

The Police Dynamics Institute, Inc. (PDI) has provided character-based law enforcement training on an international basis since 1998. The president of PDI, Ray Nash, has an extensive background in law enforcement leadership, training and human resource development. Ray has been in the profession for 31 years and has been training law enforcement personnel for the last 28 years. He has provided consulting and technical services to thousands of law enforcement officials over the years in a variety of topics but specializes in the area of character-based leadership. He has built an organization that calls upon professional law enforcement trainers to present instruction in a variety of disciplines.

The **Police Dynamics™** program is a series of character-based principles, known as “dynamics,” that are designed to empower police officers to be more effective in both their professional and personal lives. The dynamics are packaged in a fast-paced and exciting training program that is entertaining, enlightening and relevant to law enforcement today. The principles are universal in their application and pertain to virtually any relationship. After implementing the **Police Dynamics** program, agencies from around the world have reported an increase in morale and public support coupled with a decrease in crime and citizen complaints.

As the caretaker of community morals, your agency must promote the highest standards of professional and personal conduct. **Police Dynamics** is designed to help you meet this goal.

“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy.”
~ General H. Norman Schwarzkopf

Character Determines Success

To effectively serve your community, you must first be committed to serve your staff and their families. Character provides a basis for this. Investing time and energy into the development of positive character qualities will enable your officers and employees to correctly respond to life situations and establish successful relationships in both their professional and personal lives.

Achievement in life is always birthed from effort and discipline. The same is true of character. Basing your organizational focus on character and developing character in the lives of your employees will require diligence, vision, commitment and creativity on your part. But the reward of seeing lives change, families draw closer together, and success replace failure more than compensates for any amount of effort. If you care about your officers, employees, and citizens, you can do no less.

Character is the inward motivation to do what is right, regardless of the circumstances and regardless of the cost. It springs from the heart and is revealed by what a person does, even when no one is looking. Character is an individual matter, but an individual’s character greatly impacts those around him. The moment-by-moment decisions officers make and the effort they put into the job impact public perceptions, morale, productivity, effectiveness, victim relationships, community relations and workplace excellence – even the crime rate is impacted by the character of your agency. At the end of the day, that same character will affect relationships within the family.

Character transcends age, position, financial status, race, education, gender, and personality. It affects your decisions, words, attitudes, goals, relationships, and actions. It is only through building character that you can reach your full potential. Good character makes you a better officer, leader, spouse, parent, employee, neighbor, and citizen. Technology advances, information expands, and the world changes but the essential character qualities for producing effective individuals, families, and workplaces do not change.

Character in the Workplace

Most workplace problems stem from a violation of one or more character-based principles. Generally, they can be traced to a lack of specific character qualities such as alertness, attentiveness, self-control, kindness, forgiveness, and truthfulness. Yet most job-related training programs are competency-based, not character-based. ***Police Dynamics™*** offers a new, but proven, approach to improving the character of a law enforcement organization.

“Fame is a vapor,
popularity an
accident,
riches take
wings, and
only
character
endures.”
~ Horace
Greeley

PDI’s ***Police Dynamics*** program helps you as a leader address the daily challenges that are character related. Organizations and government agencies currently using ***Police Dynamics*** and the ***Character First!*** curriculum are experiencing up to a 90% decrease in employee turnover, absenteeism, workers’ compensation costs and work-related injuries. Their citizens are reporting improved satisfaction, excellence of service and a renewed confidence. Their officers and employees are demonstrating increased loyalty, enthusiasm, creativity, productivity, personal responsibility, and willingness to serve.

Building Character

Building character is not like building a machine or a product. It is not a task you complete in a day, a week, or a year. Building character takes a lifetime. Changing one's character requires little more than hard work and commitment. Just as a mountain is constantly being reshaped by weather patterns, our character is reshaped by the choices we make and the principles by which we choose to live. New characteristics are developed by deliberately changing the old patterns of thought and behavior.

The ***Police Dynamics*** program will help you cast a new vision for your organization that clearly defines the standards of acceptable conduct, gives officers direction in the performance of their duties, provides guidelines for the exercise of discretion and furnishes a blueprint for the future.

If your desire is total quality management and workplace excellence, ***Police Dynamics*** was created for you and your agency.

Character Motivates Achievement

Character determines performance. When you demonstrate the character qualities essential for success, you will be successful. Improved efficiency, enhanced effectiveness, higher morale and greater accomplishments will flow from internalized standards of attitude and behavior.

Character Builds Relationships

Positive character qualities enhance teamwork on the job, strengthen harmony in the family and build trust into relationships. These trust-based relationships are cornerstones for your success in fighting crime and restoring peace in your neighborhoods. Negative attitudes, on the other hand, break down relationships resulting in tensions from anger, disrespect, disloyalty, dishonesty and lack of initiative. These adverse dispositions have a direct impact on our effectiveness, our professionalism, our reputation and our ability to accomplish the police mission.

“The measure of a man’s character is what he would do if he knew he never would be found out.”

~ Baron
Thomas
Babington
Macauley

Character Increases Health

Research has shown that there is actually a health benefit associated with good character. Positive attitudes reflected in friendly smiles, cheerful words and sincere praise boost the immune system, reduce stress and improve our sense of physical, emotional and spiritual wellness.

Character Reduces Injuries

Character qualities such as Attentiveness, Obedience and Alertness make us less prone to injure ourselves or others. Many organizations have reported dramatic decreases in on-the-job injuries after initiating a character program. This is also reflected in striking reductions in workers’ compensation claims.

Character Protects Against Liability

Under current law, an agency that does not emphasize character can be liable for negligence in hiring, retention, and training. It is well established that outbursts of anger, poor judgment, lack of self-control, inattention to duty, deception and prejudice can lead to liability. Vicariously, supervisors and others in authority can be held liable for the negligence of staff members that do not exhibit proper character traits. Therefore, character development provides insulation from a myriad of performance problems including civil and criminal liability.

Character Development Is Wise Law Enforcement

Police Dynamics will help you establish common ethical ground on which to build a top-notch law enforcement agency that serves as an example of personal character and professional integrity. Lasting solutions to organizational problems come when officers and employees internalize positive character qualities. When these qualities are emphasized, required, and recognized, staff members are encouraged to reach their full potential.

Character Promotes High Achievement

Specifically, a fully-implemented character initiative:

“I have a dream that my four children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.”
~ Dr. Martin Luther King, Jr.

- Identifies the root causes of many chronic problems
- Clarifies employee expectations
- Reduces hiring mistakes
- Develops a moral compass for behavior
- Reduces dependence on policy
- Limits inappropriate behavior and liability
- Defines good behavior
- Provides a common vocabulary
- Instills universally desired qualities
- Creates a good attitude in employees
- Reduces stress on leadership
- Provides a basis for future leadership
- Influences others for good
- Builds a foundation for success in life
- Enhances personal and professional relationships
- Defines and clarifies agency values
- Evaluates performance on good character
- Teaches how to make wise decisions
- Unifies team members agency-wide
- Fosters accountability
- Reduces silent approval of wrong behavior
- Improves effectiveness
- Cultivates stronger community relations
- Reduces waste
- Increases productivity
- Develops citizen relationships
- Lowers workers’ compensation costs
- Reduces employee turnover
- Promotes peaceful communities
- Provides public recognition annually to honor every employee without favoritism
- Helps officers reach their full potential
- Teaches subordinates how to appeal
- Highlights the value of each employee
- Balances personal and professional roles
- Focuses on lifetime goals of significance
- Provides a sense of purpose
- Serves the community
- Strengthens families

Police Dynamics is based on Coactive Policing, a philosophy of law enforcement grounded in the idea that community problems relating to crime, fear of crime and neighborhood decay can best be solved through a coactive (vital, cooperative) partnership between law enforcement and the communities they serve. Building vital, trust-based relationships reduces the public fear, apathy and tolerance for crime which create strongholds for criminal activity. It is the destruction of these strongholds and the restoration of moral integrity in our neighborhoods that are the best weapons in our fight against crime. Crime prevention, problem solving and character development are essential to the successful implementation of this philosophy.

Phase 1 Implementation

Police Dynamics Series 1

This is an eight hour training session consisting of six character-based dynamics. It is recommended that all departmental personnel attend this training. Leadership commitment to this initiative is so critical that the agency head and all commanders are required to attend by contract.

Dynamic of Coactivity

Coactive policing is a philosophy, not a program. Crime, as a community problem, demands a community solution. Discover how the power for effective change rests within your relationships with the citizens you serve. Then learn to apply that power to solving the problem of crime in your neighborhoods.

Dynamic of Character

Character is the seed that produces the fruit of high achievement. Most police training programs focus on competencies, yet most of our problems pertain to character. Learn how to build trust-based relationships by re-establishing the character standard within your police organization. Discover how to build a culture of character by gaining a new character vocabulary, learning to praise character instead of achievement alone and understanding the character test.

“Obedience to lawful authority is the foundation of manly character.

~ General Robert E. Lee

Dynamic of Authority

As the cornerstone of the Police Dynamics program, the Dynamic of Authority is critical for effective law enforcement. Most instances of police misconduct are the result of ego-driven officers operating “out from under authority.” Faithfully representing the authorities over you and remaining under their protection is key to avoiding negative consequences and building essential trust-based relationships. All of the lawful authority necessary to accomplish the police mission has been delegated to your officers. This dynamic explores how easily officers give away their lawful authority and resort to ego-power. Then practical steps are presented to keep officers under authority and, in doing so, generate voluntary compliance with the law.

Dynamic of Restoration

Most officer stress stems from internal relationships. Unresolved conflicts often result in hurt, depression, anger and jealousy. Discover the specific character qualities necessary to restore renegade officers and build healthy internal relationships.

Dynamic of Strongholds

Simply enforcing the law might solve a crime, but it does not solve the problem of crime. Criminals often rule the streets through fear and intimidation. Learn how to reclaim criminal strongholds by reducing the fear, apathy and tolerance for crime that enable them to exist.

Dynamic of Relationships

Building trust-based relationships takes time, effort and good character. Reduce frustration by understanding the complex dynamics involved in building vital relationships with the community you serve.

Phase 2 Implementation

Phase 2 consists of two 4-hour blocks of instruction:

Police Dynamics Series 2 and **Dynamic Leadership™**.

Police Dynamics Series 2

Series 2 consists of four more character-based principles to enhance effectiveness on the streets and at home:

Dynamic of Discretion

One of the more powerful tools available to the executive branch is the discretionary use of authority. However, much of our discretion has been limited over the years because we have used it in an unjust manner. In this dynamic, explore the judicious exercise of police authority and how to make discretionary decisions based on the principles of good character.

Dynamic of Compliance

In this dynamic of tactical communication, learn how to generate voluntary compliance through words. Physical force is often utilized prematurely resulting in liability, officer injury, disciplinary action and other negative consequences. A professional standard of conduct exists to protect officers while overcoming the subject's natural inclinations to resist authority. By following this standard, you will become more effective in all three of the deadly arenas: the streets, the courts and the media.

Dynamic of Jurisdictions

What if your authority is operating out from under authority? What if you are instructed to do something that clearly violates an established standard? How do you make an effective appeal and what are the proper grounds to do so? Learn the answers to these questions as we explore jurisdictional limitations on authority.

Dynamic of Expectations

Citizens are often critical of the police even when you have done your job well. Often they are evaluating you based on unrealistic expectations. Learn how to ground their expectations in reality. Then discover a strategy for building public support by systematically exceeding their expectations with a desire to serve. This powerful dynamic applies proactive policing at the street level.

“Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, vision cleared, ambition inspired, and success achieved.”
~ *Helen Keller*

Dynamic Leadership

This series is designed specifically for commanders and supervisors. It explores four principles of leadership from a unique character-based perspective. Developed by Sheriff Ray Nash, these principles have been an encouragement and challenge to law enforcement leaders throughout the nation.

“Leadership is the capacity and will to rally men and women to a common purpose and the character which inspires confidence.”
~ Bernard Montgomery

Dynamic of Supervision

What does it mean to be an effective supervisor? What is true supervision? What are the roles of a supervisor? What is the difference between organizational and team building roles, and how do I integrate the two? These questions are answered in a fast-paced, entertaining format.

Dynamic of Change

Leaders must not only manage change, they must be instigators of change. Learn how the “change curve” impacts morale and performance, how the power of trust-based relationships promotes positive and effective change, and how to minimize the negative effects of change.

Dynamic of Discipline

What is true discipline? How can the principles of good character and the “path of destruction” be applied to disciplinary decisions? Learn the answer to these questions as we explore a very challenging area of police leadership.

Dynamic of Leadership

In this module, learn how to “put it all together” to become an inspirational leader. The integration of organizational roles and team building roles is the key to dynamic leadership. Few have been able to do so effectively. Learn how.

Phase 3 Implementation

Phase 3 involves the **Character Dynamics™** training program and full implementation of the **Character First!** curriculum.

Character Dynamics™ utilizes a variety of training methodologies, presentations, and resources to address character-related workplace challenges, improve community service abilities and build productive teams within the organization. This is a two-phase implementation that includes a series of training seminars for leaders and facilitators, consulting and support services to provide education and start-up, employee evaluation tools, monthly character briefings and character training materials for all employees. Utilizing an assortment of multi-media, including professionally designed Powerpoint presentations, the various training seminars will be relevant, challenging and engaging.

“The only thing that walks back from the tomb with the mourners and refuses to be buried is the character of a man. This is true. What a man is survives him. It can never be buried.”

~ J.R. Miller

Character Dynamics Leadership Seminar

This 8-hour seminar provides management personnel (leaders and facilitators) with the training needed to make the paradigm shift from an achievement-based to a character-based emphasis. This seminar will acquaint your supervisors and commanders with character-based principles and equip them with powerful yet practical insights on how to successfully promote character within your organization. This seminar will renew your vision to build lasting relationships by recognizing and encouraging character growth in others, minimizing personnel challenges, and renewing employee motivations.

You will learn how to...

- Improve quality and productivity
- Identify and minimize challenging personnel problems
- Minimize hiring pitfalls
- Correct character weaknesses in a structured manner
- Conduct in-service character briefings and employee meetings
- Recognize officers and employees effectively
- Effectively coach your staff in the character arena
- Support and lead a culture of character, service and excellence
- Improve internal and external relationships

Initial Staff Training

PDI will provide training for all staff members to introduce them to the character concepts. Up to six training sessions of approximately one hour each can be conducted each day. This training is essential to a successful implementation. Future training sessions and character briefings can be conducted by the trained facilitators.

On-going Staff Training and Character Briefings

Monthly character briefings provide opportunities for your trained facilitators to present the character quality of the month, to teach employees what qualities are important to management, as well as opportunities to recognize individual employees for specific character qualities they have displayed. The briefings also allow the supervisor to regularly refine his or her own understanding of the specific character qualities, and they remind and motivate supervisors to be watching for and recognizing positive character as the most valuable attribute of an employee. In these meetings, employees are reminded that character is the most important factor affecting their work and value to the organization and are motivated to continue demonstrating character. Facilitators are trained to organize and conduct these Character Briefings. Officers learn reasons to better appreciate their coworkers, supervisors and citizens.

“Character is
the only
secure
foundation
of the state.”

~ Calvin
Coolidge

Services Support

PDI staff will be available for continuing support via e-mail or telephone consultation. This service is limited to four (4) consulting hours per month for the 12 months following Phase 3 implementation. Consulting services in excess of this amount will be billed at \$200 per hour in increments of ¼ hour.

PDI offers the following pricing options, depending on the level of implementation desired. Pricing is determined by the number of consecutive days that a PDI instructor must be on-site. Prices include all instructor fees, airfare or mileage, per diem and incidental expenses. Lodging for the instructor and car rental expenses are the responsibility of the client.

Phase 1 Implementation

First day of training	\$3000
Each additional consecutive day of training	\$2000
Training materials for <u>each</u> student *	\$30

Phase 2 Implementation

First day of training	\$3000
Each additional consecutive day of training	\$2000
Training materials for <u>each</u> student	N/A

Phase 3 Implementation

First 2 days of training	\$5000
Each additional consecutive day of training	\$2000
Training materials for <u>each</u> student	\$35

Additional materials are required for staff members.
Please contact PDI for a price quote.

*Training materials include Conference Workbook, Character Bulletin, Pocket Character Guide, Police Dynamics E-book, handouts (reproduced by client).

Additional Services

PDI offers a number of advanced seminars and technical services designed to take your character initiative to the next level.

Police Dynamics Facilitator Seminar (Level 1)

This 5-day seminar is designed to certify facilitators in the ***Police Dynamics*** program. Graduates of the course will be qualified to facilitate the ***Police Dynamics*** program by use of the ***Police Dynamics Video Conference Series***. Facilitators are trained in the presentation of the various dynamics and group exercises designed to reinforce the concepts. Special attention is given to handling objections, criticism and resistance. For successful completion of the course, participants must demonstrate a deep grasp of the program concepts and the ability to present the material effectively to a group.

Character Dynamics Advanced Facilitator Seminar

This advanced 2-day seminar provides selected facilitators with additional training needed to complete the transition to a culture of character. This seminar will acquaint you with additional principles designed to achieve your character goals.

In this seminar you will learn how to...

- Identify essential character qualities for your organization
- Develop a strategic plan to promote these qualities throughout the agency
- Build a leadership development program consistent with character standards
- Lead through a commitment to service
- Communicate with sincerity
- Minimize anger and frustration
- Encourage morale
- Lead with vision
- Understand and apply the 7 character-based Leadership Perspectives
- Improve community support and exceed citizen expectations through the application of character-based principles
- Implement a strategic problem-solving / community service model

Additional Facilitator Training

This is optional training intended for the selected facilitators and includes advanced and/or refresher training. A variety of topics are available to encourage continued leadership development and character understanding.

Standards Manual Development

Clear communication of the expected standard is an essential leadership principle. Organizations throughout the country that have adopted character initiatives have found it incredibly beneficial to promulgate a character-based Standards Manual. Different from a policy or procedures manual, the Standards Manual outlines the organizational philosophy behind the agency's character initiative, the benefits of good character and the character standards that influence hiring, promotion, discipline and termination. PDI staff are available to develop and provide one camera-ready copy of a character-based Standards Manual. Duplication and in-house distribution are the responsibility of the client.

Costs

Please contact PDI at 1-888-734-2470 or info@policedynamics.com for quotations regarding optional services.

Sheriff Ray Nash President and Program Coordinator



Ray Nash began his law enforcement career as a police dispatcher while he was still in high school. He has since served in law enforcement for over 31 years and brings a wide range of experience to the profession. He has served as Police Chief for the municipalities of both Irmo and Summerville, South Carolina. In the mid 1980's, Ray served on the training staff of the Institute of Police Technology and Management (I.P.T.M.) at the University of North Florida.

After serving three terms as the elected Sheriff in Dorchester County, S.C., Ray retired to follow other pursuits. He is now serving in Afghanistan as the Professional Mentor to the Director of Training and Education for the Afghan National Police.

As a trainer and the chief administrator for three law enforcement agencies, Ray understands the unique challenges and pressures faced by law enforcement officers and their leaders.

Sheriff Nash has provided consulting services and leadership training to law enforcement agencies for over 28 years. In 1998, he founded the Police Dynamics Institute to provide character-based leadership training and technical services to law enforcement agencies around the world. He has personally trained thousands of officers, nationally and internationally, in his character-based training program called Police Dynamics. He has traveled to Romania twice at the invitation of their National Police to train their Crime Prevention Unit and National Academy Instructors. In addition, Ray has trained Russian Police Commanders at the Moscow Police College and over 30 international police delegations here in the states. Agencies throughout the U.S. and overseas have adopted the program and are reporting great success in fighting crime and improving officer performance. Leaders from around the world are looking to the Dorchester County Sheriff's Office and the principles of Police Dynamics for answers to the difficult problems faced by law enforcement.

Ray holds an A.S. degree in Criminal Justice and a B.S. degree in Education, Training and Development (Adult Education) from Southern Illinois University.

Concern over the decline in American values led Ray to found the Palmetto Declaration Society and serve as its first President. The Society seeks to promote good government and honorable citizenship based on the vision of America's founders.

Ray resides in Summerville, South Carolina with his wife and three college-aged children. He is a founding elder of Cornerstone Community Church in Jacksonville, FL and Oakbrook Community Church in Summerville, SC. and is a certified Ambassador Trainer for Promise Keepers.

Mr. Franklin Smith Character Consultant



A graduate of the University of North Carolina at Chapel Hill, Franklin Smith retired as the Administrative Director for the Dorchester County, SC Sheriff's Office where he oversaw an internationally recognized character initiative. Franklin is the Founder and President of Character Focus, Inc. and also serves as adjunct faculty for the Police Dynamics Institute.

Mr. Smith is a certified Character Consultant for the Character Training Institute in Oklahoma City and has worked with that organization since its inception. He is regularly called upon to train various organizations, in both the public and private sectors, in the implementation of character initiatives.

Franklin has personally trained personnel from the following agencies in the Character First! curriculum:

- US DOT Federal Motor Carrier Safety Administration – Southern District
- Santee Cooper Electric – Moncks Corner, SC
- Medical University of S.C. Dental College – Charleston, SC
- Cornerstone Surveying and Engineering – Summerville, SC
- Caterpillar, Inc. – Sumter, SC
- Builders Association of Greater Indianapolis – Indianapolis, IN
- Jebailey, Mecham and Glass Law Firm – Florence, SC
- The City of Florence, SC
- The County of Pickens, SC
- Heritage Community Services – Charleston, SC
- United States Air Force – CAFB Fire Department; Charleston, SC
- Berthoud Fire District – Colorado
- Pennsylvania Sheriffs Association – State College, PA
- Idaho POST; Law Enforcement Leadership Conference – Boise, ID
- Larimer County Sheriff's Office – Colorado
- Montezuma County Sheriff's Office – Colorado
- Estes Park Police Department – Colorado
- Collier County Sheriff's Office – Naples, FL
- Hawaii County Police Department – Hilo, Hawaii

plus numerous other law enforcement agencies throughout America.

Mr. Smith has been a featured speaker at the Character Training Institute, the International Association of Character Cities and the National Sheriff's Association annual convention on multiple occasions. He was also instrumental in bringing the Character First! Educational training to elementary schools in South Carolina.

Franklin and his wife of over 30 years have four children and live in Summerville, SC. They remain active in promoting character within their community and their family.

Contact Information

Illinois Sheriffs Association

Contact: Sheriff Roger Scott
Phone: 815-895-7260
Fax: 815-895-7235
E-mail: rscott@dekalbcounty.org

Owasso, Oklahoma Police Department

Contact: Rodney Ray, City Administrator
Phone: 918-376-1510
Contact: Dan Yancey, Police Chief
E-mail: dyancey@cityofowasso.com

County Sheriffs of Colorado

Contact: Undersheriff Erne Hudson
Phone: 970-419-5144
Fax: 970-498-9203

Wyoming Law Enforcement Academy

Contact: Jim Ladd
Phone: 307-358-3617
Fax: 307-358-9603

Character Training Institute

Contact: Steven Menzel
Phone: 405-815-0001
E-mail: smenzel@characterfirst.com

Illinois Police Officers Standards and Training Board

Contact: Chevonne Wood
Phone: 217-782-4540
E-mail: chevvh@ptb.state.il.us

Hamilton County Sheriff's Office

Contact: Sheriff Jim Hammond
Phone: 423-209-7000
E-mail: fcpo2@hotmail.com

Cheyenne, Wyoming Police Department

Contact: Chief Robert Fecht
Phone: 307-637-6521
E-mail: rdfechtwpd@hotmail.com

East Central Illinois Mobile Law Enforcement Training Team

Contact: Denny Stewart
Phone: 217-345-3344
E-mail: ecimlett@worthlink.net

Wyoming Highway Patrol

Contact: Major Keith Groeneweg
Phone: 307-777-4307
E-mail: keith.groeneweg@dot.state.wy.us

Kitsap, Washington Fire District

Contact: Chief Wayne Senter
Phone: 360-871-2411
E-mail: wsenter@kitsapfire7.org

Noble County, Indiana Sheriff's Office

Contact: Sheriff Gary Leatherman
Phone: 260-636-2182
Fax: 260-636-3923
E-mail: gleatherman@nobleco.org

Volunteers of America

Indiana Department of Corrections

Contact: Steve Runyon
Phone: 317-686-9851
Fax: 317-686-9870
E-mail: srunyon@voain.org

Illinois Law Enforcement Training Advisory Council

Contact: Mary Royer
Phone: 217-496-3211
E-mail: letac@gcctv.com

Holland Michigan Police Department

Contact: Sgt. John Darrow
Phone: 616-355-1178
Fax: 616-355-1109
E-mail: darrow@ci.holland.mi.us

Comprehensive List 1998-2009

1998

South Carolina Criminal Justice Academy	Staff training
National Sheriff's Association Annual Conference Phoenix, AR	Multi-agency leadership training
Lifebuilders Conference Columbia, SC	Faith-based leadership seminar
Heritage Community Services Leadership Conference Summerton, SC	Staff training
Law Enforcement Leadership Conference seminar Indianapolis, IN	Multi-agency leadership
International Association of Character Cities Oklahoma City, OK	International government leaders conference
Trident Area Community of Excellence Charleston, SC	Business leadership seminar
Pennsylvania Sheriff's Association State College, PA	Multi-agency commanders seminar
Romanian National Police Voineasa, Romania	National Crime Prevention Unit

1999

Ohio Sheriff's Association Columbus, OH	Multi-agency commanders seminar
Romanian National Police Bucharest, Romania	National Police Academy instructors seminar
American Society of Military Comptrollers Charleston, SC	Leadership seminar

United States Air Force Junior Officer's Training Charleston Air Force Base, SC	Military leadership seminar
Trident Area Community of Excellence Charleston, SC	Business leadership seminar
International Association of Character Cities Indianapolis, IN	International government leaders conference
Idaho POST seminar Law Enforcement Leadership Conference Boise, ID	Multi-agency leadership
Florence City of Character Conference Florence, SC	Business and community leader seminar
National Sheriff's Association Annual Conference Columbus, OH	Multi-agency leadership conference
United States Air Force Charleston Air Force Base Fire Department Charleston, SC	Military leadership seminar
Winchester Police Department Winchester, KY	Agency-wide character training
South Carolina Jail Association Santee, SC	Multi-agency leadership training
Moscow Police College State Law Enforcement Division Columbia, SC	Russian police commanders Leadership & American constitutionalism
Cameron and Barkley, Inc. Hilton Head, SC	Business leadership seminar
Medical University of S.C. Dental College Charleston, SC	Professional ethics
State Law Enforcement Division Police Ethics Columbia, SC	Professional ethics conference

2000

South Carolina Department of Corrections Columbia, SC	Supervisor training
One Hundred Club Law Enforcement Leadership Charleston, SC	Leadership conference
Cameron and Barkley, Inc. Atlanta, GA	Business leadership seminar
International Association of Character Cities Indianapolis, IN	International government leaders conference
Hawaii County Police Department Hilo, HI	Commanders & supervisors conference
Hattiesburg Mayor's Breakfast Hattiesburg, MS	Business & community leaders
Indiana Sheriff's Association Indianapolis, IN	Multi-agency leadership training
Cincinnati Police Division Cincinnati, OH	Agency-wide training conference (app. 1300 total personnel trained)
South Carolina Corrections Association training Myrtle Beach, SC	Multi-agency leadership

2001

Allen County Sheriff's Office Ft. Wayne, IN	Agency-wide character training
LaGrange County Sheriff's Office Shipshewana, IN	Agency-wide character training & community leaders
Cincinnati Police Division Cincinnati, OH	Agency-wide character training
South Carolina Jail Administrator's Association training Myrtle Beach, SC	Multi-agency leadership
International Association of Character Cities Flint, MI	International government leaders conference
Tuscaloosa County Sheriff's Office Tuscaloosa, AL	Commanders training

Collier County Sheriff's Office Naples, FL	Supervisor training
South Carolina Department of Corrections Columbia, SC	Staff training
ALERT Academy Big Sandy, TX	Recruit training
Skiatook Police Department Skiatook, OK implementation	Agency-wide character
U.S. Department of Justice conference U.S. Attorney's Office Wrightsville Beach, NC	Regional commanders
2002	
Missouri Department of Conservation Law Enforcement Division St. Louis, MO	Commander & supervisor training
Owasso Police Department Owasso, OK	Agency-wide implementation & conflict resolution
South Carolina Polygraphers Association Myrtle Beach, SC	Multi-agency professional ethics
Law Enforcement Summit Ridgecrest, NC	Multi-agency professional ethics
Character Training Institute Oklahoma City, OK	Multi-agency commanders
Cincinnati Police Division Cincinnati, OH	Agency-wide character training (4 seminars)
Indiana Sheriff's Association Indianapolis, IN	Multi-agency commanders conference
2003	
Illinois Sheriff's Association Oakbrook, IL	Multi-agency commanders conference
Colorado Sheriffs' Association Ft. Collins, CO	Multi-agency commanders conference

Owasso Police Department Owasso, OK	Agency-wide implementation
Character Training Institute Indianapolis, IN	Multi-agency commanders conference
Wyoming Law Enforcement Academy Douglas, WY	Multi-agency commanders conference
Estes Park Police Dept Estes Park, CO	Agency-wide character & leadership conference
Cheyenne Police Dept Cheyenne, WY	Supervisory leadership training
2004	
County Sheriffs of Colorado Ft. Collins, CO	Multi-agency command-level conference
East Central Illinois Mobile Law Enforcement Training Team	Regional command seminar
Wyoming Highway Patrol Cheyenne, WY	Command-level training seminar
Kitsap Fire District Port Orchard, WA	Multi-agency training for public safety supervisors & commanders
FBI National Academy Graduates Tulsa, OK	Multi-agency command-level training
ALERT Academy Big Sandy, TX	Recruit training, defensive tactics, Constitutional law
Topeka Police Department Topeka, KS	Agency-wide character training
Noble County Sheriff's Office Albion, IN	Agency-wide character training
Character Training Institute Indianapolis, IN	Multi-agency commanders conference
Law Enforcement Summit Ridgecrest, NC	Multi-agency professional ethics

Volunteers of America
Indiana Correctional Association
Annual Conference
Evansville, IN

Multi-agency / multi-discipline
professional ethics

East Central Illinois Mobile
Law Enforcement Training Team

Series of 4 regional seminars

Holland Police Department
Holland, MI

Agency-wide training &
implementation

2005

Hagemeyer's, Inc.
Charleston, SC

Business leadership seminar

Northwest Management Seminar
Portland, OR

Regional multi-agency/
multi-discipline leadership seminar

Wyoming Highway Patrol
Douglas, WY

Command-level training seminar

Christian Law Enforcement Conference
San Diego, CA

Professional ethics

Illinois Sheriffs Association
Annual Retreat
Belleville, IL

Command-level training seminar

Liberty Behavioral Health Corporation
Indiana Department of Corrections
Indianapolis, IN

Multi-agency/multi-discipline
leadership training

ALERT Academy
Big Sandy, TX

Recruit training, defensive tactics,
Constitutional law

International Association of Character Cities
Oklahoma City, OK

International government leaders
conference

Character Training Institute
Indianapolis, IN

Multi-agency commanders
conference

Larimer County Sheriff's Office
Fort Collins, CO

Agency-wide training &
implementation

2006

El Dorado Hills Fire Dept El Dorado Hills, CA	Agency-wide training & implementation
Orange County Fire Authority Irvine, CA	Agency-wide training & implementation
Lee's Summit Police Dept Lee's Summit, MO	Agency-wide training & implementation
Metropolitan Fire Chiefs Conference Las Vegas, NV	Professional ethics
Southwestern Colorado Sheriff's Assoc Durango, CO	Agency-wide training & implementation
Liberty Behavioral Health Corporation Indiana Department of Corrections Indianapolis, IN	Multi-agency/multi-discipline leadership training
National Sheriff's Association Conference Orlando, FL	Professional ethics
City of Henderson Fire Dept Henderson, NV	Agency-wide training & implementation
Winchester Police Department Winchester, KY	Agency-wide training & implementation
IL Drug Enforcement Officers Assoc Chicago, IL	Command-level training seminar
Grant County Sheriff's Office Lancaster, WI	Agency-wide training & implementation
ALERT Academy Big Sandy, TX	Recruit training, defensive tactics, Constitutional law
City of Huntington Beach, CA Huntington Beach, CA	Multi-agency/multi-discipline leadership training
International Association of Character Cities Oklahoma City, OK	International government leaders conference
POST SE Region Colorado La Junta, CO	Agency-wide training & implementation
Oregon State Sheriff's Association Salem, OR	Agency-wide training & implementation

Boulder County Sheriff's Office
Fort Collins, CO

Agency-wide training &
implementation

2007

Douglas County Sheriff's Office
Castle Rock, CO

Agency-wide training &
implementation

Northwest Management Seminar
Portland, OR

Regional multi-agency/
multi-discipline leadership
seminar

Arkansas Department of Corrections
Little Rock, AR

Command level training

United States Border Patrol
El Paso, TX

Command level training &
orientation

Lees Summit Police Department
Lees Summit, MO

Agency-wide training &
implementation

Adams County Sheriff's Office
Brighton, CO

Agency-wide training &
implementation

Pueblo County Sheriff's Office
Pueblo, CO

Agency-wide training &
implementation

Vancouver Police Department
Vancouver, WA

Multi-agency/multi-discipline
leadership training

Western Colorado Peace Officer's Assoc.
Montrose, CO

Multi-agency/multi-discipline
leadership training

Citrus County Sheriff's Office
Crystal River, FL

Agency-wide training &
implementation

Conway Character Council
Conway, SC

Multi-agency/multi-discipline
leadership training

Pagosa Springs Police Department
Pagosa Springs, CO

Multi-agency leadership training

2008

Owasso Police Department
Owasso, OK

Multi-agency leadership training

Colorado Department of Wildlife
Broomfield, CO

Command-level leadership training

East Central Illinois Mobile
Law Enforcement Training Team

Regional command seminars
(series of 4 sites)

S.C. Association of County-wide Elected
Executives
Myrtle Beach, SC

Multi-agency/multi-discipline
leadership training

S.C. Association of Treasurer's
Hilton Head, SC

Multi-agency/multi-discipline
leadership training

2009

Hamilton County Sheriff's Office
Chattanooga, TN

Leadership training

Sierra Leone National Police & Military
Freetown, Sierra Leone, Africa

Multi-agency leadership training

Saluda County Sheriff's Office
Saluda, SC

Agency-wide training &
implementation

Hamburg Character Council
Hamburg, NY

Multi-agency leadership
training

Orangeburg County Sheriff's Office
Myrtle Beach, SC

Supervisor Retreat

S.C. Association of County-wide Elected
Executives
Myrtle Beach, SC

Multi-agency/multi-discipline
leadership training

Legal Affairs Department,
Ministry of the Interior
Kabul, Afghanistan

Leadership and Rule of Law training

Oklahoma Sheriff's Association
Oklahoma City, OK

Command-level leadership training