

Practicum in Public Management

Cliff Sessoms

SPEA V585

Dr. Robert Dible

April 13, 2010

## **EXECUTIVE SUMMARY:**

I consider myself to be blessed in many aspects of my life. First of all I have been able to live a productive and enjoyable life because God has given me good health, a caring and loving family, and talent and ability to learn and adapt to the many things us as humans encounter during our lifetime upon this earth.

Although the focus of this paper is to document my experience in a leadership and executive position I find it necessary to list a few of the things I believe have allowed me to reach this position in the first place. So I will begin with what I refer to as early life considerations, and then talk about my career developments, organizational leadership experiences and management accomplishments. Finally, I must say it is impossible to list all of the life changing experiences and accomplishments I have observed during my career, but I will highlight those things I feel have been critical in bringing me to where I am now in my profession.

## **EARLY LIFE CONSIDERATIONS:**

It would be a great injustice if I did not give credit to the people who brought me into this world. I have been truly blessed to have parents that love me and care about me. I have fond memories of my childhood growing up in an average size family of two parents and four children. Although we did not have many material things, my father worked hard and provided us with the basic needs of life. I can remember my father as being a man who could do anything he put his mind too. My mother is the type of person who was always there to tend to our needs as we grew. Although, she never worked outside of the home, the work she performed in the home by raising four children is just as important as the paying job my father performed.

I think to this day my determination to succeed and be able to accomplish many things in life comes from the fact I watched my father never give up or say I can't do it. I lost my father when I was 17 and I believe it was then I determined in my heart that I would succeed.

Second, I believe the fact I grew up in a Christian home where I learned to respect and rely upon God for all of my needs has allowed me to draw strength and determination to confront my every day circumstances. My faith gives me the realization that I can do all things with his help. This coupled with my father's never give up attitude has made me a stronger person. Furthermore, the values instilled in me to treat people fairly and do the right thing have made me a better leader.

Finally, I was privileged to have received a good education and even though as I look back, I realize I could have pushed myself and performed better; however I still had the opportunity to learn and develop into the person I am today. I managed to graduate from High School with honors and a well rounded education which I believe helps today to push me toward excellence.

### **CAREER DEVELOPMENT:**

I believe career development can be influenced by many factors such as; life experiences, work experiences, and educational experiences. All of these together can make us better leaders and more insightful individuals. I have already spoken briefly about some of my life experiences and will now discuss my work and educational experiences.

I graduated from Mississinewa High School in 1981 and at the time was very much undecided on my career path. I had just lost my father to cancer about four months earlier so I was still dealing with this hardship. I was faced with not knowing what I wanted to do in life, so

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I decided to attend Ball State University in the fall of 1981. Since my father was a veteran in the military I was able to attend school with no tuition or book cost. My mother also received a small amount of money from the Federal Government since I was still in school. However, I was required to live at home with her for this money to continue. I went to school for the fall and spring semester but the commute back and forth soon became a hardship and I decided not to finish school -- a big mistake on my part.

I was able to get a part-time job at Sears where I worked on the shipping and receiving dock and delivery truck. Although, this job did not pay much it taught me the meaning of working hard and gave me more confidence in my ability to manage and further developed in me a good work ethic.

In late 1994 I decided to join the United States Marine Corps and left for basic training in San Diego, where I spent the next three months in some of the most difficult physical and mental training I have ever experienced in my life. My basic training and subsequent advanced training that followed developed within me a discipline that, to this day, enables me to get the job done. It has built upon that never give up attitude that my father instilled in me when I was young. After finishing my basic and advanced training I returned to Indiana where I served in the reserves for the next ten years while at the same time I began my law enforcement career.

In 1986 I joined the Marion Police Department as a patrol officer. In early 1987 I attended the Indiana Law Enforcement Academy in Plainfield, Indiana. While at the academy I studied criminal law, traffic law, firearms, defensive driving, narcotics investigations, and patrol techniques. My academy experience lasted twelve weeks resulting in a 93% grade average and a ranking of 16<sup>th</sup> in a class of 120 cadets.

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After completing the Law Enforcement Academy I returned to Marion where I worked the next 4 ½ years as a patrol officer on both 2<sup>nd</sup> and 3<sup>rd</sup> shifts. My work assignment allowed me the opportunity to investigate various types of criminal activity, accident and traffic enforcement, and to increase my knowledge in preventive crime measures.

In 1991 I was afforded my next opportunity after being promoted to a detective and receiving the rank of Corporal. As a detective I had the opportunity to receive more advance training in crime scene investigations, interview techniques and overall criminal investigations techniques. During my time as a detective I developed and managed our criminal intelligence section, juvenile gang task force efforts, and was lead detective on many cases ranging from theft to murder.

I spent 3 ½ years working in the detective division and also managed Marion's Crime Stoppers responsibilities during this time. While serving as a detective I was twice recognized as the Crime Stopper's Officer of the Year and received a Merit Award for my work in solving several high profile burglaries and shooting cases.

Finally, during my time as a detective I also received training in Community Oriented Policing strategies and served a major role in implementing new community related initiatives, including working with the People Against Illegal Narcotics (PAIN) Neighborhood Association in forming city-wide drug marches. Furthermore, I worked closely with other law enforcement departments including the Grant County Prosecutor's Office, Grant County Sheriff's Department, Indiana State Police, FBI, and other Federal agencies.

In 1994 I was promoted to Lieutenant in charge of all day shift uniform patrol officers. This was the beginning of my management experience which included supervising fifteen patrol

officers, twelve civilian dispatchers and four civilians in the traffic and records division. My duties included; scheduling, evaluation, discipline, policy recommendation and strategic planning. Furthermore, I was tasked with the responsibility of implementing the new computer aided dispatch and records system for the department. This was a major undertaking which included identifying a system that would work for our department, geo-coding the system, and training personnel.

In 1996 I was promoted to Deputy Chief of Uniform, which at the time was the 2<sup>nd</sup> in command for a department of nearly 100 people. This position included the following duties:

1. Preparing the work schedule for all employees
2. Ordering all equipment and inventory control
3. Supervision of Uniform Division – included fifty officers
4. Supervision of Communication Center – included twelve civilians
5. Supervision of Records Division and all civilian employees – included 10 employees
6. Supervising the Training Division – included 2 employees
7. Media relations
8. Grant management (which included over \$3 million in grants over a 4 year period).
9. Discipline for the entire department
10. Standard operating procedures and policy development
11. Budget preparation and presentation
12. Supervision of evaluations for all department employees

In 2004 I assumed the duty of Deputy Chief of Operations for the entire department. This is my current job assignment and is 2<sup>nd</sup> in command -- reporting directly to the Chief of Police.

My job responsibilities include the following:

1. Supervise the Criminal Investigations/Narcotics Unit -- includes twenty officers.
2. Supervise the Community Initiatives Resource Team – includes 4 officers and 1 civilian crime analyst.
3. Supervise Communications Unit -- includes eleven civilian employees.
4. Supervise the Records Division -- includes 5 civilian employees.

5. Supervise the training division – includes 1 officer and 1 civilian secretary.
6. Ordering all equipment and inventory control
7. Media relations
8. Grant management (which includes \$1.2 million over 4 year period).
9. Discipline for the entire department
10. Standard operating procedures and policy development
11. Budget preparation and presentation
12. Supervision of evaluations for all department employees
13. Manage the internship program for the department

As I mentioned earlier I believe career development is shaped by at least three variables of which I have spoken about two so far. I believe all three have created a balance in my life leading to where I am now in my career. The third variable being education is very important to me. I have had the privilege to attend some highly regarded management and leadership courses during my career in law enforcement.

During my time as Deputy Chief of the Uniform Division I received training in supervisory and management issues along with additional Community Oriented Policing concepts. I had the privilege to attend the Indiana Association of Chiefs of Police Leadership training referred to as the Police Executive Leadership Academy (PELA). This training is a four week training academy comprised of thirty six hours each week. The focus of the training is on leadership and management responsibilities and techniques.

During my time as Deputy Chief of Operations I had the opportunity to attend the FBI National Academy in Quantico, Virginia. This academy is a ten week, University of Virginia, accredited course in leadership, supervision, media relations, and management training. The result of completing this course is seventeen undergraduate credit hours and the success of completing the top police management course in the United States. Furthermore, I had the opportunity to attend a two week FBI Law Enforcement Executive Development Academy

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course in 2007 in Quantico, Virginia. This training concentrated on management skills and learning how to successfully lead a law enforcement agency.

Although, I continued to learn through many training hours in the military and at the police department I believe my real education experience began when I decided to return to school in 2001. Returning to the world of academia was not an easy choice considering I was working full-time and trying to spend time with my family. However, I felt it was critical for me to obtain my degree if I was to continue to improve in my career development. I was still somewhat unsure what path I wanted to pursue when it came to a degree. After much consideration I chose to concentrate in a computer field. I believe technology will continue to play a considerable role in our future and a degree in this area will only increase my ability to manage and lead people.

I worked the next 6 ½ years to complete my Bachelor's of Science Degree in Computer Information Systems. Even though I was working full-time and raising a family, the values my father had instilled in me, coupled with the discipline from my military experience would not allow me to give less than my best. I was able to graduate with honors (distinction) in the spring of 2008.

After completing my undergraduate degree I can say there were no plans to further my university experience, therefore I did not immediately return to school. In late 2008 I begin to realize I was not satisfied with just completing my Bachelor's Degree, so I applied to the SPEA Masters program at Indiana University in Kokomo. Upon being accepted to the program I started class in the spring of 2009. I can honestly say this program has equipped me with the tools necessary to be successful. It is my desire to someday lead my own police department. I have

positioned myself well with past and current work experience, life experiences and training. However, when I complete this Masters Degree in December of this year I will be better prepared for what lies ahead in my career.

I believe my career development will never be complete. What I mean by this is the three variables I listed earlier will continue to change and develop as I move on with my life. I hope to constantly learn from my life experiences, continually train and educate myself, and discover new and innovated techniques from my work experiences. If I am able to keep all of these things in balance and fit them together like pieces in a puzzle, I believe, I will continue to develop in my career.

#### **ORGANIZATIONAL LEADERSHIP EXPERIENCES:**

There is a constant disagreement when it comes to the question; are leaders born or created? I tend to believe they are created and all of us have some leadership qualities that develop with our life experiences, education, and work experiences. I have been very fortunate to serve in a management capacity for over half my career in law enforcement. Although there is a difference in a manager and leader, in many circumstances a leader may serve in a managerial role. My own definition of a leader is someone who has a mission or goal and who is able to guide his/her people to a fulfillment of that mission. I believe I have had the opportunity to lead my department in a variety of areas.

While thinking back on my career I came to the conclusion that my earliest example of leadership took place while I was a young detective in our Criminal Investigation Unit. During the early 1990's we were experiencing a rise in juvenile gang violence in our community. It was my feeling that we needed to work together with other stakeholders in the community to try and

tackle this problem. I felt we needed to do several things to allow us to be successful. We needed better communication among those who dealt with juvenile offenders, more accountability for repeat offenders and more intelligence on our problem juveniles. With this in mind I developed a better way of gathering intelligence within our department by working with the officers on the street and by computerizing the information that was being gathered and then in turn disseminating the information to the stakeholders both inside and outside of the department.

Furthermore, I created a gang task force comprised of law enforcement, school officials from around the county, probation workers, and court officials. This task force worked together to come up with solutions to deal with some of the gang issues we were facing. Our mission was to determine who our problem juveniles were and to hold them accountable for their actions in an effort to create a safer environment within our city. I was able to lead the task force and our officers in accomplishing this mission by identifying and arresting the gang leaders, creating an awareness of the gang problem among school officials and community leaders, and fostering communications among all of the stakeholders in the community.

As a second example of leadership experience I would say leading our department into the technology era has been one of my most rewarding accomplishments. Prior to the mid 1990's nearly everything we did in our department was by hand with almost no computer equipment. While serving as a Lieutenant in charge of dayshift patrol I was also tasked with developing and implementing a plan to computerize some of our processes. I can say most people do not like change because they are comfortable or afraid of the unknown – this most certainly was the case in our department. I developed a mission for the department which was simple in theory but much more difficult in practice. The mission was to identify, recommend and put into place a computer aided dispatch and records management system that would streamline and simplify our

recording of information, while at the same time allow us to provide a better service to our citizens. My idea was to encourage ownership by the other people using the system, so I included a dispatcher and a representative from each division on the computer search committee. Once the system was decided upon and purchased I assigned each officer a section of the city where they were to gather information that was needed to begin geo-coding the computer software.

One of my favorite quotes as we trained on the operation of the new system came from a dispatcher who said, “can we just keep doing it the old way”. Several weeks later when the system went down and needed some repair the dispatchers had to return to using paper and pen. This same dispatcher said to me, “how long will it be until the computer system is up and running again”. During this entire process which took well over a year to implement I was able to lead our department through the process of changing from a system that had been in place for many decades to a new system which now made their jobs easier and our management of data more reliable.

There are many additional examples of my leadership experiences from leading a charge to fight illegal narcotics in our community to changes in how we collect and disseminate information. I believe each and every day I am comforted with situations that require me to lead my people. Although, I continue to learn daily and work hard to develop my leadership skills, I believe I have proven my ability to lead.

Finally, I would like to speak about my leadership style. There certainly are many different types of leaders in the world and not any one style of leadership can be classified as right. A leader must be able to adapt his/her leadership style to the situation and must always be

willing to change if the situation demands change. I believe my leadership style is a cross between participative and delegative.

I certainly can take charge when it is needed, but when there is time to receive input and work together on an issue I believe that is my preferred leadership style. I believe a good leader must surround him/her with people who are qualified to do their job. If I have confidence in the person's ability then I will give them the task and let them come up with the finished product. Recently, I decided to verify my leadership style so I took a short leadership style survey, which is comprised of 30 questions with a choice between 1 and 5 for each question. The three styles are authoritarian, participative, and delegative. After totaling each column my score is 21 points for authoritarian, 36 points for participative and 34 points for delegative. I realize this is not scientific but at the same time I believe it is representative of me.

Over the years I certainly have had many occasions where I have been forced to change my leadership style to match the situation. Although, I am adapting, learning and changing daily I believe I have developed into a competent and capable leader through my leadership experience.

#### **MANAGEMENT ACCOMPLISHMENT:**

During my career I have been extremely privileged to have served in a managerial position for most of the time I have been employed with the Marion Police Department, throughout the course of this time I have made many changes and been part of nearly every aspect of a managing a department. It is important to note that my management accomplishments may top 50 items, however, I will list only some and speak in more detail about a few.

1. Organization of all department personnel folders

2. Created disciplinary forms
3. Created new incident report forms
4. Purchased millions of dollars in new equipment
5. Developed an inventory control system
6. Write and manage grants totaling over \$ 4 million
7. Hire, fire and discipline employees
8. Management of Sister city program
9. Creation of evaluation forms for the department
10. Writing and codifying standard operating policy
11. Creating and implementing department wide computer and email system
12. Preparing department budget
13. Sitting on negotiation committee for management during labor negotiations
14. Created and implemented an alternative duty status for those on light duty
15. Created and managed internship between our department and local universities

I would say all of these areas are very important to the success of the organization; however I would like to discuss four areas in a little more detail. First of all in any organization if the people are to be successful they need the equipment necessary to do their job. One of my areas of responsibility is to purchase all equipment and to keep an accurate inventory of what equipment we have. During the course of my time serving as Deputy Chief I have been responsible for deciding what equipment is needed, researching the best price and then approaching the City Council to request funding when it is not included in our budget. I have purchased all types of equipment including police vehicles, uniform equipment, computer hardware and software, exercise equipment, and video surveillance equipment to name a few.

Furthermore, after the equipment is purchased I must manage the issuance of all equipment and maintain an inventory control. In order to do this I developed a protocol which includes the proper paperwork to be completed and the procedure of entering the information into an inventory control software system.

Over the past decade or so local government has seen their budgets greatly reduced due to a decline in the amount of tax money being collected. Because of this decline in revenue our department has been forced to be creative in how we are able to purchase new equipment and maintain manpower. I have been tasked with writing and managing most of the grant request during this time period. So far I have been able to secure or manage over \$5 million in grant money from a variety of funders which include the federal government, state government and local community organizations. This money has allowed us to hire ten police officers, purchase many different types of equipment such as; computers, software, video systems, vehicles, radios, voice recorders and updating our communications center to name a few.

I am responsible for seeking out and writing the grant, purchasing the equipment, arranging for all the paperwork to be signed, and reporting to the funding agencies for the life of the grant.

All organizations should have some type of standard operating procedures (SOP's) which serve as a guideline to the employees on how the organization is to operate. In the mid 1990's when I served as the Deputy Chief of the Uniform Division I worked closely with an Ohio law firm to develop our first SOP's. These first SOP's included our mission statement, core values and procedures for many of the high liability areas that we deal with on a daily bases. It was a start to what had been missing for many years in our department. Of course these procedures are

a living and breathing document in that they must be updated and changed as circumstances change. I am responsible for keeping the SOP's up to date and for creating new SOP's when guidance is needed in a certain area. In 2009 I completely revamped the format of all of the SOP's and updated the areas where change was needed. Furthermore, I created four additional SOP's to deal with topics such as; severe weather warnings, light duty assignment, digital image collection and storage, and all hazards.

Finally, in 2000 I had the opportunity to work with our Police Chaplin in developing a law enforcement exchange program with the City of Vladimir, Russia. During this same year we lead a delegation of officers from the Marion Police Department and Grant County Sheriff's Department along with a Marion City Councilman (current Marion Mayor) on the first leg of an exchange with the Vladimir Police Department. The delegation spent 2 weeks living in the homes of Russian officers and learning about Russian culture.

Since the initial exchange in 2000 I have been tasked with the responsibility of managing the culture exchange program for the city. To date there has been two Russian Police delegations, two Russian business delegations, a Russian youth delegation, and the Mayor of Vladimir has visited Marion. Furthermore, there has been two additional Marion Police Delegations who has visited Vladimir and in 2004 the two cities signed an official Sister-city agreement in Vladimir. In March 2010 a second Russian youth delegation visited Marion and in September 2010 a Russian police delegation will arrive in Marion.

In September of 2009 I had the great pleasure of receiving an invitation to address the Vladimir Institute for Law and Penal Enforcement. This academy is similar to our WestPoint, but differs in that it is used to train executives who are going into law enforcement related fields.

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Cadets from all parts of Russia travel to this academy and spend five years in training as they prepare for future careers in law enforcement and penal institution enforcement. In addition to speaking to the cadets I took part in a round table discussion with instructors, the general in charge of the academy, and the Assistant Director of Public Safety for the entire Vladimir Region.

The Russian police and penal service is looking to Europe and America as they explore ways to improve their image and search for new and innovated ideas that will enable them to provide a better service to their citizens. During the round table we discussed topics ranging from policing in America to equipment used by American police officers.

Although I have experienced many wonderful opportunities during the lifetime of this exchange program, this by far is the most exciting and humbling feeling one could have – to be invited to speak to your peers in another country on behalf of your organization and city.

By managing this program and creating a successful exchange between our two cities I have been able to introduce our employees to another culture and show them we are all different but yet all deserve respect and to be treated fairly and with great consideration for each other's differences. This experience has allowed me to grow both as a leader and a manager. There are many variables that go into planning, organizing and managing an exchange program of this size.

## **CONCLUSION:**

I will conclude in the same manner as I began this paper. I feel I have been truly blessed to have all the opportunities afforded to me throughout my life. During my life I have been introduced to hard work, respect for others and a never give up attitude by my parents. I was shown what it means to rely on God for those things I cannot understand nor control. I learned

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through hard work and dedication to my employer, and those I work with, that I am able to move up in my career and develop along the way. Furthermore, I have found that through education and training I have more confidence in my ability to perform and to lead those who are working with me.

Over the course of my life and certainly in the past 24 years, I believe, I have continually developed in my career, accomplished many managerial undertakings and gain invaluable organizational leadership experiences.

It is with the many accomplishments listed in this paper, along with the many others I have experienced during my professional career, that I believe I have more than enough practical management experience in public management to fulfill my requirements for the SPEA 585 Practicum in Public Affairs course.

Finally, I have included along with this paper; curriculum vitae (CV), current job description, and my police department record of training.



## **Cliff Sessoms**

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### **PROFESSIONAL PROFILE:**

- A dedicated professional with hands-on experience in personnel management, strategic planning and implementation, employee growth and development, policy development, budget administration, and community relations.
- A global thinker with local application.
- Creative problem solver with the willingness to listen, proactive, energetic, and willing to try new and innovative ideas.
- Diplomatic and culturally sensitive with a willingness to learn from others.

### **PROFESSIONAL EXPERIENCE:**

**MARION POLICE DEPARTMENT**, Marion, IN

1986-Present

#### **Deputy Chief of Police (2004-Present)**

- Establishes and updates all policies and procedures which ensure the efficient and effective operation of the organization.
- Created evaluation process for all department employees.
- Responsible for the purchase and maintenance of all department equipment.
- Responsible to design an inventory control system and ensure all inventories are adequately maintained.
- Supervise personnel functions, e.g. payroll, scheduling, awards/recognition programs, recommendation for promotion, recommendation for discipline, and delegation of responsibilities to subordinates.
- Apply for and maintain all local, state, and federal grants.
- Supervise all civilian employees, e.g. dispatchers, records, and crime analyst.
- Supervise training department including the training budget and required annual training for all department personnel.
- Supervise the Criminal Investigations unit which includes all detectives and narcotics officers.
- Supervise the Community Initiatives Resource Team.
- Responsible for all public/media relations; responds to media request for information, responds to citizen concerns and complaints, gives presentations and speeches.
- Responsible for managing the department's internship program.
- Manages the department's information technology requirements, including working as a liaison between the police department and the City of Marion's Information Technology Department.
- Serves as administrator and coordinator for the Sister city program for the City of Marion.
- Created and manage facebook page for department, updates police department webpage.
- Serves on the Mayor's Commission Against Domestic Violence and the Police Department Chaplaincy Board.

### **Crime Analyst and Assistant Systems Administrator; Detective Corporal (2000-2004)**

- Geo-coded and implemented police department computer aided dispatch and records management system.
- Implemented police department's Microsoft 2000 Network.
- Implemented police department's Microsoft 2000 Exchange Server.
- Purchased and maintained computer software and hardware for police department.
- Identified crime activity and locations by using software and mapping programs.
- Worked as a criminal investigator in solving acts of crime.

### **Deputy Chief of Police (1996-2000)**

- Established and updated all policies and procedures which ensure the efficient and effective operation of the organization.
- Organized all personnel files.
- Responsible for the purchase and maintenance of all department equipment.
- Responsible to ensure all inventories are adequately maintained.
- Supervise personnel functions, e.g. payroll, scheduling, awards/recognition programs, recommendation for promotion, recommendation for discipline, and delegation of responsibilities to subordinates.
- Apply for and maintain all local, state, and federal grants.
- Supervise all civilian employees, e.g. dispatchers, victim's advocate and records.
- Supervise training department including the training budget and required annual training for all department personnel.
- Responsible for all public/media relations; responds to media request for information, responds to citizen concerns and complaints, gives presentations and speeches.
- Manages the department's information technology requirements.
- Worked closely with neighborhood associations to identify quality of life issues and develop solutions for improvement.
- Supervise and work closely with the Police Chaplain.
- Supervised Uniform Patrol Division which included fifty officers.

### **Uniform Lieutenant (1994-1996)**

- Supervised the uniform officers who worked 1<sup>st</sup> shift; including two sergeants and twelve patrol officers.
- Supervised the traffic department which included two officers and two civilian.
- Responsible to recommend and create policy updates.
- Responsible to recommend discipline and corrective action when policies were violated.
- Responsible for scheduling for 1<sup>st</sup> shift; including request for time off and overtime considerations.
- Responsible for implementing and maintaining department's new computer aided dispatch and records system.

### **Detective Corporal (1990-1994)**

- Responsible to investigate crimes, develop case information and forward case to prosecutor's office for charges to be filed.
- Worked various types of cases from simple thefts to rapes, robberies, and homicides.
- Created and organized system to track juvenile gang members.
- Created and served on department's juvenile gang task force.
- Responsible to process crime scene; to document and collect evidence, interview witnesses, victims, and suspects.

- Required to testify in criminal cases.
- Presented information to other law enforcement agencies, social clubs, and schools on gang violence and recognition of criminal activity.

### **Uniform Patrol Officer (1986-1990)**

- Patrolled the streets of Marion responding to calls for service and initiating calls by way of traffic stops and identification of criminal activity.
- Gathered information from victims, witnesses, and suspects to complete reports. Would arrest and transport suspects to jail or juvenile facility when probable cause existed.
- Attended crime prevention meetings.

### **EDUCATION/RELEVANT TRAINING:**

**Indiana University**, Kokomo, IN (2008) Bachelors Degree in Computer Information Systems

**Indiana University**, Kokomo, IN (Masters in Public Management December 2010 expected completion date)

**FBI LEEDS**, Quantico, VA (2007) Law Enforcement Executive Development – 80 hours

**FBI National Academy**, Quantico, VA (2005) High Intensity Law Enforcement Leadership – 10 weeks

**Police Executive Leadership Academy**, Indianapolis, IN (1999) Management and Leadership – 108 hours

**Indiana Law Enforcement Academy**, Plainfield, IN (1987) Basic Police Officer Training Academy – 12 weeks

### **MEMBERSHIPS AND AFFILIATIONS:**

- Fraternal Order of Police
- Indiana Association of Chiefs of Police
- FBI National Academy Association
- Law Enforcement Executive Development Association
- Indiana University Alumni Association
- Board Member of the Mayor’s Commission Against Domestic Violence
- Board Member of the Marion Police Department Chaplaincy Program

### **AWARDS AND HONORS:**

- 1981 Mississinewa High School Honor Graduate
- 1991 Crime Stoppers Officer of the Year
- 1993 Crime Stoppers Officer of the Year
- 1994 Meritorious Service Award; Marion Police Department
- 2006 Angel Award by City of Slidell, LA for recovery efforts after Hurricane Katrina
- 2008 Indiana University Graduate with Distinction – Honor

### **PROMOTIONS:**

- 1991 Promoted to Detective Corporal
- 1994 Promoted to 1<sup>st</sup> Lieutenant
- 1996 Promoted to Deputy Chief of Uniform
- 2004 Promoted to Deputy Chief of Operations