

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

"Randy Means was a pioneer in the field of law enforcement risk management. His training was mandatory for our command staff and senior leadership. In his field, he's simply the best."

-Lee McCown,  
Commander (Ret.), Risk  
Management Bureau, Los  
Angeles County Sheriff's  
Department.

**Total Quality  
Policing  
Integrity  
Effectiveness  
Accountability  
Risk Management  
Liability Prevention**

"On the national front, Randy Means has long been a powerful force in furthering police professionalism. I've been exposed to most of the best in law enforcement training. In my opinion, Randy Means is the 'masters' of law enforcement legal training nationwide."

- Charles Jordan, MPA  
Chief of Police,  
Hampton, VA  
and FBI National  
Academy Graduate

Thomas & Means  
Allied to Benefit  
Law Enforcement



# The Broken Arrow Police Department

Presents

## A Thomas & Means Total Quality Policing Seminar

### Hot Topics for Police Administrators Advanced Command Staff Training

**A One-Day Regional Training Event  
Taught By A Nationally Recognized Expert  
in Police Management and Related Legal Issues**

Former Operations Officer then Executive Officer on a small combatant Naval vessel, former Department Head at a State Law Enforcement Training Center, nearly 10 years a full-time Major City Police Attorney, now 20 years a partner in a prominent national police management and training firm, Randy Means is perhaps uniquely qualified to teach principles of leadership and liability prevention in police organizations, paramilitary environments laden with administrative and operational legal constrictions and teeming with risk of physical injury, death and legal liability.



Randy Means

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 Law of Policing* and dozens of published articles, he also writes the law and risk management column for *Law & Order* magazine.

"Randy's experience as a military leader and three decades of full-time service to law enforcement give him such special credibility with my staff that he can take them directly from learning to doing."

- Sheriff Douglas C. Gillespie,  
Las Vegas Metropolitan Police Department

"A big part of my job over the years has been to locate the finest trainers in America to teach for the organizations I served. Randy is clearly one of the two best police legal trainers in the country."

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

**March 12, 2012**

**The Broken Arrow Police Training Center  
4205 E. Omaha Street, Broken Arrow, OK 74014**

**Hours: 0800-1700**

**Who Should Attend?**

**All Chief Executives and Others Who Sit at the Policy-Making Table**

To Register go to **[www.thomasandmeans.com](http://www.thomasandmeans.com)**

Improving  
Organizational  
Culture and Function  
Through  
Well-Informed  
and Effective  
Management and  
Leadership

**“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  
Internal Affairs

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Law Enforcement



# Hot Topics for Police Administrators

## Advanced Command Staff Training

### Program Description

Some topics are “hot” because they’re new. Others are hot though they’ve been around forever, because they’ve not been properly attended to. Making good policy decisions requires knowing what the choices are. This program takes on both legal and practical considerations and approaches both operational and administrative issues. It deals with the highest liability matters facing law enforcement decision-makers, and does so in a straightforward no-nonsense manner. The instructor will emphasize practical solutions that work: It’s straight talk about critical issues, from an insider who has dealt hands-on with these aspects of law enforcement leadership for more than three decades. He has deep and rich experience in helping to solve the most complex and sensitive problems in American policing and has worked with all types and sizes of law enforcement agencies.

### Topics Include

Liability Trends and Issues  
New Court Decisions  
High Risk Personnel Administration  
Fitness for Duty  
Character and Integrity Issues  
Developments in Force Management  
Managing Emergency Vehicle Operations  
Hiring Standards and Processes  
Negligent Hiring, Retention, and Supervision  
Liability for Failure to Discipline  
Keys to Fairness with Employees  
The Latest on Internal Affairs and *Garrity*  
Developments under the ADA  
Brady and Giglio Policy  
Proactive Disciplinary Tools

Keys to Making Policy Work  
Low Cost-High Yield Training Initiatives  
Developments in the Law of Affirmative Action  
Reducing Fraternalization and Nepotism  
Building and Maintaining Duty and Honor Values  
Avoiding Ethnic and Sexual Harassment  
Physical Readiness Programs and Standards  
Implementing Risk Management Plans  
Performance Requirements vs. Quotas  
Early Warning and Intervention Systems  
Degree Requirements and Preferences  
Improving Human and Community Relations  
Defining Supervisory Expectations  
An Evaluation System that Actually Works  
Enhancements in Criminal Investigative Process

### Other Thomas & Means Seminars

Advanced Leadership Skills Workshop  
Hot Topics for Police Administrators  
Critical Thinking and Decision-Making  
Managing Police Ethics  
Critical Thinking and Mental Toughness  
Managing Police Discipline  
Advanced Supervision and Management  
Liability Prevention and Risk Management  
Officer-Citizen Contacts  
Search and Seizure  
Interview and Interrogation  
Federal Civil Rights Issues  
Improving Your Policy Manual  
Internal Affairs Nuts and Bolts

Managing the Human Relations Function  
Physical Readiness Programs and Standards  
Emotional Intelligence  
Interpersonal Communication  
Managing Police Personnel Administration  
Cultural and Human Diversity Management  
Supercharging the Criminal Investigation Function  
Criminal Interdiction for Patrol Officers  
Recruitment and Selection of Police Officers  
Managing Use of Force  
Managing Emergency Vehicle Operation  
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.**

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Allied to Benefit  
Law Enforcement



# Hot Topics for Police Administrators

## Advanced Command Staff Training

### 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: [Barbara@thomasandmeans.com](mailto:Barbara@thomasandmeans.com)

Fax this form to: 704-895-9034

Mail this form to:  
Thomas & Means  
P.O. Box 2039  
Huntersville, NC 28070

Hot Topics for Police Administrators

March 12, 2012

*Co-Hosted by: The Broken Arrow 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 this one-day program is \$150.00 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 \$100.00 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.

**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:** Capt. Paul Kroutter, Broken Arrow P.D.

Phone: (918) 451-8309 Email: [PKroutter@brokenarrowok.gov](mailto:PKroutter@brokenarrowok.gov)