

P.O.S.T. Academy Handbook



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Chief's Welcome

Welcome to the Peace Officers' Standards & Training Basic Academy.

You have chosen one of the most honorable and noble professions in the world. The reason you chose this profession may vary from others who have entered into this service, but all must display basic traits and core values to ensure that you not only have a positive learning experience at the academy, but that you continue these traits and values through out your career and life. This handbook outlines those traits and values. Learn and use them.

This training has been designed for you to be as successful as you allow it. You are the one that will need to take what you are given at the academy and put it to use in the field. You are the critical component that will make decisions that will affect a person's life and liberty. This is a monumental job for you to assume and you must prepare yourself to the fullest extent.

The staff and instructors are here to assist you. Use them as much as possible.

Remember *"If you prepare for the most challenging scenario, chances are good that you will be much better prepared for the unforeseen"*.

Semper Fortis

Gary R. Turner
Bureau Chief

LAW ENFORCEMENT CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, MY FUNDAMENTAL DUTY IS TO SERVE MANKIND; TO SAFEGUARD LIVES AND PROPERTY; TO PROTECT THE INNOCENT AGAINST DECEPTION, THE WEAK AGAINST OPPRESSION OR INTIMIDATION, AND THE PEACEFUL AGAINST VIOLENCE OR DISORDER; AND TO RESPECT THE CONSTITUTIONAL RIGHTS OF ALL MEN TO LIBERTY, EQUALITY AND JUSTICE.

I WILL KEEP MY PRIVATE LIFE UNSULLIED AS AN EXAMPLE TO ALL; MAINTAIN COURAGE AND CALM IN THE FACE OF DANGER, SCORN, OR RIDICULE; DEVELOP SELF-RESTRAINT; AND BE CONSTANTLY MINDFUL OF THE WELFARE OF OTHERS. HONEST IN THOUGHT AND DEED IN BOTH MY PERSONAL AND OFFICIAL LIFE, I WILL BE EXEMPLARY IN OBEYING THE LAWS OF THE LAND AND THE REGULATIONS OF MY DEPARTMENT. WHATEVER I SEE OR HEAR OF A CONFIDENTIAL NATURE OR THAT IS CONFIDED TO ME IN MY

OFFICIAL CAPACITY WILL BE KEPT EVER SECRET UNLESS REVELATION IS NECESSARY IN THE PERFORMANCE OF MY DUTY.

I WILL NEVER ACT OFFICIOUSLY OR PERMIT PERSONAL FEELINGS, PREJUDICES, ANIMOSITIES OR FRIENDSHIPS TO INFLUENCE MY DECISIONS. WITH NO COMPROMISE FOR CRIME AND WITH RELENTLESS PROSECUTION OF CRIMINALS, I WILL ENFORCE THE LAW COURTEOUSLY AND APPROPRIATELY WITHOUT FEAR OR FAVOR, MALICE OR ILL WILL, NEVER EMPLOYING UNNECESSARY FORCE OR VIOLENCE AND NEVER ACCEPTING GRATUITIES.

I RECOGNIZE THE BADGE OF MY OFFICE AS A SYMBOL OF PUBLIC FAITH, AND I ACCEPT IT AS PUBLIC TRUST TO BE HELD AS LONG AS I AM TRUE TO THE ETHICS OF THE POLICE SERVICE. I WILL CONSTANTLY STRIVE TO ACHIEVE THESE OBJECTIVES AND IDEALS, DEDICATING MYSELF BEFORE GOD TO MY CHOSEN PROFESSION...
LAW ENFORCEMENT.

RULES AND REGULATIONS

Academy rules and regulations are of great importance to you as they regulate your academy life. They are designed to prepare you for a career as a disciplined peace officer. Officers in the field work independently without direct supervision. During your time in field training, as well as during your probationary period, you will be closely supervised. This supervision will be most intense during your time at the academy. This is done to ensure that you have the necessary self-discipline to work independently as a sworn officer. Study the rules carefully and abide by them. The rules are based on training regulations and are strictly enforced.

RULES OF DISCIPLINE

Obey orders willingly. Obedience to rules and orders is an essential part of your duty. Obey orders promptly and completely. Remember that you will soon be a leader and will be giving orders. You must first learn to obey before you can learn to command. Discipline does not mean merely restriction and forced obedience to rules and regulations. It means self-control, teamwork, abidance to laws and regulations, and a professional relationship with your fellow cadets, other officers, and the public.

You are expected to put forth your best efforts in this training academy.

CORE VALUES

Honor – Comprised of integrity, loyalty and character. Traits that define who you are and what you stand for.

Courage – The mental and moral strength to overcome obstacles, fear and challenges in the face of danger. It is doing what you think you cannot, but know you must.

Commitment – Seeing a task through to its end. Making a pledge, following through with it and taking responsibility for your actions.

Pride – Believing in self-worth and what you stand for while having faith in what you represent. It involves confidence, courage and beliefs.

Professionalism – Striving towards excellence in your job. It is demonstrating character and integrity while constantly educating yourself.

Respect – A gained level of admiration. It is shown through courtesy.

Teamwork – Working together to achieve a common goal while overcoming differences and working through the obstacles you may encounter.

CADET HONOR CODE

“A Cadet Will Not Lie, Cheat Or Steal, Nor Tolerate Those Who Do.”

The purpose of the Cadet honor Code is to foster a commitment to moral-ethical excellence essential to peace officers.

Goals of the Cadet Honor Code

Cadets will develop a strong desire to maintain an honorable lifestyle.

Cadets will achieve a level of commitment to honorable conduct necessary to prepare them for greater challenges to their integrity throughout their careers as law enforcement officers.

The Cadet Honor Code represents the minimum ethical standard to which all cadets are expected to adhere. The code is expressed as a series of prohibitions:

“A Cadet Will Neither Lie, Cheat or Steal, Nor Tolerate Those Who Do”

The code is a simple standard by which to live. It demands strict compliance, but it does not demand ethical perfection. In order for the Code to fulfill its role in the moral-ethical development of cadets, each cadet must commit himself or herself to tirelessly exceeding this standard as a way of life.

The P.O.S.T Academy operates under the assumption that those who have chosen to serve their communities as peace officers are already instilled with a basic set of values. It is expected that all cadets will strive to live far above the minimum standard of ethical behavior defined by the Cadet Honor Code, and that each cadet will develop a high personal sense of honor within the Spirit of the Code.

Each cadet’s commitment to the Spirit of the Code is essential in honoring oneself and fellow cadets.

The Spirit of the Code

The Spirit of the Code is characteristic of leaders that go above and beyond the expectations of the Cadet Honor Code, the ideal that cadets should strive to reach. The Spirit of the Code goes beyond the mere external adherence to rules. Rather, it is an expression of integrity and values from within and manifested in the actions of honorable men and women. Persons who accept the Spirit of the Code think of the Honor Code as a set of broad and fundamental principles, not as a list of prohibitions. In deciding to take any action, they ask if it is the right thing to do.

It is the Spirit of the Code that gives the rise to the specific tenets of the Honor Code itself:

- The Spirit of the Code embraces truthfulness in all its aspects.
- The Honor Code prohibits lying.
- The Spirit of the Code calls for complete fairness in human relations.
- The Honor Code prohibits cheating.
- The Spirit of the Code requires respect for other people and their property.
- The Honor Code prohibits stealing.
- The Spirit of the Code demands a personal commitment to upholding these ethical standards.
- The Honor Code prohibits toleration of violations of these standards.

The growth of each cadet as a leader of character is marked by strict adherence to the minimum standards of the Code, combined with a driving desire to progress beyond the external standards to an internalization of the Spirit of the Code.

The Cadet Honor Code is at the heart of each cadet's academy

Experience. When taken into context with the Spirit of the Code, the Cadet Honor Code forms a part of the ethical foundation for each cadet's life and career as a law enforcement officer.

Lying

Description: Cadets violate the Honor Code by lying if they deliberately deceive another by stating an untruth. Cadets also violate the Honor Code when they communicate in a partial truth or through vague or ambiguous use of information or language with the intent to deceive or mislead.

A Cadet's Word: A cadet's word is accepted without challenge until significant evidence exists to prove otherwise. Although accepted at their word, there may be occasions when cadets are questioned as to performance, behavior, conduct, or to the accuracy or completeness of submitted work. In any case, cadets are required to answer directly and truthfully. The questioner may be trying to clarify a particular point or issue. Generally, classifying all such questioning as "doubting a cadet's integrity" is unprofessional and is avoided. Experience demonstrates that human communication is imperfect at best, and actions are often misinterpreted. To desire clarification in such instances does not always indicate doubt about one's personal integrity.

Trust is linked to one's integrity and that trust must be earned. Only through consistently accurate oral and written statements can one earn the trust of another. Trust comes from a commitment to truthfulness, being completely candid and forthright in all instances. Cadets are reminded that in all instances they must be truthful in all oral and written statements.

Accuracy of Reports: Whether oral or written, reports are official statements and must always be complete and accurate. Cadets are individually responsible to ensure the correctness of a report, both before and after it is rendered. Additionally, if a report is given and is later found to be incorrect, the cadet rendering the false report must make the error known as soon as possible.

Implications of the Signature: An individual's signature or initials affirm a written communication as having been reviewed or written by them. In this way, when cadets affix their signature or initials to a document, they make an official statement that, to the best of their knowledge, the document is true and accurate, verified by the signer.

Additionally, cadets are never authorized to sign another person's name.

Equivocation: To be equivocal is to use purposely vague, misleading or ambiguous language. Equivocation is dishonorable and would be a violation of the Honor Code.

Other Direct Forms of Communication: Direct communication that creates an impression or conveys a message to someone else in lieu of an oral or written statement must be truthful. The Honor Code offense of lying includes non-verbal actions which are substitutes for oral and written statements. Examples include: Sign language, nodding one's head, raising one's hand, or giving a "thumbs-up". All such non-verbal actions must be truthful.

Remember that verbal and non-verbal communications carry the same weight. Each is intended to communicate an idea or thought to another person. Cadets should strive at all times to make their communication clear and unambiguous.

Cheating

Description: Cadets violate the Honor Code by cheating if they wrongfully act out of self-interest, do work or obtain results with the intent to gain or to give unfair advantage, or with the intent to deceive or mislead. Assisting another cadet to do these things also constitutes cheating.

Cheating includes such acts as intentional plagiarism (presenting someone else's ideas, words, data, or work as one's own), misrepresentation (failing to document the assistance of another on the preparation of an assignment), and using unauthorized references (crib sheets, notes, texts), or observing another cadet's exam during an examination.

Basic Principles: The principles of good scholarship demand that each writer provide correct and complete information regarding the sources of information and ideas. Through the process of documentation, writers identify contributing sources used and acknowledge any assistance received. Although different academic disciplines adopt different systems, all adhere to the basic principle that writers must document all sources and assistance.

Testing Situations: On many occasions, a time limit is placed upon the completion of graded work. The extent of mastery of course material is often measured best in the environment of a timed test. If a cadet inadvertently takes more time than prescribed, he or she should bring this to the attention of the instructor before the assignment is submitted. Specifically, cadets should immediately stop work and put down their writing instruments upon instruction. Failure to do so can constitute cheating.

Frequently a cadet is required to complete written examinations in conditions where it is possible to observe another cadet's work. Cadets must be aware that observing another cadet's exam, even if only to confirm that their work is correct, is improper and may constitute an honor violation. Unintentional observation of another cadet's exam must be brought to the attention of the instructor.

Stealing

Description: Cadets violate the Honor Code by stealing if they wrongfully take, obtain, or withhold by any means from the possession of the owner, or any other person, any money, personal property, article, or service of value of any kind, with the intent to permanently deprive or defraud another person of the use and benefit of property, or to permanently appropriate it to either their own use or the use of any person other than the owner.

Found Property: If a cadet finds property of another person, the cadet has a duty to attempt to identify the owner. If a cadet keeps the property rather than turning it in or returning it to the owner, then the cadet is subject to a violation of the Honor Code.

The Tenets of the Code: The Cadet honor Code states: "A cadet will not lie, cheat or steal, nor tolerate those who do." To violate the Honor Code, the accused cadet must have lied, cheated, stolen, attempted to do so, or tolerated such action on the part of another cadet. The honor offenses of lying, cheating, and stealing involve acts accompanied by a specific intent to achieve a particular wrongful purpose as defined for each offense.

"Intent" does not refer to the intent to violate the Honor Code, but intent to commit the act itself. Cadets who have the intent to lie,

cheat, or steal and commit any act in furtherance of that intent, have violated the Honor Code. The fact that they fail in their attempt to lie, cheat, or steal does not exonerate them.

The Honor Code is to be embraced by each cadet as an internal self-enforcement mechanism. Therefore, the Code is not constrained by any geographical boundaries. Cadets should embrace the Code both at the academy, and in their personal and professional lives. One must avoid the attitude that what the Honor Code does not prohibit constitutes acceptable behavior. This is not the case. It bears repeating that the cadet Honor Code represents the minimum standard of ethical behavior by which each cadet is expected to abide. The standard is meant to be exceeded because of a desire to “do what is right” always. Every cadet should embrace the spirit of the Code daily and find acting in accordance with its ideals a matter of one’s daily lifestyle.

“A Cadet Will Not Lie, Cheat or Steal, Nor Tolerate Those Who Do.”

Acknowledgment

This Honor Code was adapted from the United States military Academy Honor Code (USCC pamphlet 631-1, August 1993, West Point, New York) and also from the University of Illinois Police Training Institute (Student information, Document 50848).

LEADERSHIP TRAITS

One is not born with leadership abilities, nor is it something that can be issued. One must acquire such ability by taking an honest look at one's self. Below are the fourteen leadership traits that are essential for every peace officer to possess and to demonstrate on a daily basis.

1. **Integrity:** As a peace officer you must be above reproach. In other words, people must know that your word and actions are always true and honorable, and that you cannot be bought or coerced into a lie or a cover-up. It only takes one time of compromising your integrity to destroy your entire image.
2. **Knowledge:** You must know your job. To be a strong leader and a confident peace officer, you must know your job. You must be technically and tactically competent.
3. **Courage:** There are two types of courage: physical and moral. As a peace officer you must possess both types. Physical courage is the courage that is exercised in the face of danger. It is the type of courage that is exercised when confronting an armed suspect. Moral courage is the ability to stand firm in the face of compromise. The latter of the two is often more difficult than the former. Moral courage is the ability to stand firm when someone asks you to lie or alter the truth such as to keep another officer from facing discipline for a violation of a departmental rule or regulation. (i.e. caving in to peer pressure)
4. **Decisiveness:** As a peace officer, you must possess the ability to make a decision. If one does not possess the ability to make a decision, that same individual will not be able to control the scene of the simplest violations of the law.
5. **Dependability:** As a peace officer, you must be dependable. That means that if your shift starts at 0645 in the morning, you are in the briefing room by 0645 (preferably earlier) dressed in uniform and prepared to hit the streets. In short, dependability means to be able to be counted on to be where you're supposed to be, when you're supposed to be there, and that you are prepared to work and complete your tasks in the time frame designated.

6. **Initiative:** Think ahead. To exercise initiative means not being the type of officer that does just what he or she must do to get by. Don't be the type of officer that only answers the radio calls. Look outside of your patrol vehicle and discover what is or isn't right within your beat. Exercising self-initiated activity is an essential part of community oriented policing. In other words, you must know your beat, discover problems on your beat, come up with a plan of attack to eliminate or reduce the problem, and then take action on those problems and correct or significantly reduce the problems. Then review and ensure that you have received the desired results.
7. **Tact:** Knowing when to say or do the right thing at the right time is tact. In other words, choose your words and actions carefully.
8. **Justice:** This means to be equal to all. What this means is that as a peace officer you must treat everyone the same. It means that you do not single out any one group (i.e. no racial profiling, no sexist remarks, etc.). You must be a professional and act like a professional at all times. As a supervisor it means not playing favorites. Approach your job with respect and courage for each and every person that you come across.
9. **Enthusiasm:** Be excited about your job and the community you serve. Enthusiasm, just like a smile, is contagious. If you are excited and show enthusiasm for your job and community, your fellow officers and the public that you come in contact with will begin to share in the excitement.
10. **Bearing:** As a peace officer you must maintain your bearing. What is bearing? For starters, maintaining one's bearing means not looking sloppy. When the public sees you in uniform, they should see the poster image of a peace officer, not someone who is overweight, out of shape, and appears to have slept in his/her uniform the night before. Bearing is also the ability to continue to act in a professional manner when a member or members of the public hurl insults at you. It will pay dividends when everyone who's watching and awaiting your response is shocked to see you still acting in a professional manner toward the individual(s).

- 11. Endurance:** It is essential that as a peace officer you have endurance. Regardless of what task you are given, you must have the stamina and the willpower to see the task completed. It doesn't matter if you are assigned crossing guard duty or performing surveillance on a residence for hours on end, you must have the determination to complete the task.
- 12. Unselfishness:** Being unselfish means being considerate of others. In short, think of others. Being unselfish could be something as simple as not taking every Saturday night off for the year so no one else can get the evening off. Being unselfish means to share the wealth, only take the weekend off that you have something planned and leave the other nights open so that some of your fellow officers can get time off. Another example of not being selfish is occasionally taking a report call for one of your fellow officers if he or she has had to take numerous reports. A little unselfishness will go a long way within a police department.
- 13. Loyalty:** Loyalty has several meanings. A peace officer must first be loyal to himself and his integrity. The officer must also show loyalty to his or her oath to serve and protect the public. The officer must show loyalty to the department. (i.e. don't badmouth the department or its leadership in front of the public) Discuss departmental issues within the department.
- 14. Judgment:** A peace officer must possess the ability to exercise sound judgment. As a peace officer you are a leader in the community. When the community doesn't know what to do, they call the police. So as a leader you must have the ability to look at the situation at hand and make a decision on how to rectify the problem. Additionally, you must have the ability to exercise sound judgment at a moment's notice, which may result in you taking someone's life. In such an instance, there is no margin for error.

Principles of Leadership

As cadets you are the future leaders of law enforcement. As such, it is important to grasp the all too overlooked principles of leadership that are listed below. It is important to understand that true leadership is not just the act of barking orders, nor is it the rank on your collar or your sleeve that makes you the leader. True leadership is the ability to lead, motivate, train and educate, and to mentor your subordinates. True leadership is the ability to get your subordinates to do something they ordinarily wouldn't want to do simply because you asked. This type of loyalty can only be achieved through knowledge, understanding, and applying the principles of leadership in your daily life. Be the true leader of tomorrow by applying the principles of leadership to your life today.

1. Take responsibility for your actions and the actions of your officers.

The leader alone is responsible for all that the team does or fails to do. That may seem like a tall order, but take a look at the authority that is given to you to handle that responsibility. You are expected to use that authority. Use it with judgment, tact and initiative. Have the courage to be loyal to your team, your officers, and yourself. As long as you are being held responsible, be responsible for success, not failure. Be dependable.

Life Application: Although you may not be in a position of leadership yet, you can start by being responsible for your own actions. Don't make excuses. Once you are on the job continue to be dependable, don't make excuses, and be loyal to your department, your supervisors, your fellow officers, and yourself. That way, by the time that you are in a leadership position this concept will be second nature to you.

2. Know yourself and seek self-improvement.

Evaluate yourself from time to time. Do you measure up? If you don't, admit it to yourself and seek corrective action. On the other hand, don't sell yourself short. If you know your strengths, admit it to yourself. In other words, be honest with yourself, know your strengths and go with those strengths, but at the same time know your

weaknesses and seek to improve them. Be confident in yourself and set out to be the best. Learn how to speak effectively, how to instruct, and how to be technically and tactically proficient.

Life Application: A sign of a mature and confident individual is that of one who is not afraid to take a personal inventory of him/herself. You need to realize that everyone has strengths and weaknesses. You may have to dig deep to find them, but they do exist in all of us. To those who believe that they either have no weaknesses or strengths lack self-confidence, and are weak, unrealistic, and extremely immature. Show your maturity, take a personal inventory, and continually better yourself.

3. Set the example.

As a police officer, you are in an ideal spot to set the example. The community you serve, your supervisors, your subordinates, and your fellow officers are already looking to you for a pattern and a standard to follow. No amount of instruction and no form of discipline can have the effect of your personal example. Make it a good one.

Life Application: As a cadet you are already in the same position as a police officer in the terms that everyone is watching you. Everyone who knows that you are a P.O.S.T. cadet is eagerly waiting to see what you will do. Some watch you hoping that you will succeed, while others watch hoping you will fail. Regardless of what outcome they are hoping for, you can be sure that when there is a time in which you are forced to make an ethical, moral, or legal decision, both sides will be there to see the outcome. So be resolved in yourself to always set the example, the right example.

4. Develop your subordinates.

Tell your officers what you want done, and by when. Then leave it at that. If you have other leaders who are junior to you, leave the details up to them. You will have more time to devote to other jobs and you are training another leader. A leader with confidence will have confidence in his subordinates. Supervise and check on the results, but leave the details to the person on the spot.

Life Application: When you are in a leadership position, learn to delegate, don't try to do everything yourself. Once you have given out the assignments, supervise, but don't micro-manage. In other words, tell your people what the end result is that you are looking for, and then allow your subordinates to exercise some creativity. Your subordinates will occasionally make some mistakes, but that is where they will learn the most. If you tell them how to do everything, they will never have the confidence to seek the knowledge and will not be able to function by themselves in your absence. The way that you can begin to develop your subordinates right now, as a cadet, is when you are placed in a leadership position such as Class Leader, learn to use your Squad Leader by giving him/ her part of the assignment that you have been given and share the responsibility. The Squad Leader, in turn, can pass on assignments that are sub-parts of the assignment that he/she receives from you. At each step everyone should be informed as to what the desired outcome is, then allow the different leaders to figure out how.

5. Ensure that a job is understood, then supervise it and carry it through completion.

Make up your mind what to do, who is to do it, where it is done, when it is to be done, and tell your officers why. Continue supervising the job until it has been done better than the person who wanted it done in the first place ever thought it could be done.

Life Application: When it is time to delegate, don't take votes or hand out assignments based on how well you like or dislike the individual. Make a decision and get the assignment handed out based upon the greater good. Then supervise to ensure that the end product is what was wanted. Don't cut corners and don't be lazy. For every project that you set out to accomplish, accomplish it, and never give less than your very best. Take pride in the work and the work of your people. Nothing spells professionalism better than a project that exceeds the taskmaster's expectations.

6. Know your officers and look after their welfare.

Loyal leaders will never permit themselves to rest until their team is finished. They always get the best they can for their officers by honest means. With judgment, you'll know which of your troops is capable of doing the best job in a particular assignment. Leaders share the problems of their officers, but they don't pry when an individual wants privacy.

Life Application: When you become a leader, perhaps as a shift sergeant, be loyal to your people. If your officers are stuck writing reports after the end of a shift, you have a decision to make. You could go home and get some sleep while they are working and you could let the next shift's sergeant review the reports or you could stay there with your people and wait for them to finish their reports and review them yourself. You may lose some sleep, but how much respect do you think you'll gain by taking the time to remain there with them and seeing the job through completion. They may not verbally acknowledge it to your face, but they will remember that you sacrificed your time to finish the job as a team. Over time your people will begin to lower the protective barriers that so often go up around your officers whenever a supervisor is present. With the barriers lowered, you will be able to get to know your people inside and out. You will know who is capable and who isn't. Furthermore, your people will trust you and you will have access to information that is withheld from other supervisors. As a leader you will never have undying loyalty from your people until they know that they matter to you and that you care for each one of them as individuals.

Everyone should be kept informed.

Make sure your officers get the word. Be known as the person with the correct information. Don't let one of your groups be part of the so-called "10 percent". Certain information may be classified. (i.e. It may jeopardize an investigation if too many people are told of the status of an investigation.) Let your officers have only that portion that they need to know, but make certain they have it. Eliminate rumors. They can create disappointment

when they're good, but untrue. Have the integrity and the dependability to keep your team correctly posted on what's going on in the world, the country, the city, and the department. Never forget that the more your officers know about the things transpiring within the department and the city, the better they will be able to assist in the accomplishment of the department's goals.

Life Application: While at the academy, try to help your fellow cadets stay informed on issues such as changes in schedules, etc. It doesn't mean starting rumors, nor does it mean that it is in any way acceptable to warn other cadets about scenario training that you may have already participated in. Such conduct is an Honor Code violation.

7. Set goals you can reach.

Don't send two officers to a scene that calls for five officers. Your officers may be good, but don't ask the impossible. Know the limitations of your people and don't take on more than you can handle. Don't send an officer by him/herself that doesn't have the knowledge and experience to handle a situation. The results could be disastrous. This will leave the individual with a feeling of futility. Conversely, those who have the necessary skills and a reasonable goal will be proud of their accomplishment. Next time they will be able to tackle a little more. Set high standards and goals, set them high enough that it challenges your people, but at the same time never set them so high that the goals can not be attained.

Life Application: When placed in a leadership position, get to know your people and assign them tasks within their capabilities, but with enough challenge that it causes growth. Never assign an employee a task that you know he/she cannot accomplish. Nothing will kill morale more than a leader who sets his/her people up for failure. If there is something that is beyond their capabilities, then train, educate, and mentor your people up to the desired level that you are expecting.

8. Make sound and timely decisions.

Knowledge and judgment are required to produce a sound decision. Include some initiative and the decision

will be a timely one. Use your initiative and make your decisions in time to meet the problems that are coming. If you find you've made a bad decision, have the courage to admit it and change it before the damage is done.

Life Application: As a leader you must not be afraid to make a decision. Nothing will cause your people to lose faith in your abilities as a leader more than if they see that you are not capable of making a decision. They will respect you far more if you make a decision and it is wrong and you admit your mistake and change it, than if you stand there indecisive and the time for action passes. An indecisive leader is a leader whose people will never follow him, because they have absolutely no confidence in his abilities. The same is true if you keep going back and forth on an issue. Make a decision and take a stand.

9. Know your job.

This requires no elaboration. It does require hard work on your part. Stay abreast of changes. Situations can escalate in a matter of moments. You must be prepared to meet the challenge. Look up the latest on new equipment, tactics, new case law, changes to the NAC. etc. Read up on current developments nationally and internationally. Be well informed, well rounded and well read. Don't be the type who can only say: "Well, that is the way we've always done it", or "Well, that is not the way we do things around here". Be willing to shift your personal paradigms when it is time for a change.

Life Application: This is a simple life application. Learn to do the job, do it the best that you are able. Once you've learned your job, seek ways of improving your performance. Do not develop tunnel vision. What works today may not work tomorrow and you must be prepared to change with the times. You must also possess the strength to confront others maturely and effect change in a positive manner. Take the extra time to know what's going on around you. Don't go through life with blinders on.

10. Teamwork.

It is important for your people to work together as a

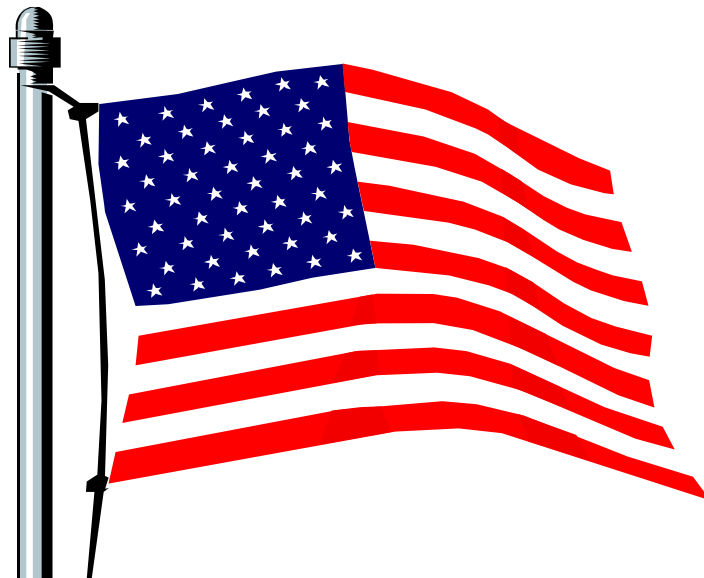
team, but ensure that they do not compensate for someone who is not performing. Everyone must pull his/her own weight. If someone isn't performing up to standards, then the team should pull together and attempt to help the individual to correct his/her deficiencies. If the individual fails to improve, it is incumbent on you, as the leader, to address the deficiencies with that individual and provide an action plan for him/her that trains, educates, and motivates the individual up to acceptable standards. If the person still does not perform, then there must be repercussions as well. Teamwork also stands for the common good. In other words, whether you are a leader or a team member, you must not be concerned with making yourself look good. You need to be concerned with making the entire team, and the department, look good. This might even mean at times someone may end up getting the praise that you believe you so richly deserve. Always remember teamwork is for the greater good. Don't be self-serving.

Life Application: As a cadet, remember the Marine Corps slogan "Semper Fidelis", which means "Always Faithful". As a cadet you should always be concerned with being faithful to your academy. There is no "Semper Me" or "Always Me" at this academy. You will be a team player. Teamwork means that as cadets you work together for the common good of your class and the academy. Someone who shows up late or doesn't take the time to shave isn't a team player. One person doing his/her own thing can make the entire team look bad. And as a result, the entire team may be punished because of the selfishness of a few. There is no reason not to be a team player at the academy, everyone benefits when you work together as a cohesive team. Once you 're on the streets, being a team player and exercising teamwork can be such simple gestures as offering to take a report call from another officer who has already taken several reports that evening. Such an act of teamwork won't be forgotten by that officer and you have probably just gained a new friend and ally. It isn't a

hard process to accomplish. Simply determine that you are there to do your best and the other officers around you succeed as well.

THE PLEDGE OF ALLEGIANCE

I pledge allegiance to the flag
of the United States of America,
and to the Republic for which it stands,
one nation, under God, indivisible,
with liberty and justice for all.



THE NATIONAL ANTHEM The Star Spangled Banner

Oh, say can you see by the dawn's early light,
what so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars thru the perilous fight,
o'er the ramparts we watched were so gallantly streaming?
And the rocket's red glare, the bombs bursting in air,
gave proof through the night that our flag was still there.
Oh, say does that star spangled banner yet wave
O'er the land of the free and the home of the brave?

On the shore, dimly seen through the mists of the deep,
where the foe's haughty host in dread silence reposes,
what is that which the breeze, o'er the towering steep,
as it fitfully blows, half conceals, half discloses?
Now it catches the gleam of the morning's first beam,
in full glory reflected, now shines on the stream:
Tis the star-spangled banner! Oh, long may it wave
o'er the land of the free and the home of the brave!

And where is that band who so vauntingly swore
that the havoc of war and the battle's confusion,
a home and a country should leave us no more?
Their blood has washed out their foul footsteps' pollution.
No refuge could save the hireling and slave
from the terror of flight or the gloom of the grave:
And the star-spangled banner in triumph doth wave
o'er the land of the free and the home of the brave!

Oh, thus be it ever when free men shall stand
between their loved home and the war's desolation!
Blest with victory and peace, may the heav'n rescued land
praise the Power that hath made and preserved us a nation.
Then conquer we must, when our cause it is just,
and this be our motto: "In God is our trust!"
And the Star - Spangled Banner in triumph shall wave
o'er the land of the free and the home of the brave!

THE CONSTITUTION OF THE UNITED STATES OF AMERICA

We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Article I.

Section 1

All legislative Powers herein granted shall be vested in a Congress of the United States, which shall consist of a Senate and House of Representatives.

Section 2

Clause 1: The House of Representatives shall be composed of Members chosen every second Year by the People of the several States, and the Electors in each State shall have the Qualifications requisite for Electors of the most numerous Branch of the State Legislature.

Clause 2: No Person shall be a Representative who shall not have attained to the Age of twenty five Years, and been seven Years a Citizen of the United States, and who shall not, when elected, be an Inhabitant of that State in which he shall be chosen.

Clause 3: Representatives and direct Taxes shall be apportioned among the several States which may be included within this Union, according to their respective Numbers, which shall be determined by adding to the whole Number of free Persons, including those bound to Service for a Term of Years, and excluding Indians not taxed, three fifths of all other Persons. (*See Note 2*) The actual Enumeration shall be made within three Years after the first Meeting of the Congress of the United States, and within every subsequent Term of ten Years, in such Manner as they shall by Law direct.

The number of Representatives shall not exceed one for every thirty thousand, but each State shall have at Least one Representative; and until such enumeration shall be made, the State of New Hampshire shall be entitled to choose three, Massachusetts eight, Rhode-Island and Providence Plantations one, Connecticut five, New-York six, New Jersey four, Pennsylvania eight, Delaware one, Maryland six, Virginia ten, North Carolina five, South Carolina five, and Georgia three.

Clause 4: When vacancies happen in the Representation from any State, the Executive Authority thereof shall issue Writs of Election to fill such Vacancies.

Clause 5: The House of Representatives shall choose their Speaker and other Officers; and shall have the sole Power of Impeachment.

Section 3

Clause 1: The Senate of the United States shall be composed of two Senators from each State, chosen by the Legislature thereof, (See Note 3) for six Years; and each Senator shall have one Vote.

Clause 2: Immediately after they shall be assembled in Consequence of the first Election, they shall be divided as equally as may be into three Classes. The Seats of the Senators of the first Class shall be vacated at the Expiration of the second Year, of the second Class at the Expiration of the fourth Year, and of the third Class at the Expiration of the sixth Year, so that one third may be chosen every second Year; and if Vacancies happen by Resignation, or otherwise, during the Recess of the Legislature of any State, the Executive thereof may make temporary Appointments until the next Meeting of the Legislature, which shall then fill such Vacancies. (See Note 4)

Clause 3: No Person shall be a Senator who shall not have attained to the Age of thirty Years, and been nine Years a Citizen of the United States, and who shall not, when elected, be an Inhabitant of that State for which he shall be chosen.

Clause 4: The Vice President of the United States shall be President of the Senate, but shall have no Vote, unless they be equally divided.

Clause 5: The Senate shall choose their other Officers, and also a President pro tempore, in the Absence of the Vice President, or when he shall exercise the Office of President of the United States.

Clause 6: The Senate shall have the sole Power to try all Impeachments. When sitting for that Purpose, they shall be on Oath or Affirmation. When the President of the United States is tried, the Chief Justice shall preside: And no Person shall be convicted without the Concurrence of two thirds of the Members present.

Clause 7: Judgment in Cases of Impeachment shall not extend further than to removal from Office, and disqualification to hold and enjoy any Office of honor, Trust or Profit under the United States: but the Party convicted shall nevertheless be liable and subject to Indictment, Trial, Judgment and Punishment, according to Law.

Section 4

Clause 1: The Times, Places and Manner of holding Elections for Senators and Representatives, shall be prescribed in each State by the Legislature thereof; but the Congress may at any time by Law make or alter such Regulations, except as to the Places of choosing Senators.

Clause 2: The Congress shall assemble at least once in every Year, and such Meeting shall be on the first Monday in December, (See Note 5) unless they shall by Law appoint a different Day.

Section 5

Clause 1: Each House shall be the Judge of the Elections, Return sand Qualifications of its own Members, and a Majority of each shall constitute a Quorum to do Business; but a smaller Number may adjourn from day to day, and may be authorized to compel the Attendance of absent Members, in such Manner, and under such

Penalties as each House may provide.

Clause 2: Each House may determine the Rules of its Proceedings, punish its Members for disorderly Behavior, and, with the Concurrence of two thirds, expel a Member.

Clause 3: Each House shall keep a Journal of its Proceedings, and from time to time publish the same, excepting such Parts as may in their Judgment require Secrecy; and the Yeas and Nays of the Members of either House on any question shall, at the Desire of one fifth of those Present, be entered on the Journal.

Clause 4: Neither House, during the Session of Congress, shall, without the Consent of the other, adjourn for more than three days, nor to any other Place than that in which the two Houses shall be sitting.

Section 6

Clause 1: The Senators and Representatives shall receive a Compensation for their Services, to be ascertained by Law, and paid out of the Treasury of the United States. (See Note 6) They shall in all Cases, except Treason, Felony and Breach of the Peace, be privileged from Arrest during their Attendance at the Session of their respective Houses, and in going to and returning from the same; and for any Speech or Debate in either House, they shall not be questioned in any other Place.

Clause 2: No Senator or Representative shall, during the Time for which he was elected, be appointed to any civil Office under the Authority of the United States, which shall have been created, or the Emoluments whereof shall have been increased during such time; and no Person holding any Office under the United States, shall be a Member of either House during his Continuance in Office.

Section 7

Clause 1: All Bills for raising Revenue shall originate in the House of Representatives; but the Senate may propose or concur with Amendments as on other Bills.

Clause 2: Every Bill which shall have passed the House of Representatives and the Senate, shall, before it become a Law, be presented to the President of the United States; If he approve he shall sign it, but if not he shall return it, with his Objections to that House in which it shall have originated, who shall enter the Objections at large on their Journal, and proceed to reconsider it. If after such Reconsideration two thirds of that House shall agree to pass the Bill, it shall be sent, together with the Objections, to the other House, by which it shall likewise be reconsidered, and if approved by two thirds of that House, it shall become a Law. But in all such Cases the Votes of both Houses shall be determined by yeas and Nays, and the Names of the Persons voting for and against the Bill shall be entered on the Journal of each House respectively. If any Bill shall not be returned by the President within ten Days (Sundays excepted) after it shall have been presented to him, the Same shall be a Law, in like Manner as if he had signed it, unless the Congress by their Adjournment prevent its Return, in which Case it shall not be a Law.

Clause 3: Every Order, Resolution, or Vote to which the Concurrence of the Senate and House of Representatives may be necessary (except on a question of Adjournment) shall be presented to the President of the United States; and before the Same shall take Effect, shall be approved by him, or being disapproved by him, shall be repassed by two thirds of the Senate and House of Representatives, according to the Rules and Limitations prescribed in the Case of a Bill.

Section 8

Clause 1: The Congress shall have Power To lay and collect Taxes, Duties, Imposts and Excises, to pay the Debts and provide for the common Defense and general Welfare of the United States; but all Duties, Imposts and Excises shall be uniform throughout the United States;

Clause 2: To borrow Money on the credit of the United States;

Clause 3: To regulate Commerce with foreign Nations, and among the several States, and with the Indian Tribes;

Clause 4: To establish a uniform Rule of Naturalization, and uniform Laws on the subject of Bankruptcies throughout the United States;

Clause 5: To coin Money, regulate the Value thereof, and of foreign Coin, and fix the Standard of Weights and Measures;

Clause 6: To provide for the Punishment of counterfeiting the Securities and current Coin of the United States;

Clause 7: To establish Post Offices and post Roads;

Clause 8: To promote the Progress of Science and useful Arts, by securing for limited Times to Authors and Inventors the exclusive Right to their respective Writings and Discoveries;

Clause 9: To constitute Tribunals inferior to the Supreme Court;

Clause 10: To define and punish Piracies and Felonies committed on the high Seas, and Offences against the Law of Nations;

Clause 11: To declare War, grant Letters of Marque and Reprisal, and make Rules concerning Captures on Land and Water;

Clause 12: To raise and support Armies, but no Appropriation of Money to that Use shall be for a longer Term than two Years;

Clause 13: To provide and maintain a Navy;

Clause 14: To make Rules for the Government and Regulation of the land and naval Forces;

Clause 15: To provide for calling forth the Militia to execute the Laws of the Union, suppress Insurrections and repel Invasions;

Clause 16: To provide for organizing, arming, and disciplining, the Militia, and for governing such Part of them as may be employed in the Service of the United States, reserving to the States respectively, the Appointment of the Officers, and the Authority of training the Militia according to the discipline prescribed by Congress;

Clause 17: To exercise exclusive Legislation in all Cases whatsoever, over such District (not exceeding ten Miles square) as may, by Cession of particular States, and the Acceptance of Congress, become the Seat of the Government of the United States, and to exercise like Authority over all Places purchased by the Consent of the Legislature of the State in which the Same shall be, for the Erection of Forts, Magazines, Arsenals, dock-Yards, and other needful Buildings;--And

Clause 18: To make all Laws which shall be necessary and proper for carrying into Execution the foregoing Powers, and all other Powers vested by this Constitution in the Government of the United States, or in any Department or Officer thereof.

Section 9

Clause 1: The Migration or Importation of such Persons as any of the States now existing shall think proper to admit, shall not be prohibited by the Congress prior to the Year one thousand eight hundred and eight, but a Tax or duty may be imposed on such Importation, not exceeding ten dollars for each Person.

Clause 2: The Privilege of the Writ of Habeas Corpus shall not be suspended, unless when in Cases of Rebellion or Invasion the public Safety may require it.

Clause 3: No Bill of Attainder or ex post facto Law shall be passed.

Clause 4: No Capitation, or other direct, Tax shall be laid, unless in Proportion to the Census or Enumeration herein before directed to be taken. (See Note 7)

Clause 5: No Tax or Duty shall be laid on Articles exported from any State.

Clause 6: No Preference shall be given by any Regulation of Commerce or Revenue to the Ports of one State over those of another: nor shall Vessels bound to, or from, one State, be obliged to enter, clear, or pay Duties in another.

Clause 7: No Money shall be drawn from the Treasury, but in Consequence of Appropriations made by Law; and a regular Statement and Account of the Receipts and Expenditures of all public Money shall be published from time to time.

Clause 8: No Title of Nobility shall be granted by the United States: And no Person holding any Office of Profit or Trust under them, shall, without the Consent of the Congress, accept of any present, Emolument, Office, or Title, of any kind whatever, from any King, Prince, or foreign State.

Section 10

Clause 1: No State shall enter into any Treaty, Alliance, or Confederation; grant Letters of Marque and Reprisal; coin Money; emit Bills of Credit; make any Thing but gold and silver Coin a Tender in Payment of Debts; pass any Bill of Attainder, ex post facto Law, or Law impairing the Obligation of Contracts, or grant any Title of Nobility.

Clause 2: No State shall, without the Consent of the Congress, lay any Imposts or Duties on Imports or Exports, except what may be absolutely necessary for executing it's inspection Laws: and the net Produce of all Duties and Imposts, laid by any State on Imports or Exports, shall be for the Use of the Treasury of the United States; and all such Laws shall be subject to the Revision and Control of the Congress.

Clause 3: No State shall, without the Consent of Congress, lay any Duty of Tonnage, keep Troops, or Ships of War in time of Peace, enter into any Agreement or Compact with another State, or with a foreign Power, or engage in War, unless actually invaded, or in such imminent Danger as will not admit of delay.

Article II

Section 1

Clause 1: The executive Power shall be vested in a President of the United States of America. He shall hold his Office during the Term of four Years, and, together with the Vice President, chosen for the same Term, be elected, as follows

Clause 2: Each State shall appoint, in such Manner as the Legislature thereof may direct, a Number of Electors, equal to the whole Number of Senators and Representatives to which the State may be entitled in the Congress: but no Senator or Representative, or Person holding an Office of Trust or Profit under the United States, shall be appointed an Elector.

Clause 3: The Electors shall meet in their respective States, and vote by Ballot for two Persons, of whom one at least shall not be an Inhabitant of the same State with themselves. And they shall make a List of all the Persons voted for, and of the Number of Votes for each; which List they shall sign and certify, and transmit sealed to the Seat of the Government of the United States, directed to the President of the Senate. The President of the Senate shall, in the Presence of the Senate and House of Representatives, open all the Certificates, and the Votes shall then be counted. The Person having the greatest Number of Votes shall be the President, if such Number be a Majority of the whole Number of Electors appointed; and if there be more than one who have such Majority, and have an equal Number of Votes, then the House of Representatives shall immediately choose by Ballot one of them for President; and if no Person have a Majority, then from the five highest on the List the

said House shall in like Manner choose the President. But in choosing the President, the Votes shall be taken by States, the Representation from each State having one Vote; a quorum for this Purpose shall consist of a Member or Members from two thirds of the States, and a Majority of all the States shall be necessary to a Choice. In every Case, after the Choice of the President, the Person having the greatest Number of Votes of the Electors shall be the Vice President. But if there should remain two or more who have equal Votes, the Senate shall choose from them by Ballot the Vice President. (*See Note 8*)

Clause 4: The Congress may determine the Time of choosing the Electors, and the Day on which they shall give their Votes; which Day shall be the same throughout the United States.

Clause 5: No Person except a natural born Citizen, or a Citizen of the United States, at the time of the Adoption of this Constitution, shall be eligible to the Office of President; neither shall any Person be eligible to that Office who shall not have attained to the Age of thirty five Years, and been fourteen Years a Resident within the United States.

Clause 6: In Case of the Removal of the President from Office, or of his Death, Resignation, or Inability to discharge the Powers and Duties of the said Office, (*See Note 9*) the Same shall devolve on the Vice-President, and the Congress may by Law provide for the Case of Removal, Death, Resignation or Inability, both of the President and Vice President, declaring what Officer shall then act as President, and such Officer shall act accordingly, until the Disability be removed, or a President shall be elected.

Clause 7: The President shall, at stated Times, receive for his Services, a Compensation, which shall neither be increased nor diminished during the Period for which he shall have been elected, and he shall not receive within that Period any other Emolument from the United States, or any of them.

Clause 8: Before he enter on the Execution of his Office, he shall take the following Oath or Affirmation:--
"I do solemnly swear (or affirm) that I will faithfully execute the Office of President of the United States, and will to the best of my Ability, preserve, protect and defend the Constitution of the United States."

Section 2

Clause 1: The President shall be Commander in Chief of the Army and Navy of the United States, and of the Militia of the several States, when called into the actual Service of the United States; he may require the Opinion, in writing, of the principal Officer in each of the executive Departments, upon any Subject relating to the Duties of their respective Offices, and he shall have Power to grant Reprieves and Pardons for Offences against the United States, except in Cases of Impeachment.

Clause 2: He shall have Power, by and with the Advice and Consent of the Senate, to make Treaties, provided two thirds of the Senators present concur; and he shall nominate, and by and with the Advice and Consent of the Senate, shall appoint Ambassadors, other public Ministers and Consuls, Judges of the supreme Court, and all other Officers of the United States, whose Appointments are not herein otherwise provided for, and which shall be established by Law: but the Congress may by Law vest the Appointment of such inferior Officers, as they think proper, in the President alone, in the Courts of Law, or in the Heads of Departments.

Clause 3: The President shall have Power to fill up all Vacancies that may happen during the Recess of the Senate, by granting Commissions which shall expire at the End of their next Session.

Section 3

He shall from time to time give to the Congress Information of the State of the Union, and recommend to their Consideration such Measures as he shall judge necessary and expedient; he may, on extraordinary Occasions, convene both Houses, or either of them, and in Case of Disagreement between them, with Respect to the

Time of Adjournment, he may adjourn them to such Time as he shall think proper; he shall receive Ambassadors and other public Ministers; he shall take Care that the Laws be faithfully executed, and shall Commission all the Officers of the United States.

Section 4

The President, Vice President and all civil Officers of the United States, shall be removed from Office on Impeachment for, and Conviction of, Treason, Bribery, or other high Crimes and Misdemeanors.

Article III.

Section 1

The judicial Power of the United States shall be vested in one Supreme Court and in such inferior Courts as the Congress may from time to time ordain and establish. The Judges, both of the supreme and inferior Courts, shall hold their Offices during good Behavior, and shall, at stated Times, receive for their Services, a Compensation, which shall not be diminished during their Continuance in Office.

Section 2

Clause 1: The judicial Power shall extend to all Cases, in Law and Equity, arising under this Constitution, the Laws of the United States, and Treaties made, or which shall be made, under their Authority;--to all Cases affecting Ambassadors, other public Ministers and Consuls;--to all Cases of admiralty and maritime Jurisdiction;--to Controversies to which the United States shall be a Party;--to Controversies between two or more States;--between a State and Citizens of another State; (*See Note 10*)--between Citizens of different States, --between Citizens of the same State claiming Lands under Grants of different States, and between a State, or the Citizens thereof, and foreign States, Citizens or Subjects.

Clause 2: In all Cases affecting Ambassadors, other public Ministers and Consuls, and those in which a State shall be Party, the Supreme Court shall have original Jurisdiction. In all the other Cases before mentioned, the Supreme Court shall have appellate Jurisdiction, both as to Law and Fact, with such Exceptions, and under such Regulations as the Congress shall make.

Clause 3: The Trial of all Crimes, except in Cases of Impeachment, shall be by Jury; and such Trial shall be held in the State where the said Crimes shall have been committed; but when not committed within any State, the Trial shall be at such Place or Places as the Congress may by Law have directed.

Section 3

Clause 1: Treason against the United States shall consist only in levying War against them, or in adhering to their Enemies, giving them Aid and Comfort. No Person shall be convicted of Treason unless on the Testimony of two Witnesses to the same overt Act, or on Confession in open Court.

Clause 2: The Congress shall have Power to declare the Punishment of Treason, but no Attainder of Treason shall work Corruption of Blood, or Forfeiture except during the Life of the Person attainted.

Article IV

Section 1

Full Faith and Credit shall be given in each State to the public Acts, Records, and judicial Proceedings of every other State. And the Congress may by general Laws prescribe the Manner in which such Acts, Records and Proceedings shall be proved, and the Effect thereof.

Section 2

Clause 1: The Citizens of each State shall be entitled to all Privileges and Immunities of Citizens in the several States.

Clause 2: A Person charged in any State with Treason, Felony, or other Crime, who shall flee from Justice, and be found in another State, shall on Demand of the executive Authority of the State from which he fled, be delivered up, to be removed to the State having Jurisdiction of the Crime.

Clause 3: No Person held to Service or Labor in one State, under the laws thereof, escaping into another, shall, in Consequence of any law or Regulation therein, be discharged from such Service or Labor, but shall be delivered up on Claim of the Party to whom such Service or Labor may be due. *(See Note 11)*

Section 3

Clause 1: New States may be admitted by the Congress into this union; but no new State shall be formed or erected within the jurisdiction of any other State; nor any State be formed by the junction of two or more States, or Parts of States, without the consent of the Legislatures of the States concerned as well as of the Congress.

Clause 2: The Congress shall have Power to dispose of and make all needful Rules and Regulations respecting the Territory or other property belonging to the United States; and nothing in this Constitution shall be so construed as to Prejudice any Claims of the United States, or of any particular State.

Section 4

The United States shall guarantee to every State in this Union a Republican Form of Government, and shall protect each of them against Invasion; and on Application of the Legislature, or of the Executive (when the Legislature cannot be convened) against domestic Violence.

Article V

The Congress, whenever two thirds of both Houses shall deem it necessary, shall propose [Amendments](#) to this Constitution, or, on the Application of the Legislatures of two thirds of the several States, shall call a Convention for proposing Amendments, which, in either Case, shall be valid to all Intents and Purposes, as Part of this Constitution, when ratified by the Legislatures of three fourths of the several States, or by Conventions in three fourths thereof, as the one or the other Mode of Ratification may be proposed by the Congress; Provided that no Amendment which may be made prior to the Year One thousand eight hundred and eight shall in any Manner affect the first and fourth Clauses in the Ninth Section of the first Article; and that no State, without its Consent, shall be deprived of its equal Suffrage in the Senate.

Article VI

Clause 1: All Debts contracted and Engagements entered into, before the Adoption of this Constitution, shall be as valid against the United States under this Constitution, as under the Confederation.

Clause 2: This Constitution, and the Laws of the United States which shall be made in Pursuance thereof; and all Treaties made, or which shall be made, under the Authority of the United States, shall be the supreme Law of the Land; and the Judges in every State shall be bound thereby, any Thing in the Constitution or Laws of any State to the Contrary notwithstanding.

Clause 3: The Senators and Representatives before mentioned, and the Members of the several State Legislatures, and all executive and judicial Officers, both of the United States and of the several States, shall be bound by Oath or Affirmation, to support this Constitution; but no religious Test shall ever be required as a Qualification to any Office or public Trust under the United States.

Article VII

The Ratification of the Conventions of nine States shall be sufficient for the Establishment of this Constitution between the States so ratifying the same.

Done in Convention by the Unanimous Consent of the States present the Seventeenth Day of September in the Year of our Lord one thousand seven hundred and Eighty seven and of the Independence of the United States of America the Twelfth In witness whereof We have hereunto subscribed our Names,

G. WASHINGTON - Presid. And deputy from Virginia

[Signed also by the deputies of twelve States.]

Amendments to The Constitution of the United States of America

Amendment I

Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.

Amendment II

A well regulated Militia, being necessary to the security of a Free State, the right of the people to keep and bear Arms, shall not be infringed.

Amendment III

No Soldier shall, in time of peace be quartered in any house, without the consent of the Owner, nor in time of war, but in a manner to be prescribed by law.

Amendment IV

The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no Warrants shall issue, but upon probable cause, supported by Oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized.

Amendment V

No person shall be held to answer for a capital, or otherwise infamous crime, unless on a presentment or indictment of a Grand Jury, except in cases arising in the land or naval forces, or in the Militia, when in actual service in time of War or public danger; nor shall any person be subject for the same offence to be twice put in

jeopardy of life or limb; nor shall be compelled in any criminal case to be a witness against himself, nor be deprived of life, liberty, or property, without due process of law; nor shall private property be taken for public use, without just compensation.

Amendment VI

In all criminal prosecutions, the accused shall enjoy the right to a speedy and public trial, by an impartial jury of the State and district wherein the crime shall have been committed, which district shall have been previously ascertained by law, and to be informed of the nature and cause of the accusation; to be confronted with the witnesses against him; to have compulsory process for obtaining witnesses in his favor, and to have the Assistance of Counsel for his defense.

Amendment VII

In Suits at common law, where the value in controversy shall exceed twenty dollars, the right of trial by jury shall be preserved, and no fact tried by a jury, shall be otherwise re-examined in any Court of the United States, than according to the rules of the common law.

Amendment VIII

Excessive bail shall not be required, nor excessive fines imposed, nor cruel and unusual punishments inflicted.

Amendment IX

The enumeration in the Constitution, of certain rights, shall not be construed to deny or disparage others retained by the people.

Amendment X

The powers not delegated to the United States by the Constitution,

nor prohibited by it to the States, are reserved to the States respectively, or to the people.

Amendment XI

The Judicial power of the United States shall not be construed to extend to any suit in law or equity, commenced or prosecuted against one of the United States by Citizens of another State, or by Citizens or Subjects of any Foreign State.

Amendment XII

The Electors shall meet in their respective states, and vote by ballot for President and Vice-President, one of whom, at least, shall not be an inhabitant of the same state with themselves; they shall name in their ballots the person voted for as President, and in distinct ballots the person voted for as Vice-President, and they shall make distinct lists of all persons voted for as President, and of all persons voted for as Vice-President, and of the number of votes for each, which lists they shall sign and certify, and transmit sealed to the seat of the government of the United States, directed to the President of the Senate;--The President of the Senate shall, in the presence of the Senate and House of Representatives, open all the certificates and the votes shall then be counted;--The person having the greatest number of votes for President, shall be the President, if such number be a majority of the whole number of Electors appointed; and if no person have such majority, then from the persons having the highest numbers not exceeding three on the list of those voted for as President, the House of Representatives shall choose immediately, by ballot, the President. But in choosing the President, the votes shall be taken by states, the representation from each state having one vote; a quorum for this purpose shall consist of a member or members from two-thirds of the states and a majority of all the states shall be necessary to a choice. And if the House of Representatives shall not choose a President whenever the right of choice shall devolve upon them, before the fourth day of March next following, then the Vice-President shall act as President, as in the case of the death or other constitutional disability of the President. (See Note 14)--The person having the greatest number of votes as Vice-President,

shall be the Vice-President, if such number be a majority of the whole number of Electors appointed, and if no person have a majority, then from the two highest numbers on the list, the Senate shall choose the Vice-President; a quorum for the purpose shall consist of two-thirds of the whole number of Senators, and a majority of the whole number shall be necessary to a choice. But no person constitutionally ineligible to the office of President shall be eligible to that of Vice-President of the United States.

Amendment XIII

Section 1. Neither slavery nor involuntary servitude, except as a punishment for crime whereof the party shall have been duly convicted, shall exist within the United States, or any place subject to their jurisdiction.

Section 2. Congress shall have power to enforce this article by appropriate legislation.

Amendment XIV

Section 1. All persons born or naturalized in the United States, and subject to the jurisdiction thereof, are citizens of the United States and of the State wherein they reside. No State shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any State deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws.

Section 2. Representatives shall be apportioned among the several States according to their respective numbers, counting the whole number of persons in each State, excluding Indians not taxed. But when the right to vote at any election for the choice of electors for President and Vice President of the United States, Representatives in Congress, the Executive and Judicial officers of a State, or the members of the Legislature thereof, is denied to any of the male inhabitants of such State, being twenty-one years of age,

(See Note 15) and citizens of the United States, or in any way abridged, except for participation in rebellion, or other crime, the basis of representation therein shall be reduced in the proportion which the number of such male citizens shall bear to the whole number of male citizens twenty-one years of age in such State.

Section 3. No person shall be a Senator or Representative in Congress, or elector of President and Vice President, or hold any office, civil or military, under the United States, or under any State, who, having previously taken an oath, as a member of Congress, or as an officer of the United States, or as a member of any State legislature, or as an executive or judicial officer of any State, to support the Constitution of the United States, shall have engaged in insurrection or rebellion against the same, or given aid or comfort to the enemies thereof. But Congress may by a vote of two-thirds of each House, remove such disability.

Section 4. The validity of the public debt of the United States, authorized by law, including debts incurred for payment of pensions and bounties for services in suppressing insurrection or rebellion, shall not be questioned. But neither the United States nor any State shall assume or pay any debt or obligation incurred in aid of insurrection or rebellion against the United States, or any claim for the loss or emancipation of any slave; but all such debts, obligations and claims shall be held illegal and void.

Section 5. The Congress shall have power to enforce, by appropriate legislation, the provisions of this article.

Amendment XV

Section 1. The right of citizens of the United States to vote shall not be denied or abridged by the United States or by any State on account of race, color, or previous condition of servitude.

Section 2. The Congress shall have power to enforce this article by appropriate legislation.

Amendment XVI

The Congress shall have power to lay and collect taxes on incomes, from whatever source derived, without apportionment among the several States, and without regard to any census or enumeration.

Amendment XVII

The Senate of the United States shall be composed of two Senators from each State, elected by the people thereof, for six years; and each Senator shall have one vote. The electors in each State shall have the qualifications requisite for electors of the most numerous branch of the State legislatures.

When vacancies happen in the representation of any State in the Senate, the executive authority of such State shall issue writs of election to fill such vacancies: Provided, that the legislature of any State may empower the executive thereof to make temporary appointments until the people fill the vacancies by election as the legislature may direct.

This amendment shall not be so construed as to affect the election or term of any Senator chosen before it becomes valid as part of the Constitution.

Amendment XVIII

Section 1. After one year from the ratification of this article the manufacture, sale, or transportation of intoxicating liquors within, the importation thereof into, or the exportation thereof from the United States and all territory subject to the jurisdiction thereof for beverage purposes is hereby prohibited.

Section. 2. The Congress and the several States shall have concurrent power to enforce this article by appropriate legislation.

Section. 3. This article shall be inoperative unless it shall have been ratified as an amendment to the Constitution by the legislatures of the several States, as provided in the Constitution, within seven years from the date of the submission hereof to the States by the Congress.

Amendment XIX

The right of citizens of the United States to vote shall not be denied or abridged by the United States or by any State on account of sex.

Congress shall have power to enforce this article by appropriate legislation.

Amendment XX

Section 1. The terms of the President and Vice President shall end at noon on the 20th day of January, and the terms of Senators and Representatives at noon on the 3d day of January, of the years in which such terms would have ended if this article had not been ratified; and the terms of their successors shall then begin.

Section. 2. The Congress shall assemble at least once in every year, and such meeting shall begin at noon on the 3d day of January, unless they shall by law appoint a different day.

Section. 3. If, at the time fixed for the beginning of the term of the President, the President elect shall have died, the Vice President elect shall become President. If a President shall not have been chosen before the time fixed for the beginning of his term, or if the President elect shall have failed to qualify, then the Vice President elect shall act as President until a President shall have qualified; and the Congress may by law provide for the case wherein neither a President elect nor a Vice President elect shall have qualified, declaring who shall then act as President, or the manner in which

one who is to act shall be selected, and such person shall act accordingly until a President or Vice President shall have qualified.

Section. 4. The Congress may by law provide for the case of the death of any of the persons from whom the House of Representatives may choose a President whenever the right of choice shall have devolved upon them, and for the case of the death of any of the persons from whom the Senate may choose a Vice President whenever the right of choice shall have devolved upon them.

Section. 5. Sections 1 and 2 shall take effect on the 15th day of October following the ratification of this article.

Section. 6. This article shall be inoperative unless it shall have been ratified as an amendment to the Constitution by the legislatures of three-fourths of the several States within seven years from the date of its submission.

Amendment XXI

Section 1. The eighteenth article of amendment to the Constitution of the United States is hereby repealed.

Section 2. The transportation or importation into any State, Territory, or possession of the United States for delivery or use therein of intoxicating liquors, in violation of the laws thereof, is hereby prohibited.

Section 3. This article shall be inoperative unless it shall have been ratified as an amendment to the Constitution by conventions in the several States, as provided in the Constitution, within seven years from the date of the submission hereof to the States by the Congress.

Amendment XXII

Section 1. No person shall be elected to the office of the President more than twice, and no person who has held the office of President, or acted as President, for more than two years of a term to which some other person was elected President shall be elected to the office of the President more than once. But this article shall not apply to any person holding the office of President when this article was proposed by the Congress, and shall not prevent any person who may be holding the office of President, or acting as President, during the term within which this article becomes operative from holding the office of President or acting as President during the remainder of such term.

Section 2. This article shall be inoperative unless it shall have been ratified as an amendment to the Constitution by the legislatures of three-fourths of the several states within seven years from the date of its submission to the states by the Congress.

Amendment XXIII

Section 1. The District constituting the seat of government of the United States shall appoint in such manner as the Congress may direct:

A number of electors of President and Vice President equal to the whole number of Senators and Representatives in Congress to which the District would be entitled if it were a state, but in no event more than the least populous state; they shall be in addition to those appointed by the states, but they shall be considered, for the purposes of the election of President and Vice President, to be electors appointed by a state; and they shall meet in the District and perform such duties as provided by the twelfth article of amendment.

Section 2. The Congress shall have power to enforce this article by appropriate legislation.

Amendment XXIV

Section 1. The right of citizens of the United States to vote in any primary or other election for President or Vice President, for electors for President or Vice President, or for Senator or Representative in Congress, shall not be denied or abridged by the United States or any state by reason of failure to pay any poll tax or other tax.

Section 2. The Congress shall have power to enforce this article by appropriate legislation.

Amendment XXV

Section 1. In case of the removal of the President from office or of his death or resignation, the Vice President shall become President.

Section 2. Whenever there is a vacancy in the office of the Vice President, the President shall nominate a Vice President who shall take office upon confirmation by a majority vote of both Houses of Congress.

Section 3. Whenever the President transmits to the President pro tempore of the Senate and the Speaker of the House of Representatives his written declaration that he is unable to discharge the powers and duties of his office, and until he transmits to them a written declaration to the contrary, such powers and duties shall be discharged by the Vice President as Acting President.

Section 4. Whenever the Vice President and a majority of either the principal officers of the executive departments or of such other body as Congress may by law provide, transmit to the President pro tempore of the Senate and the Speaker of the House of Representatives their written declaration that the President is unable to discharge the powers and duties of his office, the Vice President shall immediately assume the powers and duties of the office as Acting President.

Thereafter, when the President transmits to the President pro tempore of the Senate and the Speaker of the House of Representatives his written declaration that no inability exists, he shall resume the powers and duties of his office unless the Vice President and a majority of either the principal officers of the executive department or of such other body as Congress may by law provide, transmit within four days to the President pro tempore of the Senate and the Speaker of the House of Representatives their written declaration that the President is unable to discharge the powers and duties of his office. Thereupon Congress shall decide the issue, assembling within forty-eight hours for that purpose if not in session. If the Congress, within twenty-one days after receipt of the latter written declaration, or, if Congress is not in session, within twenty-one days after Congress is required to assemble, determines by two-thirds vote of both Houses that the President is unable to discharge the powers and duties of his office, the Vice President shall continue to discharge the same as Acting President; otherwise, the President shall resume the powers and duties of his office.

Amendment XXVI

Section 1. The right of citizens of the United States, who are 18 years of age or older, to vote, shall not be denied or abridged by the United States or any state on account of age.

Section 2. The Congress shall have the power to enforce this article by appropriate legislation.

Amendment XXVII

No law varying the compensation for the services of the Senators and Representatives shall take effect until an election of Representatives shall have intervened.

THE DECLARATION OF INDEPENDENCE

Action of Second Continental Congress, July 4, 1776

The unanimous Declaration of the thirteen united States of America

When in the Course of human events it becomes necessary for one people to dissolve the political bands which have connected them with another and to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation.

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights that among these are Life, Liberty and the pursuit of Happiness. -- That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed, --That whenever any Form of Government becomes destructive of these ends, it is the Right of the People to alter or to abolish it, and to institute new Government, laying its foundation on such principles and organizing its powers in such form, as to them shall seem most likely to effect their Safety and Happiness. Prudence, indeed, will dictate that Governments long established should not be changed for light and transient causes; and accordingly all experience hath shown that mankind are more disposed to suffer, while evils are sufferable than to right themselves by abolishing the forms to which they are accustomed. But when a long train of abuses and usurpations, pursuing invariably the same Object evinces a design to reduce them under absolute Despotism, it is their right, it is their duty, to throw off such Government, and to provide new Guards for their future security. --Such has been the patient sufferance of these Colonies; and such is now the necessity which constrains them to alter their former Systems of Government. The history of the present King of Great Britain is a history of repeated injuries and usurpations, all having in direct object the establishment of an absolute Tyranny over these States. To prove this, let Facts be submitted to a candid world.

He has refused his Assent to Laws, the most wholesome and necessary for the public good.

He has forbidden his Governors to pass Laws of immediate and pressing importance, unless suspended in their operation till his Assent should be obtained; and when so suspended, he has utterly neglected to attend to them.

He has refused to pass other Laws for the accommodation of large districts of people, unless those people would relinquish the right of Representation in the Legislature, a right inestimable to them and formidable to tyrants only.

He has called together legislative bodies at places unusual, uncomfortable, and distant from the depository of their Public Records, for the sole purpose of fatiguing them into compliance with his measures.

He has dissolved Representative Houses repeatedly, for opposing with manly firmness his invasions on the rights of the people.

He has refused for a long time, after such dissolutions, to cause others to be elected, whereby the Legislative Powers, incapable of Annihilation, have returned to the People at large for their exercise; the State remaining in the mean time exposed to all the dangers of invasion from without, and convulsions within.

He has endeavored to prevent the population of these States; for that purpose obstructing the Laws for Naturalization of Foreigners; refusing to pass others to encourage their migrations hither, and raising the conditions of new Appropriations of Lands.

He has obstructed the Administration of Justice by refusing his Assent to Laws for establishing Judiciary Powers.

He has made Judges dependent on his Will alone for the tenure of their offices, and the amount and payment of their salaries.

He has erected a multitude of New Offices, and sent hither swarms of Officers to harass our people and eat out their substance.

He has kept among us, in times of peace, Standing Armies without the Consent of our legislatures.

He has affected to render the Military independent of and superior to the Civil Power.

He has combined with others to subject us to a jurisdiction foreign to our constitution, and unacknowledged by our laws; giving his Assent to their Acts of pretended Legislation:

For quartering large bodies of armed troops among us:

For protecting them, by a mock Trial from punishment for any Murders which they should commit on the Inhabitants of these States:

For cutting off our Trade with all parts of the world:

For imposing Taxes on us without our Consent:

For depriving us in many cases, of the benefit of Trial by Jury:

For transporting us beyond Seas to be tried for pretended offences:

For abolishing the free System of English Laws in a neighboring Province, establishing therein an Arbitrary government, and enlarging its Boundaries so as to render it at once an example and fit instrument for introducing the same absolute rule into these Colonies

For taking away our Charters, abolishing our most valuable Laws and altering fundamentally the Forms of our Governments:

For suspending our own Legislatures, and declaring themselves invested with power to legislate for us in all cases whatsoever.

He has abdicated Government here, by declaring us out of his Protection and waging War against us.

He has plundered our seas, ravaged our Coasts burnt our towns, and destroyed the lives of our people.

He is at this time transporting large Armies of foreign Mercenaries to complete the works of death, desolation, and tyranny, already begun with circumstances of Cruelty & Perfidy scarcely paralleled in the most barbarous ages, and totally unworthy the Head of a civilized nation.

He has constrained our fellow Citizens taken Captive on the high Seas to bear Arms against their Country, to become the executioners of their friends and Brethren, or to fall themselves by their Hands.

He has excited domestic insurrections amongst us, and has endeavored to bring on the inhabitants of our frontiers, the merciless Indian Savages whose known rule of warfare is an undistinguished destruction of all ages, sexes and conditions.

In every stage of these Oppressions We have petitioned for Redress in the most humble terms: Our repeated Petitions have been answered only by repeated injury. A Prince, whose character is thus marked by every act which may define a Tyrant, is unfit to be the ruler of a free people.

Nor have We been wanting in attentions to our British brethren. We have warned them from time to time of attempts by their legislature to extend an unwarrantable jurisdiction over us. We have reminded them of the circumstances of our emigration and settlement here. We have appealed to their native justice and magnanimity, and we have conjured them by the ties of our common kindred. to disavow these usurpations, which would inevitably interrupt our connections and correspondence. They too have been deaf to the voice of justice and of consanguinity. We must, therefore, acquiesce in the necessity, which denounces our Separation, and hold them, as we hold the rest of mankind, Enemies in War, in Peace Friends.

We, therefore, the Representatives of the United States of America, in General Congress, Assembled, appealing to the Supreme Judge of the world for the rectitude of our intentions, do, in the Name, and by Authority of the good People of these Colonies, solemnly publish

and declare, That these United Colonies are, and of Right ought to be Free and Independent States, that they are Absolved from all Allegiance to the British Crown, and that all political connection between them and the State of Great Britain, is and ought to be totally dissolved; and that as Free and Independent States, they have full Power to levy War, conclude Peace contract Alliances, establish Commerce, and to do all other Acts and Things which Independent States may of right do. --And for the support of this Declaration, with a firm reliance on the protection of Divine Providence, we mutually pledge to each other our Lives, our Fortunes and our sacred Honor.



Example of Room Set-up



Example of Closet Set-up



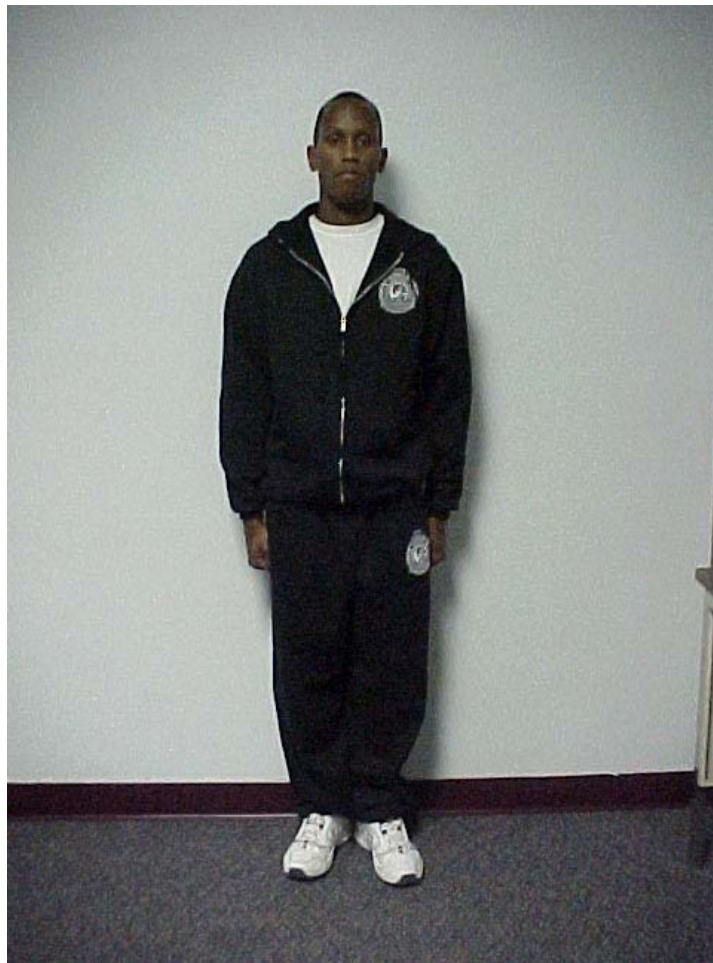
Academy Uniform



Arrest and Control Tactics And Range Uniform



Physical Training Uniform



Physical Training Uniform