambiguity; after all our daily tasks are full of it. Another hallmark is the leader's ability to be optimistic, even in the face of failure. Look again; it says

'optimistic' here, NOT pessimistic. This is a mind change. Being negative or pessimistic makes you unapproachable, and one of the recommendations from the *Joint Congressional Committee on the Investigation of the Pearl Harbor attack* (July 20th 1946) which incidentally highlighted supervisory, administrative and organisational deficiencies in our military and naval establishments, talks about the fact that 'unapproachable or superior attitude of officials....is fatal.'

The final presentation of Day Two concerned a topic that would seriously affect officers with children and young family more than most, but it was still alarming for others. Sextortion. Clearly articulated, this presentation outlined all the sneaky and underhand ways paedophiles manage to access our children. Yet again, another subject that quickly adds to the pressure on officers in terms of control and trust. This has a knock on effect to their families, and striking the right balance is not easy, as knowing this information pushes us further towards wanting to protect our children and the community. But reminded by Chief Williams' observations, we need to put this into perspective within our homes. Restraint and trust should be the order of the day, whilst informing your kids, alerting but not alarming them, or worse, controlling them by showing a lack of trust that your kids are capable of making the right choice and will indeed make the right choice. Remember, emotional intelligence is all about managing your emotions, all the time, when dealing with all three areas, on the street, in the department and at home. Do not use it exclusively at the expense of your home life.

On Day Three, Gordon Graham returned to the auditorium where the draw of his delivery style on the ubiquitous subject of Risk Management and ethical decision making tripled the number of law enforcement officers present. He has been a loyal friend and servant to the NJSACOP and I for one have listened to him on a number of occasions now, so I have no intention of going into any depth about his presentation. What I would say though is that he has studied tragedy for so long, looking for causes, that there is no greater person for us to listen to, as long as we take heed and start looking at risk management and pre-incident prevention through his eyes. After all, if you can identify cause, you can control it (there's that word again!), and you can prevent similar tragedies occurring by building in viable control measures. In the UK, we usually look for risks that impact seven areas: public confidence in the police, our performance, financial risks, reputational risks, community cohesion, welfare of our staff, and diversity (not necessarily in that order).



When you study tragedy for as long as Gordon Graham has, you see there are always proximate causes, but you really need to get down to related causes, contributory causes, the root cause, culture, and all of those 'problems lying in wait', that someone knew about yet no-one did anything about. Take for instance the Challenger Space shuttle disaster. Group-think was at work, where in a drive for progress decision makers ignored things that were going wrong, ultimately leading to deaths (read the

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report for more information).

Group-think: a mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when the members' strivings for unanimity override their motivation to realistically appraise alternative courses of action.

In group-think mode, participants have no realisation of threats, are quick to explain away evidence not fitting with their viewpoint, and are blind to the moral implications of a policy. Furthermore, they tend to stereotype their enemies, and ignore evidence that challenges their thinking. Doubters have subtle pressure exerted on them to keep quiet, and a doctrine of collective responsibility is used to stifle dissent outside of the group.

Yet again, this harks back to Chief Williams' research. The 5 strings of his FACTS theory (Fundamental Association of Control Trust and Success in LE) is a type of group-think. Gordon Graham says that in our culture, as soon as you raise your hand to say there is a problem, you suddenly become the problem! Good people leave, and there's a reason for this, because they have identified problems lying in wait that no-one wants to deal with.

Raising your hand becomes a risk in itself! However, think about this....
Risk is the currency of progress.

You are a leader and you should be confronting group think, not siding with it. This is one of the challenges of moving from Buddy to Boss; you need to recruit good people, you need to listen to good people, and you need to retain good people (that's Rule 2 of Admiral Rickover's approach to risk management) – people running complex systems should be highly capable.

As a leader, it is your role to confront bad behaviour, if you continue to ignore any identified pessimism, you are not being true to a leader's role. Either you use your position (rank) to change it, (but be mindful that according to John C. Maxwell that is the lowest level of the 5 levels of leadership), or to make a lasting change, you need to confront it. You need then to understand the issues and risks to the organisation, define it as accurately as possible so that you fully describe what is happening / could happen, and then search for a solution before agreeing a way forward. Gordon Graham reminds us that ethical leadership is about doing the right thing.



Gordon reminded us, too, that most people would love to do the job of a law enforcement officer, they would indeed offer good money just to go out for a ride in your police car, but they know they can't do your job. The law enforcement profession is still a noble profession, just like West Point, let's keep it that way.



Day Four was reserved for the annual leadership Staff Ride component of the NJSACOP Executive Institute. In the early 19th century the Prussians / Germans pioneered the concept of staff rides with their own up and coming staff officers as the fledgling German Empire created its first General Staff. The concept has been adopted by the Americans throughout the late part of the 19th and 20th centuries, so much are they reliant upon the excellent learning in the field, that many US military leaders have studied leadership on the battle fields throughout the world, some large battles and some small, all are of value to the best leaders. Personnel selection, vision, command, decision making, motivation, logistics, communication, situational leadership and learning from mistakes are amongst leadership lessons to be taken from the field.

So it is with the Battle of Paoli (later to be known as the Paoli Massacre!). But, what is there possibly to be learned from such a small battle, one which is relatively unknown, even in the psyche of Americans?

General Anthony Wayne, fighting on behalf of General George Washington, camped comfortably at Paoli, Pennsylvania; he was a local, he knew the hills well, and he knew the farmland and woods close to Malvern. He knew his people. He was on home turf. Paoli, incidentally, received its name from a local tavern, indeed many of these Philadelphia-area rural communities were named after local taverns that linked communities together over vast areas of farmland. His task was to get behind the British, harass them, and strike at General William Howe. He was only some 4 miles to the rear, it was night time, so he set camp, and lit fires around the camp on the hillside surrounded by woodland. He had no plans to tackle the British that night, despite being ordered to attack the British (George Washington has already had a number of defeats of late, and he didn't want more).

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The British attacked General 'Mad' Anthony Wayne at Paoli, in the dead of night, in stealth mode if you like, having removed their flints from their rifles and attached bayonets on the instructions of Major General Charles Grey. 'In the upmost confusion that followed, the British light infantry bayoneted every man that came out and the cries of the wounded formed together one of the most dreadful scenes that I have every beheld in warfare.'

Wayne escaped to fight another day, however. Despite this being one of the smallest battles in the Revolutionary War, it had far-reaching implications, as within a week the British will march into Philadelphia with their drums beating, pipes playing, ceremoniously in full regalia right along the centre of the city. The capital of the nation had fallen to the British on September 25th 1777. Had it ended there, I would have been pretty pleased, but it did not.

Either way, the defeat at Paoli was yet another black mark for General George Washington in a string of defeats that stretch from New York all the way to Philadelphia, including the Battle of Brandywine and Battle of the Clouds. However, the ruthless fight at Paoli was not soon forgotten by the Americans; indeed it became a rallying cry "Remember Paoli" that cemented the resolve of the Americans, making martyrs of those who died. Indeed General Wayne later went on to lead a bayonet charge at night against the British some 4 years later at Green Spring, on that occasion with some degree of success.



So what does this have to do with present day leadership? Firstly, it's important to note that George Washington suffered many setbacks, on the road to independence, yet continued with his mission and vision. General Wayne learned from his mistakes at Paoli, and put them into practice for himself at a later date. As we are all professional, we should also learn that we can become complacent occasionally, and let our guard down, cut corners, just like Wayne. Complacency on the battlefield breeds defeat.

We can also learn here about "unintended consequences of our actions". General Grey's attack at Paoli, albeit a minor skirmish in the grand scheme of things, woke a giant within the Americans that raised morale to a level that proved impossible to defeat, and victory in the campaign was not far behind. Morale in any unit is the best indicator that the unit is being led well.

So we moved on to Valley Forge. Although no battle was fought here, Valley Forge saw the very antecedents of the American Army, forged in this very spot from the embers of the Continental Army. The lesson here comes from the very challenges faced at the encampment, such as limited finances, limited logistics, numerous nationals and languages, morale, and political interference are all amongst those challenges faced by General George Washington. I am sure we all have political issues tugging at our sleeves all day long. Washington's troops, camped at Valley Forge in the winter of 1777 through to the summer of 1778, thousands of personnel suffering low morale from a number of defeats (including the Capital being taken by the British – did I already mention that?). As leaders, we lead men and women for whom we are responsible, no different to George Washington.

He successfully kept a fledgling army who had never worked together in the field for so long under difficult circumstances, at the front line of the battle, that it became a premise on which the US won its independence. His leadership made the difference. His presence made a difference. He was visible, accessible and familiar.

The final lesson at Valley Forge came from Inspector Major General Friedrich Wilhelm Barron von Steuben, who initiated training exercises on the plains of Valley Forge; specifically he orchestrated bayonet drills. The Continental Army had not really been trained in close fighting, despite bayonet charges deciding the outcome of most battles of the 18th Century.

Steuben taught first the continental armies, and then Washington's, and is credited with starting grand parades, drilling mass brigades and training for the military, which has continued to this day.

The final day of the Police Executive Institute, for which I was regrettably unable to stay, featured my colleague from the UK, Chief Inspector Dean O'Connor (Dorset Police), who outlined some of the issues experienced in the UK from a Chemical, Biological, Radiological and Nuclear (CBRN) commander's perspective, including counter-terrorism issues linking this work to leadership lessons learned throughout the week-long Police Executive Institute. Focussing upon strategic objectives, planning, and contingencies, this was a CBRN masterclass made easy. Participants were exposed to new ideas in this field. I know Gordon Graham would have endorsed this as one of his rules, alongside Steuben (above) is that constant learning, training and new ideas are paramount in a healthy organisation.

The main point to come from this presentation was the fact that the Gold Commander should always give the team some 'Actions', otherwise there will be no successful command and control. The actions should be reviewed regularly, and only change

The Commanding officers of each Brigade are to Appoint a Capt. daily to visit the Sick of His Brigade in & Near Camp to examine whither They have proper attention paid them & are furnishd with every thing their situation Required...

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that view if new or significant intelligence / information comes to light.

In explaining the expectations of each level of command, it became clear that many leadership issues come to the fore, not least of which are the welfare of the troops; setting clear direction; engagement with partners and stakeholders; considering the impact on the team who have to deal with disaster recovery of victims and victim identification; an expectation that your staff will be putting themselves in harm's way; trust of the leader, i.e. if when standing at a cordon 200 yards away from an incident, how can your staff trust you if they see those dealing with the incident wearing layers of protective clothing? This is about ensuring your staff view you as a leader they want to follow (back to 5 levels of leadership, again), and you have a healthy relationship with them. I have no doubt Washington had all of this to deal with and more.

Finally, this was about being prepared for the low probability – high impact scenario, aligning with Gordon Graham's risk management philosophy that *predictable is preventable*.

All in all, a great week, and I am already looking forward to the next one.

David Annets is a retired Detective Chief Inspector from the United Kingdom, having completed 30 years in the police service in both Scotland and England. As an international policing advisor in the UK he has delivered leadership training on every continent. He is now the Director of Leadership Lessons Limited, where you can find more information about him. www.leadershiplessons.co.uk.

For the full Police Executive Institute photo album, please visit:

<http://njsacop.phanfare.com/14448380>.

Free Simple Will, Power of Attorney or Living Will During Police Week

To recognize National Police Week May 14-20, 2017, Kenneth Vercammen's Law Office will provide a free Simple Will for estates under \$2,000,000 or Power of Attorney or Living Will/Advance Directive for Police Officers. I appreciate the service provided by police who protect my family. We want to say thank you to local police. I am a member of the American Bar Association. ABA has created the Wills for Heroes Program.

Call (732) 572-0500 to schedule a free, confidential appointment. To accommodate our schedule, all consults need to be completed by May 31, 2017.

IF YOU HAVE NO WILL (LEGALLY REFERRED TO AS "INTESTATE SUCCESSION"):

- State law determines who gets assets, not you;
- Additional expenses will be incurred by your heirs and extra work will be required by the heirs of their attorney to qualify an administrator;
- The judge determines who gets custody of minor children;
- If you have no spouse or relatives, the State may take your property;
- The procedure to distribute assets becomes more complicated—and the law makes no exceptions for persons in unusual need or for your own wishes;
- It may also cause fights and lawsuits within your family.

WHY SOMEONE NEEDS A POWER OF ATTORNEY?

A Power of Attorney typically permits someone to pay your bills and handle your finances if you become disabled. No one plans on disability, but its best to prepare ahead of time. A Power of Attorney (POA) is an appointment of another person as one's agent to pay bills and handle finances during disability.

For more information and to schedule an appointment, contact:

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NJSACOP ACE Certification Program Update 3 New ACE (Accredited Chief/Command Executive) Certification Program Awards

The New Jersey State Association of Chiefs of Police has granted certification status to 3 deserving police executives at the April Police Chiefs Briefing. Each applicant recently underwent peer reviews conducted by NJSACOP Accredited Chief/Command Executive (ACE) Program and has successfully earned the following designations:

Accredited Chief Executive [ACE-COP]

Rockaway Township – Chief Martin D. McParland
Morris Plains – Chief Jason Kohn

Accredited Chief/Command Executive [ACE]

Mount Olive Township – Lieutenant Philip Lucivero

The NJSACOP ACE Program is a revisiting of the former Certified Chief Law Enforcement Executive Program (CCLEEP) with a new lean towards accrediting the individual police leader and assuring that experience, formal education and management training, continuing education, and collaboration are formally assessed against a recommended standard. The goal is to give surety of merit in our state association's formal gauging of effective police leadership through a model of peer review.

The NJSACOP ACE Certification Program directly encourages New Jersey's law enforcement executives to attain sanctioned benchmarks in pursuit of a recommended standard for police leadership that are measurable and attainable. By offering proof of these standards to NJSACOP Assessors, individual police leaders can attain NJSACOP Accredited Chief/Command Executive (ACE) Certification Status.

The Certification Program measures essential proofs in three areas for the ACE and ACE-COP Certification, and in five areas for the ACE-COP Advanced Certification. If it is merited, NJACOP awards individual leadership accredited status based on those appraisals. The ACE Program also promotes and encourages continued education through ACE Re-Certification Program requirements.

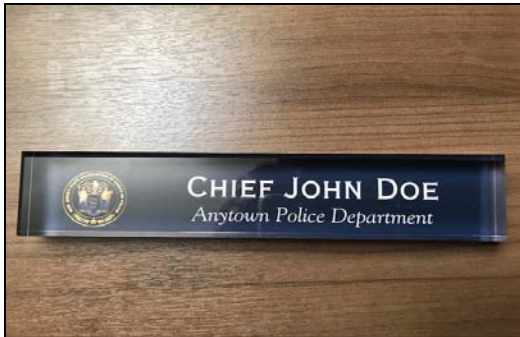
It is the policy of the NJSACOP to promote professional competence, continued education career development among all members of law enforcement and in particularly amongst our leaders. In order to achieve this goal the NJSACOP encourages current, future and retired chiefs and police executives to participate in the ACE Certification Program.

For additional information, or to submit an application, please visit www.njsacop.org.



NJSACOP DESK PLAQUES

MAIL OR FAX FORM TO: NJSACOP, 751 ROUTE 73 NORTH, SUITE 12, MARLTON, NJ 08053
FAX: 856-334-8947



NJSACOP Logo
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NJSACOP Command & Leadership Alumni Association "Brandywine & Philadelphia Staff Ride Leadership Experience"



To view the full online photo album, please visit:
<http://njsacop.phanfare.com/14451757>

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Healthy Living Tips from



200 Trenton Road • Browns Mills, NJ 08015

HEALTHY LIFESTYLE TIP: Diabetes — Cut Your Risk!

You Can Avoid or Reverse Pre-Diabetes

More than 1 in 3 Americans have pre-diabetes—and nearly 90 percent of people who have it don't even know it. You're diagnosed with pre-diabetes when your blood sugar is higher than normal, but not high enough to be considered type 2 diabetes. Unchecked, the condition can lead to type 2 diabetes, heart attack and stroke. But--you can prevent or reverse pre-diabetes by taking the following steps:

1. Get checked. Often, there are no symptoms for pre-diabetes, so it's important to ask your doctor for a blood glucose screening. Testing is especially important if you have family history of diabetes, are age 45 or older, are overweight or have high blood pressure, all of which are risk factors.
2. Eat foods that are high in fiber and low in fat and calories, such as fruits, veggies and whole grains.
3. Get 30 minutes of moderate exercise at least five days a week.
4. Maintain a healthy weight.

If you're overweight, you don't have to lose a lot of weight to improve your health. Losing just 5-7 percent of your body weight can slow or even reverse pre-diabetes—for a person who weighs 200 pounds, losing only 10-15 pounds can make a big difference and lower your risk of developing diabetes.

Making changes may seem tough, and while not everyone will be able to fully reverse pre-diabetes depending on risk factors, most people will be able to lower their risk through physical activity and healthier eating habits.

An important statistic: Without intervention, 15% to 30% of people with pre-diabetes will develop type 2 diabetes within 5 years—with numbers like that, it's important to take action now!

The key to boosting your chances for success is to make a realistic plan and to set realistic goals. Start with one change in your diet and one new type of exercise activity. Remember to take it one step at a time, and stay patient. Permanent weight loss and healthier eating habits won't happen overnight, but every step you take toward these goals will reward you with increased health!

For an appointment or more information about how Deborah Heart and Lung Center's leading-edge technologies can improve your quality of life: 800.555.1990 or request info/an appointment: www.demanddeborah.org

Ask the Physician



200 Trenton Road • Browns Mills, NJ 08015

My brother's doctor just told him he has "diabetes" and that he has to lose some of his belly and watch what he eats—but what's the big deal about it? You see commercials about drugs for diabetes and hear a lot of bad stuff about it, but--he looks and sounds just the same as ever! Tom C., Lakehurst

Tom, you have asked a question that I hear from many patients who have been recently diagnosed with this condition. Type 2 diabetes is a chronic disease resulting in too much sugar in the blood, or "high blood glucose." People with type 2 diabetes make insulin – which helps your cells turn glucose from the food you eat into energy -- but their cells don't use it as well as they should, which is called insulin resistance.


Type 2 diabetes really is a big deal, which -- without proper medical treatment and consistent monitoring -- can lead to serious health issues, such as:

- Heart attack
- Stroke
- Blindness
- Kidney failure
- Loss of toes, feet, or legs

If your brother lives in the area, I would be more than happy to see him—just contact my office (609.621.2075).




Jenine Vecchio, MD, FACE
Attending Endocrinologist
Medical Director, Diabetes Center at Deborah
Deborah Heart and Lung Center



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1-800-555-1990, option #4 or visit DemandDeborah.org*

SAVE THE DATE

NJ Law Enforcement Memorial Service

Tuesday, May 23, 2017
The Great Auditorium
Ocean Grove, NJ

June State Meeting

Thursday, June 1, 2017
The Doubletree Hotel
Eatontown, NJ 10:00 am

105th Annual Training Conference

June 26-29, 2017
Resorts Hotel & Casino
Atlantic City, NJ

Senior Leadership Seminar at the College of Policing

July 8-16, 2017
Sedgley Park Training Centre
Greater Manchester, England

Partnering for Success:

Role of the Police Chief's Executive Assistant/Secretary

September 13, 2017
The National Conference Center
East Windsor, NJ
[Click here for more information](#)

The Battles of Fredericksburg & Spotsylvania

September 22-24, 2017

For more information on these events, please visit

www.njsacop.org.

**The NJSACOP sends its sincerest
condolences to the family of:**

**Chief George Chandler,
Retired Life Member**

The NJSACOP welcomes the following new members:

ACTIVE

Chief Dean Ackermann Glen Rock PD	Chief John Stief DE River Port Auth. PD
Chief Scott Cartmell Piscataway PD	Chief John Stranahan Penns Grove PD
Chief Shamus Ellis Brooklawn PD	Chief William Theilacker Essex Fells PD
Chief Joseph Giorgianni Greenwich Twp. PD	Chief David Uron Barrington PD
Chief Mark Jackson Palisades Park PD	Chief William Wicker Oradell PD
Chief Michael Kelly Oceanport PD	

PROVISIONAL

A/Chief Neil Spidaletto
Sparta PD

NJSACOP Executive Staff

Executive Director

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Director of Professional Services

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Law Enforcement Liaison
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