

**Thomas & Means**  
A Law Firm Dedicated  
to Serving the  
Law Enforcement  
Profession

"Most of the pioneers in law enforcement risk management began by attending Randy Means' training. During my tenure, his training was mandatory for our command staff, our internal affairs supervisors, and our advanced use of force trainers. In the legal/risk management field, he's the best."

*Commander (Ret.) Lee McCown, Original commander of the Las Angeles County Sheriffs Department national award winning Risk Management Bureau*

"I've been exposed to most of the best in law enforcement training and, in my opinion, Randy Means is the 'master' of police legal and risk management training nationwide."

*Charles Jordan, MPA Chief (ret.) Hampton, VA, Police Department and FBI National Academy graduate*

Thomas & Means  
Allied to Benefit  
Law Enforcement



# The Boise Police Department

Presents

## A Thomas & Means Total Quality Policing Seminar

### Managing for Organizational Integrity A Three-Day Workshop for Law Enforcement Leaders

#### Instruction by Randy Means

Past head of the National Association of Police Attorneys, former military officer and Department Head at a state Law Enforcement Training Center, nearly 10 years a full-time major city Police Attorney, 20 years a partner in a prominent national police management and training firm, Randy Means is perhaps uniquely qualified to teach principles of risk management in police organizations, paramilitary environments laden with administrative and operational legal constrictions and teeming with risk of physical injury, death and legal liability. His work has been mentioned in the Wall Street Journal, discussed on 60 Minutes and featured on LETN and the FBI Training Network.



One of the most respected police trainers in America, he has taught nearly a half-million law enforcement officials and provided consulting services to hundreds of agencies, including many of the largest and best in the country. Long time legal and risk management instructor for the IACP and featured speaker at 10 of their annual conferences, he has also spoken at national conferences of the FBINAA, PRIMA, and ILEETA. Author of the acclaimed text, *The Law of Policing* and dozens of published articles, he also writes the liability prevention and risk management column for *Law & Order* magazine.

"I personally have attended Randy Means' training since 1992. He provided training to every level and every part of our organization. His early experience as a military leader and three decades of full-time service to law enforcement gave him such special credibility with my staff that he could take them directly from learning to doing. His work is so much more than just training hours. He is a law enforcement leader in his own right."

*Sheriff (ret.) Douglas C. Gillespie,  
Las Vegas Metropolitan Police Department*

"Instructors who are themselves veteran police officers are typically able to make an instant connection with a law enforcement audience. Randy Means is the only non-sworn instructor I have ever seen who can make that same connection. A big part of my job over the years has been to locate the finest trainers in America to teach for the organizations I serve. Randy Means is clearly one of the two best police legal trainers in the country."

*Lt. (ret.) Eric Edwards, Former Legal Specialist, Phoenix PD, now Co-Counsel to the Arizona Chiefs Association*

**June 14-16, 2016**

**Boise PD/City Hall West, Sawtooth Auditorium  
333 Mark Stall Place, Boise, ID 83704**

**Hours: 0800-1630**

For all Law Enforcement Supervisors, Managers and Administrators,  
**Especially Chiefs and Sheriffs,**  
and all Law Enforcement Legal Advisors, Risk Managers, and other management personnel responsible for police standards and training.

**Managing Individual and System Dynamics Through Effective and Thoughtful Leadership Initiatives**

*“Randy Means has provided training and consulting services to more law enforcement agencies across America than anyone else I know of. Based on actual experience, he probably know more about what American law enforcement actually does than any of the so-called 'experts', academic or otherwise. His training is something special.”*  
- **Reece Trimmer**  
**Harvard Law School Graduate and nearly 40 year full-time Police Legal Advisor**

**Consulting Services:**  
**Risk Management**  
**Personnel Issues**  
**Policy Review**  
**Litigation**  
**Expert Witness**  
**Physical Fitness**  
**Arbitration**

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Law Enforcement



# **Managing Organizational Integrity**

## **A Workshop For Law Enforcement Leaders**

### **Program Description**

Particularly in the high risk, high liability areas of law enforcement, police managers must constantly battle the threat of a wide variety of potential disasters. Injury and death are daily concerns. Today, lawsuits question whether a law enforcement agency has responsibly planned and managed a broad array of operational and administrative dynamics. The agency's written policies are challenged and its programs of training, supervision and discipline are closely scrutinized. If police officials have not dealt adequately with these matters, supervisory liability, liability for negligent training, and municipal liability will follow. Through responsible and systematic planning and implementation, law enforcement supervisors and managers can improve community relations, minimize the risk of officer misconduct, increase organizational effectiveness, and sharply reduce the threat of liability. This seminar teaches these solutions. Program orientation will be positive, proactive and practical.

### **Topics Include**

What, Exactly, Causes Police Liability  
Risk Identification and Prioritization  
Litigation Trends” Understanding the “Battlefield”  
Creating and Maintaining an Ethical Culture  
Procedural Justice and Legitimacy  
Supervisory and Managerial Responsibilities  
Building and Maintaining Duty/Honor Values  
Assuring Critical Knowledge and Abilities  
Creating and Implementing Valid Standards  
Data Analysis: Early Warning Signs and Systems  
Dealing with “Brady” Problems  
Enhanced But Low Cost Training Systems  
Use of Force Reporting  
Human Relations Initiatives  
Improving First-Line Supervision  
Keys to Making Policy Work

Achieving “Buy-In”: Supervisors as Risk Managers  
High Risk Personnel Administration  
Management Issues in Police Use of Force  
Entry into Private Premises  
Getting a Grip on High Speed Driving:  
Foot Pursuits: The New Frontier?  
Intra-Organizational Communication  
Proactive and Reactive Disciplinary Tools  
Racial Profiling Issues  
Secondary Employment  
Selection of Field Training Officers  
Recruitment and Hiring Processes  
Affirmative Action and Validation  
Dealing with Sexual and Ethnic Harassment  
Constitutional Policing  
Appropriate Risk Balancing Measures

### **Other Training Available through Thomas & Means**

Leadership Development  
Advanced Command Staff Training  
Critical Thinking and Decision-Making  
Applied Ethics  
Mental Toughness  
Managing Police Discipline  
Advanced Supervision  
Police Liability  
Officer-Citizen Contacts  
Search and Seizure  
Interview and Interrogation  
Federal Civil Rights Issues  
Improving Your Policy Manual  
Internal Investigations: Nuts and Bolts

Managing the Human Relations Function  
Physical Fitness Programs and Standards  
Emotional Intelligence  
Interpersonal Communication  
Employment and Personnel Issues  
Risk Management  
Criminal Investigation  
Criminal Interdiction for Patrol Officers  
Physical Readiness for Officers  
Use of Force  
Emergency Vehicle Operations  
Effective Report Writing  
Courtroom Testimony  
Stress Management

**Professional consultation and customized training programs to meet your specific needs available upon request**

**For more on our training programs and other professional services visit:**  
**[www.thomasandmeans.com](http://www.thomasandmeans.com)**

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**Consulting Services**

Risk Management  
Personnel Issues  
Policy Review  
Litigation  
Expert Witness  
Physical Fitness  
Arbitration  
Internal Affairs

Integrity

Effectiveness

Accountability

Risk Management

Liability Prevention

**A Variety of Line  
Officer Training  
Programs are  
Available on a  
Contract Basis.**

Thomas & Means  
Allied to Benefit  
Law Enforcement



# Managing for Organizational Integrity

*A Workshop for Law Enforcement Leaders*

## Registration and Attendance

### Five easy ways to register ...

Online at [www.thomasandmeans.com](http://www.thomasandmeans.com)

Click on "To Register for a Seminar"

Call: 704-895-5694, Ext. 11

Email: [marissa@thomasandmeans.com](mailto:marissa@thomasandmeans.com)

Fax this form to: 704-895-9034

Mail this form to:

Thomas & Means

P.O. Box 2039

Huntersville, NC 28070

**Managing for Organizational Integrity**

**June 14-16, 2016**

*Co-Hosted by: The Boise Police Department*

Agency \_\_\_\_\_ Email \_\_\_\_\_

Address \_\_\_\_\_ Phone \_\_\_\_\_ Fax \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Contact Name \_\_\_\_\_ Rank/Title \_\_\_\_\_

Participants (including rank or position): Additional forms may be used for additional locations or participant

\_\_\_\_\_

Registration Date: \_\_\_\_\_ Purchase Order # \_\_\_\_\_

**Seminar Tuition:** Registration fee for the three-day program is \$295.00 per person. A written confirmation of the registration will be sent to the contact name listed. Seminar fee includes all instructional costs and seminar materials. Payment (or purchase order) must be received in advance for admission to the seminar.

Make checks payable to: Thomas & Means.

**Additional Savings:** Send three, fourth registration is free. Groups of five or more are \$200.00 per person.

**Refund and Substitution Policy:** A refund, less an administrative fee of \$30.00 per person, will be issued upon receipt of a written request at least 10 business days prior to the seminar. No refund will be made for a cancellation received less than 10 days in advance.

We will gladly apply a registration fee to any of our future seminars or products.

Substitutions may be made at any time.

**Cancellation Policy:** In the unlikely event of seminar cancellation, we will refund or credit your tuition fee.

**NOTE:** For information on our program entitled "Managing Police Discipline," including internal affairs investigations, offered 8 times a year across the country, please visit our website :

[www.thomasandmeans.com](http://www.thomasandmeans.com).

**Co-Host Agency Contact:** Diane Eckhart, Boise Police Department

Phone: (208) 570-6140 Email: [deckhart@cityofboise.org](mailto:deckhart@cityofboise.org)