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### FEATURED IN THIS ISSUE:

**Relationship Building, Open  
Communications...Partnerships to  
Keep Our Schools Safe**

— Detective Lieutenant Matthew R. Nazzaro, Cranford Police Department  
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**A Holistic Approach to Mental Health Response Through  
Destigmatization and Respect**

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# FBI-LEEDA

# INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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Stay tuned for details to come!



# President's Letter

## Welcome to FBI-LEEDA!

I am honored to be your President and want to start by acknowledging the leadership provided by our outgoing President, Chief Joe Wellington, and last year's Executive Board. I also want to welcome Chief Chris Workman to the Executive Board, and recognize our returning members, who I am certain will successfully fulfill their predecessors' shoes in their new positions. I would also like to thank and recognize the efforts of Executive Director Perry Tarrant, and the entire FBI-LEEDA team, as we continue to build upon the established protocols and engage in our ongoing efforts to remain the premier law enforcement leadership training organization in the nation.

As we collectively lead, motivate, and inspire our membership, FBI-LEEDA will continue to embrace our mission to advance the science and art of law enforcement leadership and promote the exchange of information, to improve law enforcement management practices through training, education, and networking among police professionals across the United States and beyond.

As mentioned in my presidential acceptance speech, we as a Board and staff would like to hear your thoughts on how we can better serve you as members, students, and partners. We honor and value your involvement in our Association and acknowledge the contributions of those that came before us, our charter and life members, past presidents, staff, and instructors. I know that we would not be the organization we are today without this enduring commitment to leadership excellence.

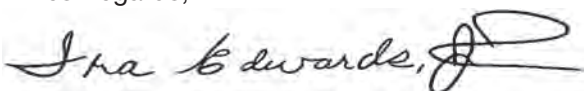
As a Board member, I have seen the tremendous progress we have made, but I know that there is still work to be done. As President, I am committed to working alongside Executive Director Perry Tarrant and our high-performing staff to continue developing our five-year strategic plan of action, which will provide a clear path forward, as we navigate the ever-changing needs of our organization. We look forward to sharing our vision of FBI-LEEDA and our collective role in improving our venerated law enforcement profession across the nation.

To our fellow professional organizations, I want to reaffirm that FBI-LEEDA values our relationship with the many law enforcement associations that share our mission of leadership excellence. As your President, I look forward to strengthening these partnerships by attending the various conferences and continuing the connections that have served us well in developing lasting partnerships. Together, we can effectively address critical issues facing our profession and help our members implement best practices in agencies large and small.

We must remain laser-focused on preparing the next generation to lead, inspire, and mentor. For FBI-LEEDA is not what we do, but who we are.

Please be sure to reach out and add your voice to our mission. We appreciate hearing from you and look forward to working with all of you as your FBI-LEEDA President.

Best regards,



**Ret. Sheriff Ira Edwards, Jr.**

*President, FBI-LEEDA*



**Ret. Sheriff Ira Edwards, Jr.**  
*President, FBI-LEEDA*



# 2022-2023 FBI-LEEDA Executive Board



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## The Mission of FBI-LEEDA

To advance the science and art of law enforcement leadership and promote the exchange of information to improve law enforcement management practices through training, education, and networking among police professionals across the United States and beyond.



# The LEEDing Edge



**Dr. Neil Moore**  
*Director of Curriculum and  
Instruction, FBI-LEEDA*

## **Resilient Leadership and the New CLI Curriculum**

The rewrite of the Command Leadership Institute (CLI) is now in final form and being implemented in the FBI-LEEDA Trilogy series as each of you are reading this. In this curriculum, our leaders will find some modest changes to keep our content as contemporary as possible. The topic of resilient leadership is more fully addressed in our new version of CLI. Certainly, a timely topic as we weave our way through the calls to defund the police, refund the police, early release, and a burgeoning crime wave sweeping most if not all of our nation's largest cities. How do police leaders continue to motivate the men and women in their squads and units considering these tumultuous times?

The seasoned veterans in our police organizations know to take a deep breath and a long look at the adversity before us. Don't take this situation personally, we have been here before. Historically we can look at the adversity the police faced in the decade of the 1960s or the unrest we faced in the aftermath of the Rodney King incident. This adversity will pass, and the leadership message should emphasize the need for our leaders to look for the opportunities embedded in this controversy. The bigger picture here is starting to emerge. The citizens we serve, the law-abiding, hard-working folks that populate our cities and counties are starting to raise their voices in support of our dedicated men and women. Intolerance for criminality is being voiced. As is always the case, we get to choose how we respond to adversity. We can start exerting some level of control on those things we are experiencing.

As we wade into adversity, we should be re-examining the values that we hold dear as police professionals. We should be reminded why we put on the uniform every day and serve our respective communities. We must remember our larger purpose and who is counting on us.

Adversity presents us with the opportunity to implement the needed change that will improve our profession. Take charge...move forward...use the applied wisdom each of you possess to effectuate the changes you and your officers know will make the profession and our respective agencies stronger. We can better withstand the adversity we face when we join with other agencies, and other leaders to discuss and resolve the critical issues that are facing us. Together we are more resilient!

Finally, as we look at the women and men in our organizations, we must remember to demonstrate that we care for them...let them know that we love our people. The new CLI section on resilient leadership addresses all these points in greater detail and much more. Our instructors look forward to talking and discussing this topic with the dedicated leaders you send to all our classes.

## **Leadership-Courage-Knowledge...FBI-LEEDA**

A handwritten signature in black ink that reads "Neil Moore".

**Dr. Neil Moore**

*Director of Curriculum and Instruction, FBI-LEEDA*

# FBI-LEEDA POST Approvals by State (as of June 2022)

State/Class	SLI	CLI	ELI	IA	MPR	RLI	DLB	DLA	DLE	LI	KEY
Alabama Peace Officers Standards and Training Commission	X	X	X	X	X						ATA
Alaska Police Standards Council	X	X	X	X	X	X	X	X	X	X	
Arizona Peace Officer Standards and Training Board	X	X	X	X						X	ATA
Arkansas Commission on Law Enforcement Standards and Training	X	X	X								
California Commission on Peace Officer Standards and Training	X	X	X	X	X	X	X	X	X	X	CPT only
Colorado Peace Officer Standards and Training Board	X	X	X	X	X					X	ATA
Connecticut Police Officer Standards and Training Council	X	X	X	X	X	X				X	ATA
Delaware Council on Policing Training	X	X	X	X	X	X	X	X	X	X	ATA
District of Columbia Police Officers Standards and Training Board											
Florida Criminal Justice Standards and Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
Georgia Peace Officers Standards and Training Council	X	X	X	X	X	X				X	ATA
Hawaii	X										ATA
Idaho Peace Officer Standards and Training	X	X	X	X	X		X	X		X	ATA
Illinois Law Enforcement Training and Standards Board	X				X						ATA
Indiana Law Enforcement Academy	X	X	X	X	X	X	X	X	X	X	ATA
Iowa Law Enforcement Academy	X	X	X	X	X	X	X	X			ATA
Kansas Commission on Peace Officers' Standards and Training	X	X	X	X	X	X	X	X	X	X	ATA
Kentucky Law Enforcement Council	X	X	X	X	X						
Louisiana Peace Officer Standards and Training Council	X	X	X	X	X						ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X	X	X	ATA
Maryland Police and Correctional Training Commissions											
Massachusetts Municipal Police Training Committee	X	X	X	X	X						ATA
Michigan Commission on Law Enforcement Standards	X	X	X	X	X		X	X	X	X	
Minnesota Board of Peace Officer Standards and Training	X	X	X	X	X					X	ATA
Mississippi Office of Standards and Training	X	X	X	X	X		X	X			
Missouri Peace Officer Standards and Training	X	X	X	X	X		X	X	X	X	***
Montana Public Safety Officer Standards and Training	X	X	X	X	X	X	X	X	X	X	ATA
Nebraska Police Standard Advisory Council											
Nevada Peace Officers' Standards and Training											
New Hampshire Police Standards and Training Council	X	X	X	X	X					X	ATA
New Jersey Police Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
New Mexico Law Enforcement Academy Board	X	X	X	X	X	X	X	X	X	X	
New York Municipal Police Training Council	X	X	X	X	X	X	X	X	X	X	ATA
North Carolina Law Enforcement Training and Standards	X	X	X	X	X	X	X	X	X	X	ATA
North Dakota Peace Officer Standards and Training	X	X	X	X	X		X	X	X	X	
Ohio Peace Officer Training Commission	X	X	X	X	X						ATA
Oklahoma Council on Law Enforcement Education and Training	X	X	X	X	X	X	X	X	X		ATA
Oregon Department of Public Safety Standards and Training Certification	X	X	X	X	X	X	X	X	X	X	ATA
Pennsylvania Municipal Police Officers' Education and Training Commission	X	X	X	X	X		X	X		P	ATA
Rhode Island Police Officers Commission on Standards and Training											
South Carolina Law Enforcement Training Council	X	X	X	X	X						
South Dakota Law Enforcement Officers Standards and Training Commission	X	X	X	X	X	X				X	ATA
Tennessee Peace Officers Standards and Training	X	X	X	X	X	X	X	X		X	ATA
Texas Commission on Law Enforcement	X	X	X	X	X	X	X	X	X	X	ATA
Utah Peace Officer Standards and Training											
Vermont Criminal Justice Training Council											
Virginia Department of Criminal Justice Services Standards and Training	X	X	X	X	X	X	N/A	N/A	N/A	P	ATA
Washington State Criminal Justice Training Commission	X	X	X	X	X	X	X	X		X	ATA
West Virginia Law Enforcement Professional Standards											
Wisconsin Law Enforcement Standards Board	X	X	X	X	X	X	X	X	X	X	ATA
Wyoming Peace Officers Standards and Training Commission	X	X	X	X	X	X	X	X	X	X	ATA

ATA = Apply Through Agency; X = Approved; P = Approval pending; N/A = Not available for credit

\*\*\* For MO POST credit please contact the FBI-LEEDA office at 877-772-7712; or email Anna Krylova at [akrylova@fbileeda.org](mailto:akrylova@fbileeda.org)



# How One Department is Using Virtual Reality to Practice De-Escalation

— *Officer Madeline Lewis,  
Staff and Inspections Unit, Lower Merion Police Department*

**I**n 2021, officers of the Lower Merion Township Police (LMPD) were dispatched to a report of a man with a gun. The caller advised that his son was armed with a 9mm handgun. One of the first officers to arrive on scene was Officer Eric Curcio, a K9 handler and former member of the department's Emergency Response Team, who has over 25 years of experience. With his firearm drawn, Officer Curcio gave verbal commands, from behind the engine block of a Ford F-150 parked nearby. It quickly became apparent to responding officers that the male was in crisis. For several minutes, Officer Curcio spoke to the subject from his position of cover, reassuring him that officers were there to help him, while maintaining lethal coverage and mentally rehearsing for the worst-case scenario. From his experience, Officer Curcio knew a peaceful resolution was dependent upon his ability to build a rapport with the male and talk him into surrendering. After 12 minutes and 48 seconds, the male placed the weapon down and placed his hands in the air, surrendering to police.

The successful outcome of this incident was due largely to Officer Curcio's ability to engage with the subject while remaining tactically aware. This was a culmination of 25 years of experience. Unfortunately, most officers do not have this level of experience but will be called upon to answer similar calls and resolve them with the skills demonstrated by this 25-year veteran. While practical training scenarios would certainly help prepare officers for such events, they can be costly and difficult on time and manpower.

Enter Virtual Reality (VR). VR systems are particularly useful in delivering an efficient, convenient, and cost-effective means of providing active engagement through experiential learning. It is the perfect medium between less effective static classroom training and traditional reality-based training.

Additionally, VR breaks down traditional training silos. We conduct firearms training one day, taser training the next day, and classes like de-escalation and emotional intelligence in yet another separate



course. The reality though, is that officers are expected to display a near-perfect multidisciplinary response, show empathy, and effectively de-escalate while simultaneously providing lethal coverage. This blending of skills takes training and experience and relies heavily upon the officer's ability to think critically.

## Bridging the Gap

It's no secret to any of us in law enforcement that unaddressed social problems have vastly expanded the demands on officers. These non-criminal calls for service take up around a third or more of total on-call time in most departments<sup>1</sup>, with at least 20% of police calls for service involving a mental health or substance use crisis<sup>2</sup>.

By default, police have been assigned the difficult task of trying to bridge the gap between a person in crisis and the dwindling availability of long-term mental health resources. While we may have been "voluntold" to address the need, law enforcement agencies across the country are rising to the occasion with the implementation of various training programs such as the one established by Lower Merion.

## Our Program

Our training program consists of two phases: initial classroom training and quarterly practical training using the VR system. During the initial classroom training, officers were taught the basic principles of de-escalation, active listening, mental health laws, available community resources, and trauma-informed policing. Upon completion of the initial classroom training, officers were required to participate in quarterly practical training scenarios using the VR system; with many of the scenarios built upon real-life incidents that officers have responded to in the past.

## A New Reality

Personally, I'm not a fan of the adage *practice makes perfect*. Perfection is subjective in any world, let alone law enforcement. The goal of our VR program is not perfection, but to provide officers with a controlled environment to experiment with a multidisciplinary approach to de-escalation and to utilize critical thinking so they are better prepared when called upon.

<sup>1</sup> Karma, Roge. "We Train Police to Be Warriors - and Then Send Them out to Be Social Workers." Vox. Vox, July 31, 2020. <https://www.vox.com/2020/7/31/21334190/what-police-do-defund-abolish-police-reform-training>.

<sup>2</sup> Abramsom, Ashley. "Building Mental Health into Emergency Responses." Monitor on Psychology. American Psychological Association, July 1, 2021. <https://www.apa.org/monitor/2021/07/emergency-responses>.



Madeline Lewis

Madeline Lewis is an officer with the Lower Merion Township Police Department in Montgomery County, Pennsylvania. During her tenure, she has been assigned to the department's Patrol Division, Auxiliary Services Unit, Investigations Unit, and Staff and Inspections Unit. She has served as agency Accreditation Manager since 2016, overseeing both state accreditation (PLEAC) and CALEA accreditation programs. In addition, Ofc. Lewis acts as the Department's grant writer/coordinator, is a certified physical fitness instructor, and is a member of the Department's Hostage Negotiations Team. She holds a Master of Arts in Organizational Leadership from the University of Valley Forge and a Bachelor of Arts degree in History from West Chester University of Pennsylvania.

# The ABC's of Influence For Police Leaders

— Colin May, M.S. '08, CFE, 3CE

Adjunct Professor - Forensic Studies & Criminal Justice

Stevenson University

Certified Fraud Examiner (CFE)

Certified Cyber Crime Examiner (3CE)

In 2012, researcher Daniel Pink wrote the book *To Sell is Human: The Surprising Truth About Moving Others* in which he explored influence in today's society. He reviewed multiple studies involving psychology, group dynamics, and leadership, and was able to identify how leaders particularly can utilize influence for the 21<sup>st</sup> century.

Leaders in law enforcement utilize influence daily and the concepts Pink discusses are particularly acute for police administrators and command staff. The concepts are equally important for those who do not have supervisory responsibilities; we are all leaders in some way. Influence doesn't depend on a specific position, title, or rank. By thinking about, practicing, and preparing others in using the skills that Pink has identified, we will be better positioned to help move individuals and the organization forward by using the "New ABCs" of influence.

With the complexity, constancy of change, and upheaval present in today's environment, Pink believes "ABC" (from the old sales adage – "always be closing") should now stand for: Attunement, Buoyancy, and Clarity. Attunement is about being dialed into the other party (or parties); buoyancy is being resilient in the face of a near-constant drumbeat of rejection or negative news; clarity is the ability to identify problems, especially when others are unaware of them, and provide solutions clearly and transparently.

**Attunement** is very similar to emotional intelligence—knowing where your communication partner is. As leaders of police agencies, we often have multiple audience segments at any given time—each must be properly attuned. This is essential because you want them to be receptive. To use a radio analogy, if you are on different wavelengths, then the signal will either not be clear (leading to confusion) or won't get through at all (leading to silence). Either way, the outcomes are not good.

**Buoyancy** is a healthy and realistic optimism for the future. We are confronted daily with a constant bombardment of rejection and perceived failure. With renewed emphasis on officer safety, health, and wellness (including work/life balance, scheduling, recruitment and retention), buoyancy should be both a personal and organizational priority.

Finally, **clarity** is critical. This often includes “flipping the script” and developing problem-finding skills, not just technical problem-solving ones. Influence, Pink writes, “depend[s] more on the creative, problem-finding skills of artists, than on the reductive, algorithmic, problem-solving skills of technicians”. Police leaders can often find this challenging, especially because we typically think of ourselves as master technicians. Clarity involves stepping back and looking at the bigger picture—and helping others to see our horizon, which is often different.

Influence is also strategic-thinking about the long-term, aspirational, and future state. Leaders must be skilled at seeing the big picture, as well as having command over the key details (but not micromanagement) that underlie each issue. Setting aside time, and maintaining the discipline to follow through, to focus on exploring clarity, can be a challenge. But it is worthwhile to invest that time to hear various perspectives, see parallels in how other career fields are dealing with similar issues, and taking the time to reflect, consider, and dream about the future.

The ABC model of influence proposed by Pink is unique and may upend our view of how a leader practices influence, but the social psychology, organization development, and communications research behind it is solid. Police leaders exhibit these three ABCs daily, in most cases without even recognizing it. These “ABCs” can also be helpful as a tool to develop others and cultivate their ability to influence—after all, that is (or should be) a leader’s number one responsibility.

Whether we lead from a patrol car, a dispatch console, or anything in between, we should “Always Be Considering” how our ability to influence through attunement, buoyancy, and clarity can provide a valuable opportunity for us, our communities, and our personnel to capitalize on the ingenuity, interests, and skills to lead forward.



Colin May

*Colin May, M.S., CFE, 3CE is an FBI-LEEDA member and professor of forensic studies at Stevenson University, where he teaches courses in criminal justice, forensic accounting, and investigation. For the past 20 years, he has served as an investigator, trainer, and supervisor for several large federal agencies. Since 2006, he has been a Certified Fraud Examiner, and he is also a Certified Cyber Crime Examiner. In addition to this article, he has been published in the FBI Law Enforcement Bulletin, the Journal of Public Inquiry, and Fraud Magazine. The views in this article are his own and do not represent any government or agency position.*





# Substance Abuse in Public Safety

— *Henry C. Smith, II*  
*Henrico County Sheriff's Office*

In today's era of policing, we have all seen an uptick in substance abuse-related incidents as our country battles an unprecedented opiate epidemic. As public servants, we are charged to do all we can to help those citizens affected by this issue, whether by assisting them with immediate aid or helping find treatment or rehabilitative services. We do these things because those who are in need are salvageable human beings. With that said, why does it seem that when dealing with our personnel who may struggle with similar issues, they seem to be viewed as expendable? Shouldn't we provide our personnel with the same level of compassion and support that we would to anyone we encounter during our daily operations?

In policing, we are viewed as being infallible; however, we know that is not necessarily the case. We are all human beings who are susceptible to personal problems, issues on the home front, stressors, and traumas. Some people are predisposed to substance abuse and the stressors of public safety. This can be the catalyst for substance-related issues or exacerbate an already existing problem when substances are used as a means of coping or self-medicating.

We can all think of a person, or persons, from our careers that struggled with substance abuse, legal or otherwise. Often, they were viewed as the life of the party, working hard, and playing harder. But did we ever take a moment to look at what may have been driving the excessive drinking, or use of other substances? In many cases the use of mood-altering substances is only a small symptom of the larger problem, or problems, the person is dealing with internally.

What are the numbers as it relates to substance abuse and public safety personnel, specifically in the law enforcement community? Studies have shown that approximately 25% of law enforcement personnel suffer from a substance abuse disorder. Yes, read that again ... 25%! In actuality, the true numbers are higher due to our insular nature and underreporting. In the community, the rate of substance abuse is less

than 10%. Additionally, 7-19% of street law enforcement personnel, and 26% of corrections personnel, suffer from Post-Traumatic Stress (PTS) compared to 3.5% in the community. It should be noted that over half of the persons who seek treatment for PTS have coexisting substance abuse issues. These two data points should be concerning for any public safety administrator. The question is, what are we going to do about it?

Public Safety personnel avoid seeking help for several reasons. The first reason is that most of us would not ask for help if we were drowning. We do not want to appear weak or to have a problem. We are also fearful of disciplinary action, reprisal, or being labeled if we admit to having a problem. Creating a culture and environment within your agency where your troops understand that it is ok to ask for help is an excellent start. Knowing the appropriate resources to call in, or send them to, is another huge step. Securing resources that specialize in the treatment of public safety professionals, PTS, and Substance Abuse Disorders is essential to providing the needed help to your personnel when the need arises. Partnering with your locality's mental health providers will assist you in developing a comprehensive list of qualified resources.

As law enforcement professionals, we do not approach or treat incidents on the street the same, as each incident is different and has different variables. The same strategy should be applied to how we address potential substance abuse issues with our personnel. Am I suggesting that we ignore policy or disciplinary issues that surface from substance use? Absolutely not! But not every personnel matter is terminal. Each incident has mitigating circumstances that should be considered rather than applying a knee-jerk response to every issue. Accountability is not sacrificed by exercising compassion, being merciful, giving grace, and support to a worthy employee that may be experiencing the toughest and darkest time of their life.

Our agency's personnel experience incidents and endure stressors that most people couldn't fathom. These job-related experiences can, and have, contributed to personal struggles in many different forms. We expect our public safety professionals to treat our citizens with compassion, dignity, respect and to offer aid and support during their time of need. Why shouldn't we provide the same level of care and support to our most valuable resources – our Troops?

*References:*

Cimdambi, I. (2018). *Police and Addiction*. Retrieved May 15, 2022, from <https://www.psychologytoday.com/us/blog/sure-recovery/201803/police-and-addiction>

*Links Between Officer Trauma and Substance Abuse*. (2015). Retrieved May 15, 2022, from <https://www.hazeldenbettyford.org/education/bcr/addiction-research/alc-hol-abuse-police-ru-716>

*7 High-Risk Professions That Can Lead To PTSD*. Desert Hope. (2022, May 4). Retrieved May 15, 2022, from <https://deserthopetreatment.com/co-occurring-disorders/ptsd/high-risk-professions/>



Henry "Hank" Smith

Henry "Hank" Smith is a Captain with the Henrico County Sheriff's Office in Richmond, Virginia. Hank has worked in policing for the past twenty-five years, in various assignments with two agencies. Currently, Hank commands the Sheriff's Office Investigations Section, is the Commander of the Sheriff's Office Response Team (SORT) and is a member of the Henrico County and Central Virginia Incident Management Teams. Hank has completed the Southern Police Institute – 127th AOC at the University of Louisville, the Public Safety Institute at the Virginia Commonwealth University, and received the FBI-LEEDA Trilogy Award in 2019.

Going Back to College:

# 9 Tips for Experienced Law Enforcement Professionals

— Erik Fritsvold, PhD, Academic Director

M.S. Law Enforcement and Public Safety Leadership, University of San Diego

Going back to college as an adult can be both exciting and anxiety-provoking for professionals across nearly every industry, including law enforcement. After being out of school for a decade or more, many adult students worry about their ability to assimilate back into the student mindset and whether they can stay engaged and be successful. Aside from entering a vastly different academic landscape, many concerns voiced by law enforcement professionals about going back to college as an adult include:

- *Will I be able to balance work, school, and my personal life?*
- *While I like the idea of an online degree, will I be able to focus outside of a classroom environment? And am I comfortable with the online classroom technology?*
- *Will my unpredictable schedule allow me to consistently dedicate time to my studies?*
- *Is the cost of tuition and books something I can afford at this point in my life?*
- *I haven't been a student in so long — will I remember how to do it?*

Despite these concerns, recent years have seen a growing number of older adults seeking out graduate degrees to further their careers. According to the National Center for Education Statistics, college enrollment by students ages 35 years and older increased 23% between 2000 and 2014, and that number is expected to rise to 43% by 2025.

## Advice from a 30-Year Law Enforcement Veteran Who Returned to School

Michael Defoe, Captain/Assistant Chief of Police of the Town & Country, MO, Police Department, completed his master's degree in Law Enforcement and Public Safety Leadership (MS-LEPSL) from the University of San Diego nearly 30 years after his undergraduate studies. Upon earning his bachelor's degree in 1990 from Missouri State University, Capt. Defoe joined the Town & Country Police Department where he has successfully moved up the ranks while raising his family. Like many law enforcement veterans, he felt apprehensive about the idea of returning to school for his master's degree while trying to maintain the same dedication to both his professional and personal lives. Now, as a graduate, he has some recommendations for those who are considering taking the same path he did.



## Tips for Streamlining the Application Process

1. *Do your research to find programs that fit your career goals and learning style, and that build on your professional training. Capt. Defoe had earned several transferable credits from his time at the FBI National Academy, so finding a graduate program that accepted those credits was important to him. "I talked to several different universities, but I found that there were only three that accepted the transfer credit hours and USD was one of them. After I started learning about those three universities, I found that USD's program was the best fit for me."*
2. *Figure out your financing options before you begin applying. You'll want to have a comprehensive understanding of your prospective programs' tuition, available professional discounts, and financial aid options. Keep in mind that most universities that are not regionally accredited are unable to offer Federal Financial Aid, so if you plan to use financial aid be sure to check the accreditation status of the schools you are considering. Additionally, if your agency offers tuition assistance, find out how the program works so you can maximize your benefit.*
3. *Let your chief or immediate supervisor know that you'll need a letter of recommendation. Most reputable master's degree programs will require a letter of recommendation. The ideal candidate to provide this letter would be an immediate supervisor and someone in your chain of command who can speak to your professional experiences, character, and potential for success in a graduate program.*

*Capt. Michael Defoe, an MS-LEPSL graduate, shown here with the Town & Country Police Department Command Staff and the Missouri state governor.*



## Tips for Preparing for the Program

4. *Make sure you have a reliable computer and internet connection and brush up on the technical skills that you will need. An online master's degree program requires students to have reliable internet access and a certain comfort level in learning new computer programs. As many students who are just coming back to college discover, being a graduate student is much different now than it was a few decades ago. Gone are the days of researching in the library — many online master's programs utilize online portals to replace in-class discussions and share relevant reading materials via this same online platform.*
5. *Complete all onboarding requirements. This will vary from program to program, but most universities require incoming students to meet their academic advisor or program coordinator, participate in an online orientation and/or perform a preliminary assignment to get accustomed to the online learning platform. Be sure you set aside time to focus on these activities before the start of your first class.*

## Tips for Success After Classes Begin

6. *Talk to other students. Talking to the other law enforcement professionals enrolled in your graduate program can prove valuable in several ways. Not only is it a way to grow a professional network, but these connections can be a great resource throughout the program. "I found it very rewarding to work with and communicate with other students. We would share ideas through discussion boards, and sometimes we would even communicate through email with other students about things in and outside of class," said Capt. Defoe. If you've enrolled in a program that exclusively serves law enforcement, you'll have the added benefit of idea-sharing and problem-solving with other agencies from around the country.*
7. *Leverage Opportunities to Connect with Faculty. Even in an online graduate program, faculty will offer "office hours," or otherwise make time available for students to check-in and ask questions. Reflecting on his time in the MS-LEPSL program, Capt. Defoe said that "instructors were on the discussion board, they were actively engaged with the students, and they provided great insight about discussion topics. Several instructors would offer Zoom office hours where you could meet with them and hear from the other students and learn from their questions."*
8. *Actively participate in class discussions. In online programs, participating in the course discussion board is a large component of each course. Not only does it provide an opportunity for students of varying opinions and backgrounds to share their perspectives, but it also helps students demonstrate to instructors that they are reading course materials and can use them in practical applications. "Check the discussion board once or twice a day to see if anyone's replied to your post and make sure you read and respond to others," said Capt. Defoe. "If you don't feel like you have anything to add that's going to continue the discussion in a meaningful way, wait until you find that you have more information to put out there that will add to the overall discussion."*
9. *Stick to a set schedule. One of the biggest benefits of an online program is the ability to set your schedule and complete work when it fits your other responsibilities. Setting a schedule will make completing each course a bit easier and more manageable and help reduce the chances of other things creeping into your study time. Speaking from experience, Capt. Defoe found that the key for him was to stick to a set routine when it came time to complete assignments and participate in weekly discussion board topics. "I have the luxury of working the day shift Monday through Friday, so I would always try to do my initial post on the discussion board the day of or the day after the board opened. I found that after you get through one course, you kind of get the feel for how each week works and can set a schedule that works."*

## Reasons to Consider Going Back to College After You've Already Started Your Career

Law enforcement professionals choose to go back to college for several reasons. While motivations differ, some of the most common reasons include:

- *To complete an undergraduate degree, you didn't finish*
- *To earn a graduate degree*
- *To prepare for a promotion*
- *To improve key competencies in areas such as leadership, technology, and other job-related skills*
- *To enhance your resume in preparation for a second career after law enforcement*

### Things to Look for in a Law Enforcement Master's Degree

Today's law enforcement professionals are already tasked with balancing a stressful career with family obligations, which means that any degree program needs to fit into their already busy life. The key is to find an online degree designed for working adults — a program that allows students to balance their schedule while earning a degree in a realistic timeframe without having to up-root their lives or ignore their family obligations.

"With my schedule, it would be difficult to go to in-person classes, so I knew that I needed something that was going to be online," said Capt. Defoe.

"Today, I'm advanced within my agency, and I am responsible for a lot of administrative work, so I found that it's much easier for me to focus and put the needed effort in to produce a good product for the course in an online setting."

Many criminal justice degree programs, like the M.S. in Law Enforcement & Public Safety Leadership program at the University of San Diego, are designed specifically for students currently working in law enforcement. These programs are built around defining elements such as:

- *Affordable tuition, scholarship and grant opportunities, and discount programs for law enforcement.*
- *Transfer credit opportunity for professional training programs such as FBI National Academy and FBI-LEEDA's Trilogy program.*
- *Online learning support from real people committed to ensuring your success throughout the program*
- *Flexibility to accommodate situations that are likely to affect your schedules, such as long shifts to cover a natural disaster, civil unrest, or an officer-involved shooting.*
- *A faculty of experienced law enforcement professionals who serve as professional coaches and mentors as you prepare for promotional opportunities.*

*Erik Fritsvold serves as the Academic Director for the Master of Science in Law Enforcement and Public Safety Leadership program (<https://criminaljustice.sandiego.edu>). Dr. Fritsvold's primary expertise is applying core tenets of academic criminology and criminal justice to dynamic, modern-day law enforcement. The cutting-edge nature of the Law Enforcement and Public Safety Leadership program requires Dr. Fritsvold to be meaningfully engaged with an array of academic and practitioner-centric specialties including leadership, organizational theory, Constitutional Law, communications, data-driven and intelligence-led policing, law enforcement, and criminal justice policy, conflict resolution, and law enforcement best practices.*



Erik Fritsvold

Capt. Defoe recommends that anyone considering going back to college do so, no matter what stage they are in their careers. "Don't wait as long as I did, because then you're going to be at the point where I am where you wish you already had it. For those who are in their 30s and 40s, this is the time — this is the time to go out and do it."





# Relationship Building, Open Communication, and Our Obligation To Develop Meaningful Partnerships To Keep Our Schools Safe

— **Detective Lieutenant Matthew R. Nazzaro**  
*Cranford Police Department*

**A**s I sit down to write about the significance of the proactive police-school partnership that has benefitted my community, yet another school shooting has occurred in our nation. In Uvalde, Texas, 19 students and 2 adults were murdered in a school. Much has been publically debated about what led to this latest tragedy inside a place that should be considered a safe haven for children. Instead of watching the 24-hour news cycle of our choice and participating in this debate from the sidelines, I challenge police leaders to honor those victims by pausing to reflect upon their community partnerships. How can we work to mitigate the next mass shooting? Are we awaiting another crisis to initiate a conversation with our local school officials to discuss school safety?

## **WHO SHOULD YOU KNOW?**

In 2014, I was appointed as our Township's first School Resource Officer (SRO) in Cranford, New Jersey - a 4.6 square mile town that boasts a population of 26,000 residents and eight public schools. The leadership of our 53-officer department had the foresight to envision value in appointing one liaison-officer to the school system to improve communication. While receiving my certification training from the New Jersey Association of School Resource Officers (NJASRO) I often recall valuable advice offered by one instructor. "If you don't have your principals' cell phone numbers, you've failed." His point was simple. Do not wait for a crisis to initiate first contact with your local school officials. Talk, work together, train together, and share information.

## **PROFOUND WORDS, DIRECTLY STATED**

"Communicate unto the other person that which you would want him to communicate unto you if your positions were reversed." When Aaron Goldman conveyed this thought, he almost spoke as a philosopher instead of as a leader in digital marketing. The meaning behind Goldman's quote is simple: *Give what information you would want to receive.* I recently attended FBI-LEEDA's Command Leadership Institute training in Wayne, New Jersey, a course that explored the value of effective communication and its interdependence on established, healthy relationships. While discussing which lens we choose to look

through when communicated, it occurred to me in this discussion that – much as Goldman suggests – we should first look within ourselves to assess what information we would want to receive if we were the listener.

## WHAT SHOULD YOU KNOW – AND WHY IT IS IMPORTANT?

Examine the value in Goldman's quote and simplify it. As a police officer, imagine you are the school principal. If there was information known by a trusted source in your community that could show an early warning sign of violence, wouldn't you want that information conveyed to you? Moreover, is there a mechanism currently in place within your community that fosters effective, immediate interagency communication and information-sharing?

In New Jersey, we have a Uniform Memorandum of Agreement between Law Enforcement and Schools which outlines our rules of information sharing. Our "Handle With Care" Law requires police notifications to schools when a student is subjected to a traumatic event outside of school hours. I suggest that any confused reader research "Adverse Childhood Experience" or "ACE Test" to see how it interplays with anticipated, sometimes predictable future violence involving young minds.

Our SROs partner with school counselors to maintain social-emotional wellness of students and a healthy homeostasis within the school environment. Annually, every school hosts three safety meetings with a parent, faculty member, school administrator, school counselor, and police officer to discuss school climate. Our officers are present in every mandated live security drill per year – 80 drills in total – to enhance our situational readiness with school-based emergencies. At the start of each school year, our School Superintendent and Police Chief host a "Town Hall" security roundtable with parents to discuss joint safety and security initiatives undertaken in our community. Our SROs are accessible, approachable, and on a first-name basis with school staff. And yes, everyone knows their counterparts' cell phone number.

Intelligence, information-sharing and feedback are vital characteristics of healthy law enforcement interagency relationships – so why do we hesitate creating these meaningful relationships with our school communities?

As police leaders, take the first step. Relationship building, enhanced communication, shared service agreements and creating an open and honest dialogue are immediate, significant strides police leaders can make to create safer school environments and mitigate future school violence. Before another school year begins, commit to budgeting time in your leadership schedule to create, then maintain relationships with your school community. Parents entrust their children to us and in exchange for that trust, our children deserve to be in the safest environment we can create.



Matthew R. Nazzaro

*Detective Lieutenant Matthew R. Nazzaro is the Commander of the Cranford Police Department Community Support Services Division and serves as the agency's Public Information Officer and Social Media Coordinator. D/Lt. Nazzaro has a Master of Public Administration from Kean University and is certified by the State of New Jersey as a Police Training Commission Instructor for Basic Police Officers at the John H. Stamler Police Academy in Union County, New Jersey where he instructs recruits on Juvenile Justice, Basic Patrol Techniques, and Emergency Vehicle Operations. A husband and father of 2 boys, he serves as a A.L.I.C.E. Active Shooter layperson response instructor and formerly served as the police liaison to the Cranford Public Schools.*

# SCOTUS Makes It Easier To Sue Police And Prosecutors For Malicious Prosecution

— Eric Daigle, Esq.

**O**n April 4th, 2022, the Supreme Court of the United States (SCOTUS), in the matter of *Thompson v. Clark*<sup>[1]</sup>, held that for purposes of a Fourth Amendment claim under § 1983 for malicious prosecution, a plaintiff is not required to show that the criminal prosecution ended with an affirmative indication of innocence. Rather, the plaintiff need only show that the prosecution ended without a conviction. A more detailed analysis and discussion of this case is provided below.

## FACTS

Larry Thompson lived with his fiancé (now his wife) and his newborn daughter in a Brooklyn apartment. In January 2014, his sister-in-law was also residing in the apartment. In January, the sister-in-law called 911 and claimed that Thompson was sexually abusing his one-week-old daughter. Two emergency medical technicians (EMTs) responded, but when they arrived at the residence, Thompson denied that anyone had contacted 911. The EMTs returned with four police officers, but Thompson told them they could not enter the apartment without a warrant. The police officers entered the apartment and handcuffed Thompson. The EMTs examined the newborn baby and, finding red marks on her body, took her to the hospital to be examined. Medical personnel at the hospital determined the marks were a case of diaper rash and found no signs of abuse.

The officers arrested Thompson for resisting their entry into the apartment and he was taken to the local hospital and then to jail. The officers charged Thompson with “obstructing governmental administration” and “resisting arrest.” Thompson remained in police custody for two days, when a judge released him on his recognizance.

Before the matter reached trial, the prosecution moved to dismiss the charges and the trial judge dismissed the case. The prosecutor did not explain as to why she sought to dismiss the charges, and the trial judge did not explain as to why he dismissed the case.



Thompson brought suit for damages under § 1983 against the police officers who had arrested and charged him, alleging several constitutional violations, including a 4th Amendment claim for “malicious prosecution.”

Under Second Circuit precedent, to prevail on a claim for malicious prosecution in violation of his 4th Amendment rights, Thompson was required to show that his “criminal prosecution ended not merely without a conviction, but also with some affirmative indication of his innocence”. Since Thompson could not explain why the prosecutor moved to dismiss the charges or why the trial judge dismissed the case, he was unable to show that his case ended with an affirmative indication of his innocence. As such, the District Court ruled that Thompson’s criminal case had not ended with an affirmative indication of his innocence and granted judgment to the defendant officers on that 4th Amendment claim. On appeal, the U.S. Court of Appeals for the Second Circuit affirmed the dismissal of Thompson’s 4th Amendment claim.

As stated, to maintain such a 4th Amendment claim under § 1983, a plaintiff must demonstrate, among other things, that they obtained a favorable termination of the underlying criminal prosecution. The primary question the Court analyzed was, what does a favorable termination entail? Is it enough for the plaintiff to show only that their criminal prosecution ended without a conviction? Or, must have plaintiff also demonstrate “that the prosecution ended with an affirmative indication of their innocence, such as an acquittal or dismissal accompanied by a statement from the judge that the evidence was sufficient”? As the various Courts of Appeals have split over how to apply the favorable termination requirement of the 4th Amendment claim under §1983 for malicious prosecution, the U.S. Supreme Court granted certiorari to resolve the split.

## **SCOTUS OPINION**

When determining the elements of a constitutional claim under § 1983, it is SCOTUS’ practice to first look to the elements of the most analogous tort as of 1871, when § 1983 was enacted, “so long as doing so is consistent with the values and purposes of the constitutional right at issued”. SCOTUS determined that the most analogous tort to the 4th Amendment claim is malicious prosecution. Courts have described the elements of the malicious prosecution tort as follows: “(1) the suit or proceeding was ‘instituted without any probable cause’; (2) the ‘motive in instituting’ the suit ‘was malicious’, which was often defined in this context as without probable cause and for a purpose other than bringing the defendant to justice; and (3) The prosecution terminated in the ‘acquittal or discharge of the accused.’”

The third element of this tort – what constitutes a “favorable termination of the underlying dispute” – is the focus of SCOTUS’ decision. SCOTUS found that in reviewing court decisions considering the question, American courts as of 1871 were largely in agreement that the “technical prerequisite is only that the particular prosecution be disposed of in such a manner that it ‘cannot be revived.’” Courts found that a favorable termination can include the dismissal of a matter because it “marked an end to further proceedings against the defendant” on the charges. Likewise, courts held that plaintiffs could maintain a case for malicious prosecution when a prosecutor “abandoned the criminal case” or the court “dismissed the case without providing a reason.” SCOTUS further noted that the “treatises of that era agreed that a favorable termination occurred so long as the prosecution ended without a conviction.”

SCOTUS found that “Because the American tort law consensus as of 1871 did not require a plaintiff in a malicious prosecution suit to show that his prosecution ended with an affirmative indication of innocence, we similarly construe the 4th Amendment claim under § 1983 for malicious prosecution.”

SCOTUS concluded that a 4th Amendment claim under §1983 for malicious prosecution does not require the plaintiff to show that the criminal prosecution ended with some affirmative indication of innocence. Rather, a plaintiff need only show that the criminal prosecution ended without a conviction. As such, SCOTUS reversed the judgement of the U.S. Court of Appeals for the Second Circuit and remanded further proceedings consistent with its opinion.

## **TAKE AWAY**

In its decision, SCOTUS explicitly stated that it expressed no view on any additional questions that may be relevant to the matter on remand, including whether Thompson was ever seized as a result of the malicious prosecution, whether he was charged without probable cause, and whether the officers were entitled to qualified immunity.

What does this decision mean for the future of law enforcement? Will the Court’s holding have a chilling effect on an officer’s decision to arrest? Will prosecutors be less willing to dismiss cases before trial, when

to do so could result in an increase in malicious prosecution cases? While these possible consequences are likely not what the Court intended, they very well could be the end result of such a decision.

During its analysis, SCOTUS opined that its decision would not affect an officer's protection from unwarranted civil suits as, among other things, officers are still protected by the requirement that the plaintiff shows the absence of probable cause and by qualified immunity. What various law enforcement agencies understand, however, is that the concept of qualified immunity has come under attack by legislatures throughout the country. The assurance by SCOTUS that officers have this option available to them does not necessarily instill confidence amongst officers or law enforcement agencies.

Judge Alito filed a Dissenting Opinion in which he stated, "What the court has done is to recognize a novel hybrid claim of uncertain scope that has no basis in the constitution and is almost certain to lead to confusion." Alito further stated that "the Court claims that the 'gravamen' of petitioner's 4th Amendment claim is the same as that of a malicious prosecution claim: the 'wrongful initiation of charges without probable cause.' ... But what the court describes is not a 4th Amendment violation at all. As explained, that amendment protects against 'unreasonable searches and seizures' not the 'unreasonable initiation of charges.'" Alito concluded that "the Court's recognition of a 4th Amendment malicious-prosecution claim has no basis in our precedents."



*Eric Daigle*

<sup>[1]</sup> 596 U.S. \_\_\_\_ (2022)

*Attorney Eric Daigle is the Principle of Daigle Law Group a national consulting Law Firm and General Counsel for FBI-LEEDA. He acts in his capacity as a Law Enforcement Consultant providing guidance and oversight to department command staff on operations, organizational structure and risk management. Many departments have retained Attorney Daigle to assist with the review, development, and revision of department policies to maintain and reflect current police practices. His experience focuses on officers' use of force, specifically in the training, investigation, and supervision of force, as well as investigation and review of deadly force incidents across the Country.*

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Congratulations and Welcome our new Sergeant-at-Arms

# Chris Workman

**Tell us more  
about your  
career.**

• Since I was a teen, I have always been captivated by public service, and my desire to be in law enforcement was always at the forefront. In 1999, I accepted a position as a part-time officer in the small town of Parkside, Pennsylvania. There were four of us being sworn-in on a chilly St. Patrick's evening. We had to all stand outside near the town's public works garage because the council meeting room was too small to accommodate all the friends and family who were there on that day, and from that day forward, working for small communities have been my passion.

Being afforded that opportunity was the start I needed, and I was a sponge. I learned from experienced officers and tried to attend every possible training class that I could, which provided me the opportunity to accept a full-time position with the Elsmere Police Department in September 2002. I worked my way from patrol officer to lieutenant in six years.

In 2013, I was hired to be the Chief of Police for the Town of Cheswold, a small town outside of Dover, DE. Within the first two months of my appointment, I attended a class that changed me and my professional life forever. On the first day of the class the instructor said to us, "you can change everything starting today if you make that choice". That class was FBI-LEEDA's 16th Executive Leadership Institute, and since that time, I have tried to keep that message in mind every day.

**What inspired  
you to join the  
FBI-LEEDA  
Executive  
Board?**

• In July 2015, I was honored to complete the Trilogy and have been an active member of FBI-LEEDA ever since. FBI-LEEDA has been a staple for leadership training in our department and a big reason for my ability to maintain this position for almost ten years. The commitment to lifetime learning taught through their courses inspired me to complete my Associate's degree in Criminal Justice (2017) and Bachelor's degree in Behavioral Science (2021). I believe in the culture, the mission, and the people of FBI-LEEDA. The world that was open to me through the instructors, classes, and networking opportunities is why I was inspired to be a part of the executive board.

**What do you plan  
to contribute  
to FBI LEEDA?**

• This past April, I was honored to be elected as Sergeant-at-Arms and be a part of this executive board of respected and knowledgeable leaders from across this nation. I desire to continue the great work that FBI-LEEDA has done over the years with board members, staff, instructors, and membership to grow this organization. I want to help the organization create new and exciting opportunities and to find ways to assist small, rural, and tribal agencies that have difficulty accessing FBI-LEEDA training. I want to be a consistent advocate for the growth and leadership of the organization. I want to keep learning, building relationships, embracing diversity, and making a difference.

*Chief Christopher Workman is a 21-year law enforcement professional currently serving with the Cheswold Police Department in Cheswold, DE. He has an A.A.S in Criminal Justice and a B.S in Behavioral Science. In addition to his active involvement in FBI-LEEDA, he also serves as a board member and the chair of the Training & Education Committee for the Small & Rural Law Enforcement Executives Association is an active member of the IACP Smaller Agency Committee and serves on the Advisory Council of the Rural Justice Collaborative.*





# Verizon Frontline

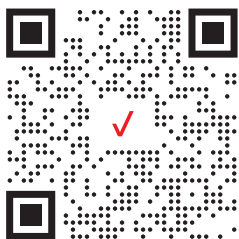
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# Building Commitment and Buy-In Where It Counts

— **Paul Rinkoff, PhD**  
*Toronto Police Service*

**T**oday's progressive law enforcement leaders are no stranger to implementing key policy decisions and leading change. However, with all the focus on the 'dos' and 'don'ts' of top officials, we often find that leadership investment at the frontline of the organization ends up overlooked. When this happens, frontline leaders, who are regularly counted on to oversee operations at the ground level, may find themselves ill-equipped to lead under pressure. They may also find it difficult to make operational decisions when it counts. Fortunately, a recent academic study highlights the importance that frontline leaders have in law enforcement. This study demonstrates that frontline leaders can achieve critical commitment and buy-in from officers in challenging and demanding situations by regularly engaging in specific leadership activities and by blending distinct leadership approaches to get the intended results. This article adapts and summarizes these leadership activities and strategies for law enforcement professionals with a goal of redirecting leadership investment to high risk and exposed areas of your agency, namely the frontline.

Most veteran law enforcement officials know that law enforcement leaders often encounter markedly fierce resistance from officers to new or perceived controversial policies, and/or unwelcomed top-down influence. For instance, there are leaders who are perceived to be outsiders, or too political, or have been around for too long, or not long enough! Why are these impediments visible in law enforcement? One explanation relies on the impact of internal and external occupational factors, which can have an influence on the decision-making processes of officers.

Let's take a closer look at the culture of law enforcement. It is a collection of informal norms and values shared by officers and the broader law enforcement family. The norms and values promote, socialize, and justify the prevailing attitudes of officers, which at times can be distrustful or suspicious of leadership decisions and objectives. These institutional processes are not ideal for senior law enforcement leaders, who must attain loyalty and compliance from frontline officers during difficult, distressed, and uncertain times.

Fortunately, research on law enforcement organizations tells us that leaders situated at the frontline (your sergeants, lieutenants, and captains) can mitigate some of the resistance displayed toward the decisions of top officials. They can accomplish this by acting as a facilitating layer and communicator for the street-level implementer (your frontline). This crucial leadership contribution is the key to achieving commitment and buy-in when and where it counts.

Figure 1: Leadership model illustrating the approaches and activities used by law enforcement leaders to achieve greater commitment and buy-in from officers at the frontline.



## How it works

Leaders on your frontline utilize their rank (authority) and their own understanding of your organization’s cultural dynamics and “translate” new policies and decisions (sometimes unpopular ones) into action. This is particularly effective at times of uncertainty, controversy, and danger. When frontline leaders employ a supportive leadership approach, levels of commitment and buy-in from officers trend proportionately to the amount of encouragement, motivation, and reward they receive from leaders. When adopting a supportive approach, law enforcement leaders tend to model the leadership activities of ‘encouraging’, ‘rewarding’, and ‘training’ (see Figure 1). The supportive approach can be complemented by an authoritative leadership approach that emphasizes governance, immediate compliance, and regulation in situations that demand zero discretion or rapid deployment and response. Law enforcement leaders who adopt an authoritative leadership approach, tend to model the leadership activities of ‘being present’, ‘disciplining’, and ‘auditing’ (see Figure 1).

## What does this all mean?

It is crucial for all levels of leadership in law enforcement to understand the conflux of environmental and cultural factors that often function to curtail or sabotage the implementation of key policy decisions or the prospect of meaningful change. This article serves as a reminder to law enforcement leaders that an officer’s experience and decision to commit and buy-in to leadership decisions are shaped by a variety of organizational factors, the most important of which is the critical leadership contribution and influence of frontline leadership – your sergeants, captains, and lieutenants. When you invest in your frontline leaders on a collective level, you are investing in leadership where it counts!



Paul Rinkoff

Paul Rinkoff is a Sworn Senior Leader with the Toronto Police Service; the fourth largest police service in North America. He has worked in several other areas, including Priority Operations, Major Crime, Undercover Operations, Forensics, Surveillance, Emergency Management, Planning, Audit & Quality Assurance, Professional Standards, Corporate Health, and the Criminal Investigative Bureau. Paul holds a Ph.D. in Policy Studies and lectures in the Department of Politics and Public Administration at Toronto Metropolitan University.

# FBI-LEEDA College Scholarship Program

Through the support of Justice Federal Credit Union, FBI-LEEDA will offer five \$1,000 scholarships for 2022-2023. The scholarships will be awarded at the Annual Executive Training Conference.



## Application –

Applications for the 2022-2023 academic school year are now being accepted. Your application must be postmarked by March 24, 2023 to be considered. FBI-LEEDA selects final candidates based on the following criteria:

- *Eligibility* • *Quality of application* • *Commitment to leadership*

## Eligibility –

You must be enrolled or be accepted by an undergraduate program at the time you submit the application.

- *You must maintain a 3.0 cumulative grade point average for three years to be eligible to submit an application.*
- *You must have graduated from high school prior to disbursement of funds.*
- *You do not have to be related or have a relationship with an FBI-LEEDA member to be considered.*

## Provisions –

An individual may receive only one scholarship award of \$1,000 per year from FBI-LEEDA.

- *An applicant may re-apply each year providing eligibility requirements are fulfilled.*
- *FBI-LEEDA will make the scholarship award payment to the recipient's school.*

## How to Apply –

Applicant must provide the following items:

- *Application* • *Transcript* • *High school verification form*
- *Answers to essay questions*
- *Documentation of acceptance to college/university*
- *Send your completed application, postmarked by March 24, 2023, to:*



**FBI-LEEDA, Inc.**

Attention: Donna Stone

5 Great Valley Parkway, Suite 359

Malvern, PA 19355

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The application for the  
2022-2023 academic year  
is now open.

Refer to the guidelines (left)  
for eligibility requirements.

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If you have questions  
about the FBI-LEEDA College  
Scholarship Program contact  
Donna Stone at  
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# Fighting Crime With Intelligence:

## Real-Time Incarceration Alerts Reduces One County's Open Warrants By Nearly 40%

— Thomson Reuters Staff

There are nearly 8 million active criminal warrants in the United States on any given day. Over one million of these warrants are for felonies and approximately 100,000 are for serious violent crimes.

The Carter County Sheriff's Office (CCSO) in northeastern Tennessee serves about 60,000 citizens, sought to reduce its crime by identifying transient fugitives living and hiding in their community, but faced a similar warrant problem as most jurisdictions: there are simply too many to properly address with current staffing, funding, and limited information regarding offender whereabouts.

At the time of this study, there were approximately 427,000 unserved arrest warrants in the state of Tennessee, and approximately 50% of those wanted in relation to these outstanding warrants were transient, often crossing county and state lines to avoid apprehension. Tennessee had no comprehensive, statewide system for tracking the arrest warrants associated with this population. The capability to share this information between counties did not exist. As such, fugitives easily took advantage of this vulnerability.

CCSO deputies were spending a great deal of time pursuing offenders to serve warrants, often with very little information. And, at the time of their 2017 analysis, roughly 50% of its warrants were for those living outside of Carter County. But, without a way to share this information between counties, the manual process of entering what little information they had into the National Crime Information Center would continue.

### In search of a solution

Fully understanding its "warrants problem" and how it tied to their original goal of reducing crime committed by transient fugitives, the department acted. CCSO turned to Appriss Insights, an Equifax Company ('Insights'), a data provider for Thomson Reuters® CLEAR online investigation software. Insights operates the most comprehensive incarceration data network, interfacing with over 2,800 jails and DOC facilities across the nation. Rather than requiring jail and prison staff to input data into an additional system, Insights directly connects with each facility's jail management system to pull the most recent booking data, including biographical information, charges, and photographs of offenders, as frequently as every 15 minutes.

This integration would provide law enforcement agencies with real-time incarceration information from over 85% of U.S. incarceration facilities and 100% of Tennessee jails, and the ability to place "watches" on persons of interest. When any "watched" person is booked into jail, the

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department receives an automated alert — including the facility name and location, among other details — within minutes. CCSO knew this information would help them immensely in their efforts to better control their warrants problem.

### **Incarceration intelligence in action**

Insights linked CCSO's unserved arrest warrant list to its real-time incarceration database. This created an ongoing "Watch List," alerting deputies via email anytime an individual on the list is booked into custody across the U.S. This alert allows CCSO to place a detainer on the wanted individual wherever they are incarcerated and transport the individual back to Carter County.

### **The results**

The first day the solution was deployed in Carter County, 120 detainees were placed on individuals that were incarcerated in other jurisdictions. Within the first 16 weeks, the system facilitated the arrest and detention of 274 wanted persons located across 17 jurisdictions and five states. These 274 persons were served a total of 393 arrest warrants, accounting for 38% of CCSO's total arrest warrant service.

During the first year, 803 wanted persons were detained and 1,105 arrest warrants were served (CCSO maintained an average of 1,216 wanted persons in its database).

The solution has reduced workloads associated with serving warrants by 30-35%. Officers are no longer fruitlessly knocking on doors; warrant service is now deliberate, targeted, and tactical. This saves time, stress, and money on behalf of the department and its staff.

CCSO is now able to collect wanted persons from other incarceration facilities rather than carrying the risk of collecting individuals from homes or off the street. This solution also positively impacts public safety, as transient fugitives aren't as easily able to go unnoticed in the community.

During the first year, the number of crimes reported in Carter County decreased by 29%, supporting CCSO's original goal of increasing public safety through decreasing crimes committed by this population.

With an efficient, effective warrants solution in place, the CCSO can better uphold their mission of protecting and serving the people of Carter County and beyond.

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# Understanding the FBI-LEEDA Trilogy Series

All FBI-LEEDA instructors frequently refer to “the leadership journey” as they interact with leaders in all our classes. The leadership journey should be taken to heart by all police leaders. Leadership, as our kindred souls in the military have known for centuries, must be a purposeful undertaking. That purposeful nature is the way in which the FBI-LEEDA Trilogy Series curriculum has been constructed.

To maximize the benefits of this purposeful undertaking, it is highly recommended that every leader completes the entire Trilogy Series:

**Supervisor Leadership Institute (SLI)**

**Command Leadership Institute (CLI)**

**Executive Leadership Institute (ELI)**

Each of the Trilogy Series components adds a set of new leadership concepts and a renewed appreciation for those holding ranks other than those held by the participating leader.







The **Supervisor Leadership Institute (SLI)** curriculum is designed and written for emerging leaders who are taking that first step into the formal ranks of police supervision. This leadership journey begins with an understanding of the expected role of a first-line supervisor. The transition to this rank is discussed in detail along with the importance of establishing and maintaining credibility for the police leader. The credibility discussion is based on cutting-edge research and reinforces the significance of the attributes that give rise to credibility. Liability issues and an overview of police discipline are also major parts of this curriculum. SLI leaders walk away from this class with two critical documents that will be the mainstays of their journey:

1. *A written leadership philosophy that describes how each leader is going to go about the task of leading others*
2. *A unit expectation list to aid in describing to unit members how they will become successful in the workplace.*



The **Command Leadership Institute (CLI)** curriculum is designed based on the needs of the “organizational leader” that man or woman holding rank as perhaps a lieutenant, captain, or major in his or her organization. It recognizes the unique nature of command leadership or commanding other commanders. The mission command model is described as a daily model for doing business. While all leaders are expected to understand how to put together effective and creative teams, that is certainly the stock in trade for command leaders, often across multiple fronts. Ethics and command decision-making are also very vital parts of this curriculum. The command leaders in CLI have one half-day of dealing with toxic and challenging employees. As we navigate our way through a world that offers many police leaders challenging issues, the CLI course provides a segment on resilient leadership that provides strategies for command leaders to aid their personnel in operating on the opportunities offered by the adversity our profession is encountering at this point in our history.



The **Executive Leadership Institute (ELI)** is written with the “enterprise leader” in mind. The chief, sheriff, assistant chief, and undersheriff are the focus of this part of the Trilogy Series. What all participants in this course will find is that ELI tracks extremely well with the President’s Task Force Report on 21st Century Policing. Procedural justice, policy and oversight, diversity and inclusion, community policing and crime reduction, training, and employee wellness are all addressed in this session. Additionally, every session of ELI always includes a discussion on future trends in the profession of policing. All leaders, but especially the executive leader must be aware of their obligation to be forward-looking. Future trends maintain that obligation at the forefront of all executive leaders. ELI wraps with a significant discussion of emotional and social intelligence, two concepts that serve all leaders well.

## The Ideal Way of Completing the Trilogy Series

In the ideal world, the Trilogy Series would be taken in the order, SLI, CLI and ELI, each of the components building and adding to the concepts that preceded the previous session. Knowing the realities of police training and the fact that life often gets in the way, please feel free to take the Trilogy Series as you and your staff can arrange the classes. Also, in the ideal world, and as adult learners, one should take one of the Trilogy classes and then apply the principles learned for six months to a year before moving to the next course. Again, at FBI-LEEDA we realize that sometimes it is more convenient and even necessary to attend our classes in rapid succession. Such are the realities of life. Under all circumstances, the Trilogy Series is designed and best utilized when the leadership principles our instructors teach are all applied.

And remember...

### Leadership-Courage-Knowledge

all applied is the FBI-LEEDA way!



# A Holistic Approach to Mental Health Response Through Destigmatization and Respect

— **Chief Jerome (Jerry) Klue**  
*Akron (OH) Children's Hospital Police*

**D**o all police officers have the understanding, concern, ability and, most importantly, the compassion to not only know how to recognize individuals experiencing a mental health crisis, but also how to effectively deal with the situation?

Police officers are often the first interaction that people in crisis have, and this experience can determine the outcome not only of the current situation, but future crises officers and other first responders are called to involving the same individual. The Akron Children's Hospital Police Department recognizes these truths and has implemented a multi-faceted approach at deescalating and resolving these difficult situations with dignity and respect. This collaborative and holistic approach has positively affected lives – and likely saved some. It is now our goal to share what we have learned so agencies across the nation can experience those same benefits.

Akron Children's Hospital Police Department has been a champion of CIT's core elements and the impact that a strong CIT program can have on an agency and community. Therefore, we created a specialized mental health unit called B.R.A.V.E. (Behavioral Response Against Violence Escalation) that incorporates CIT's core elements and utilizes collaboration, de-escalation, education, and understanding while taking a trauma-informed approach. As a result of this program, the community in which these officers serve has seen a reduction in violent behavior in the mentally ill population, specifically juveniles, and a reduction in the use of force encounters across all demographics.

The unit was constructed with input from internal and external stakeholders. By asking officers to sport khakis and a polo, they are more approachable and less authoritative in appearance, which allows those they serve to feel more at ease. These types of calls occur daily and for the B.R.A.V.E. Officers, it is important to continue to use the CIT Core Elements as a progressive tool to help the youth of today understand and deal with their illness. Mental illness can be very traumatic for a child with a new psychiatric diagnosis because of the lack of familiarity with their illness. Lieutenant William Heilmeier, who heads up

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“Police officers are often the first interaction that people in crisis have...”

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the unit, stated, “I believe that positive police interactions with juveniles today lay the foundation for positive police interactions when they become adults.”

Families routinely call the Police Department for a B.R.A.V.E. Officer to accompany their child to appointments; as they know the kind of compassion, empathy, and training these officers provide. The BRAVE Officers strive to know the children that they deal with on a personal level and build positive rapport with their family members.

The B.R.A.V.E. officers, who are CIT trained, assert compassion, empathy, patience, and use a calming nature that brings comfort; they work to cater to the needs of everyone in crisis. Officers are focused on a collaborative approach by building relationships within the hospital and surrounding community to meet the needs of those suffering from a mental health illness/crisis. Through the relationship building, violent interactions are reduced, people in crisis are treated with more dignity, de-stigmatized, and services are provided more efficiently. Thus, resulting in increased stabilization and effective management of the disease with a decrease in hospitalization. These relationships and positive outcomes are strengthened through the Officers providing training to physicians, nurses, officers, and community members.

Because of the success of the B.R.A.V.E. Program, a sister program was created to enhance the services provided by the B.R.A.V.E Officers. At first glance, the four Labradors resemble any friendly pet dog companion, and they certainly are. However, all the dogs live a life that is different from most other working dogs. All dogs are certified therapy dogs providing comfort, reassurance, and support to the campus community citizenry and other local jurisdictions that request them. In addition to being working police dogs (bomb or narcotics detection), these K-9s have made a positive impact by delivering a compassionate and understanding approach.

The key to the success of a Holistic Approach to Mental Health Response is creating synergies in collaboration among stake-holders to create better outcomes. When we work together to solve difficult challenges our communities face, our collaborative efforts lead to positive and profound outcomes.



*“Jerry” Klue*

*Jerome T. Klue is the Chief of Police at Akron Children's Hospital with over 47 years of experience in Law Enforcement. Previously serving as the Chief of the MetroHealth System (Cleveland, Ohio). He currently is an Executive Board Member with Public Safety Training Center at Cuyahoga Community College, Member of the University of Akron Police Academy Advisory Committee, and Member of the Summit County Crisis Intervention Steering Committee, 2021 Ohio CIT Law Enforcement Leader of the Year and 2021 Ohio Distinguished Law Enforcement Training Award recipient. Chief Klue earned his Masters in Public Administration from Kennedy Western University, two leadership certificates from Case Western Reserve University, graduated of FBI Regional Command College and completed the FBI Trilogy, under his leadership Akron Children's was the first agency in Ohio and the first Hospital Police Agency nationwide to receive the Agency Trilogy Award. Chief Klue lives in Medina with his wife Michele.*

# FBI-LEEDA Regional Representative Program Update

— **Mark Sullivan**, Program Coordinator, FBI-LEEDA

**Summer 2022**



In 2020 and 2021, many of the FBI's training sessions were canceled during the pandemic, but our Regional Reps are back in full travel mode with most of the sessions to back in-person mode. Our Representatives have been back on the road visiting with the regional LEEDS and command colleges around the country, and we have welcomed many new members into our Association as a result of the program. Just in the last few months, our LEEDA Reps, along with some Board members, have visited Oregon, Massachusetts, South Carolina, Virginia, Tennessee, Maryland, Minnesota, California, Florida, New Jersey, Iowa, and Arkansas. There are ten additional sessions planned for the balance 2022. Thank you to all our road warriors for sharing information about LEEDA to law enforcement leaders around the country and to our future members!

With the change in the by-laws adopted by the Board this spring, we have eliminated the twelve numeric regions. Previously, the Regional Reps were assigned a specific region around the country, and their area of responsibility was a designated group of states near their home area. With the change, we will move forward with our group of six Reps and they will continue to serve as needed, but without a state-specific regional assignment. Our Reps are:

**Chief Matt Canfield, NH**

**Chief Tim Troxel, PA**

**Chief (Ret). John Horsman, DE**

**Asst. Dir (Ret). Frank Woodall, TX**

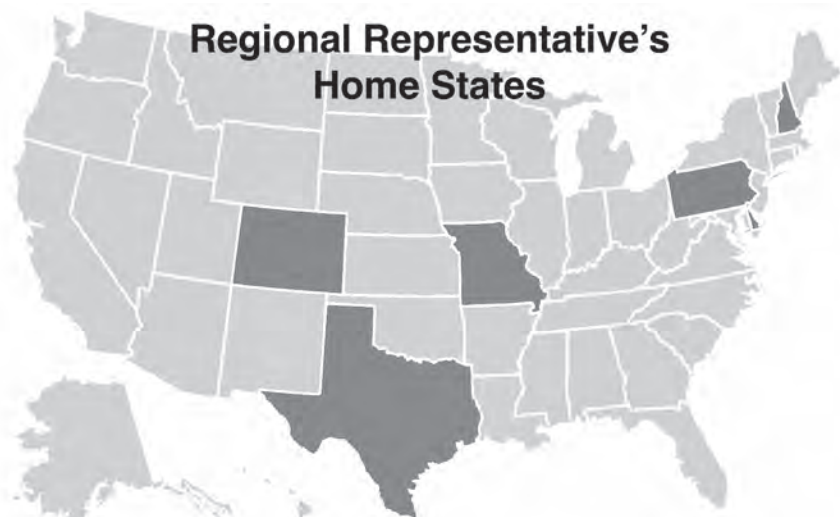
**Chief (Ret). Harry Gurin, MO**

**Division Chief Chad Read, CO**



## FBI-LEEDA Congratulates Chief Andy Robinson

Congratulations to Chief Andy Robinson, who retired in June after a 25-year career in law enforcement, the last twelve as the Chief of York SC Police Department. Chief Robinson was one of the original LEEDA Regional Reps, and was the Region #4 Rep covering the states of North Carolina, South Carolina, Virginia, W. Virginia, Maryland and DC from 2010 to 2017. He also served as the past president of the South Carolina Police Chiefs Association. *Congratulations Andy on your retirement!*







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# Failure to Launch:

## How the Botched Transition to NIBRS Distorts Law Enforcement Priorities

— **Justin Feffer**, *Elite Interactive Solutions*

A key component of the collection of crime statistics has been the Uniform Crime Reporting Manual. The manual was first developed by the International Association of Chiefs of Police (IACP) in 1929. This original manual classified crimes as either Part I or Part II crimes.<sup>1</sup> At the request of the IACP, the maintenance of the manual was turned over to the FBI in 1930. This manual was used to compile crime statistics for decades, with the last revision of the manual being in 2004. In 2013 the FBI's UCR program adopted the Summary Reporting System (SRS) and adopted a new manual for agencies to use to provide information for the UCR program. SRS continued the classification of crimes into either Part I or Part II crimes. The focus of law enforcement agencies since this classification scheme has been on the reduction of Part I crimes. As will be discussed below, this classification system has become archaic and is not compatible with current law enforcement needs. Perhaps in recognition of the deficiencies of SRS, the FBI adopted a new method of reporting crime data for the UCR called the National Incident-Based Reporting System (NIBRS). NIBRS has far more detailed reporting than SRS and eliminates the historical classification of Part I and Part II crimes.

The Part I and Part II crime classifications of the UCR and SRS have been archaic and not compatible with modern law enforcement needs for at least 20 years. While all Part I crimes were required to be included in the statistics under the old systems, only reporting arrests for Part II crimes was required. This resulted in the prioritization of resources to combating Part I crimes. Important types of crimes including cyber-crimes, child pornography, and human trafficking are all classified as Part II crimes under the old systems. I saw first-hand how this distorted priorities. On one occasion, I was in a Cyber Crime Task Force meeting and a bureau commander for a large police department told the group that his department could not contribute any resources as the crimes being investigated were not Part I crimes.

The NIBRS manual states, "The FBI UCR Program successfully transitioned to a NIBRS-only collection at the national level on January 1, 2021, and retired the traditional SRS." The only problem with this claim is that the program has not successfully transitioned.

The most up to date information from the FBI Crime Data Explorer demonstrates that only 9,881 out of 18,818 police agencies in the United States submitted NIBRS data.<sup>2</sup> The FBI cannot publish data trends by region and population growth due to this lack of participation.

This lack of participation is not limited to small and medium sized agencies. A check of the raw data available demonstrated that most of the largest agencies in the United States did not submit NIBRS data. For example, the Los Angeles Police Department, the Los Angeles Sheriff's Department, and the New York City Police Department did not have NIBRS data within the quarterly data reported for the fourth quarter of 2021. Most of these agencies continue to use the SRS formatted data to report crime statistics.<sup>3</sup> Because SRS data is not accepted for publication in the UCR, the crime statistics for these agencies are not available in the UCR.

Going from a system with near-universal reporting to one where barely 50% of agencies participate is hardly a successful launch. The need for a national system to gather uniform crime statistics has been recognized since 1930, yet in 2022 we no longer have a working system. The mandatory transition to NIBRS-compliant data submission was not sprung on the law enforcement community. In early 2017 the Bureau of Justice Statistics published detailed guidance for law enforcement to transition to NIBRS.<sup>4</sup>

What went wrong? The transition has proven cost-prohibitive. I spoke with a law enforcement executive with one of the largest agencies in the United States. He told me that the cost of transitioning to NIBRS would cost his agency at least \$40 million. The mandatory transition occurred just as the defunding of the police movement gained traction with many state and local politicians, and a massive spike in crime was occurring. NIBRS compliance became impossible for about half of the agencies in the United States.

This failure is devastating for two main reasons. First, the use of statistics by law enforcement has become more important than ever before. The lack of comprehensive national statistics during the height of the Statistics Based Policing Era is shocking. Second, NIBRS doesn't distort law enforcement priorities in the way that the original UCR and the SRS methodologies did.

<sup>1</sup> Federal Bureau of Investigation (2004). *Uniform Crime Reporting Handbook*. (2004)

<sup>2</sup> <https://crime-data-explorer.app.cloud.gov/pages/explorer/crime/quarterly>

<sup>3</sup> For examples, see LAPD statistics at <https://data.lacity.org/Public-Safety/Crime-Data-from-2020-to-Present/2nrs-mtv8/data> and the LASD data at [https://lasd.org/transparency/crimeandarrest/#crimes\\_data\\_download](https://lasd.org/transparency/crimeandarrest/#crimes_data_download)

<sup>4</sup> Smith, E. (2017, May 23), *Estimating Costs for Transitioning to National Incident-Based Reporting System (NIBRS)*. [https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/local\\_agency\\_-\\_estimating\\_cost\\_for\\_transitioning\\_to\\_nibrs\\_01232017.pdf](https://bjs.ojp.gov/sites/g/files/xyckuh236/files/media/document/local_agency_-_estimating_cost_for_transitioning_to_nibrs_01232017.pdf)



Justin Feffer

Justin Feffer is an attorney and cybersecurity consulting investigator based in Idaho and California. He also serves on Elite ISI's Law Enforcement Advisory Board. He recently retired as the commanding officer of the Cyber Crime Section of the Los Angeles County District Attorney's Office. He was also assigned to the USSS and FBI cyber-crimes task forces from 2004-to 2020. As a sworn law enforcement officer in Southern California since 1988, and a lawyer since 1994, Justin has instructed thousands of public safety officials in cyber security, cybercrime and digital evidence. Mr. Feffer is an Instructor at USC's Safe Community Institute.





# TRIL GY

FBI-LEEDA's Trilogy program is a series of three core education programs that provide mid to upper-level leaders intensive training in the latest management concepts and practices faced by today's law enforcement professionals. These dynamic, cutting-edge courses are taught by executive level law enforcement experts with extensive leadership experience that help engage and prepare participants for leadership positions. POST and state certification for continuing education credit is available for most states.

## 1 *Supervisor Leadership Institute*



A cutting edge 4-1/2 day program built especially for first-line supervisors and middle managers with the goal of enhancing leadership competencies. Attendees will be engaged in personality diagnostics, leadership case studies, mentoring, developing your people, performance management, risk management and credibility.

The registration fee is \$695.

## 2 *Command Leadership Institute*



A dynamic and challenging 4-1/2 day program specifically designed to prepare law enforcement leaders for command level positions. The Command Institute focus is to provide contemporary real-life, best-practice strategies and techniques for those aspiring to command level assignments.

The registration fee is \$695.

## 3 *Executive Leadership Institute*



An innovative 4-1/2 day program designed for senior law enforcement executives focusing on the emerging challenges facing our profession. This highly interactive program follows the FBI-LEEDA model of professional development, using a wide range of source material and calls upon the participant's professional experience to facilitate individual development and enrich the learning environment.

The registration fee is \$695.

### **Contact FBI-LEEDA at 877-772-7712 or email us at [Training@fbileeda.org](mailto:Training@fbileeda.org)**

for additional information concerning any of these learning opportunities or interest in hosting any of these programs in your area. Course registration is open to all law enforcement – sworn and professional staff. You do not need to be a member of FBI-LEEDA to attend.





## Additional Education Opportunities



### Media and Public Relations

FBI-LEEDA is pleased to present a 4-1/2 day course on media and public relations. Police cannot succeed without the support of the community they are sworn to protect. The image of an agency as a professional and ethical organization is vitally important. By promoting a consistent, positive public image of your department, your community will come to perceive their police as an agency they can depend on and trust.

Class size is limited; participants are encouraged to bring a laptop, as writing exercises will be assigned during class to learn how to craft and deliver messages that will help create a positive public perception and how to best utilize various forms of communication.

*The registration fee for this course is \$795.*



### Master Public Information Officer

This immersive 4-1/2 day FBI-LEEDA Master Public Information Officer course moves the participant from the tactical to the strategic level of media and brand management.

Participants learn to refine skills in: cultivating and refining brand and image, internal and external communications strategies, pitching stories to a 24/7 news environment, business model of media engagement, crisis management planning, interactive tabletop exercises, producing high quality video for social media.

*The registration fee for this course is \$795.*



### Procedures for Managing Internal Affairs Investigations

This 4-1/2 day course is interactive and attendees participate in various scenarios presented by the instructors. Procedures for Managing and Conducting Internal Affairs Investigations focuses on ethics and integrity, agency policies and procedures, the complaint process, investigation of personnel complaints, administrative law, and the interview process.

*The Internal Affairs Investigations registration fee is \$695.*



### Leadership Integrity

The 2-day course focuses on both personal and organizational ethical learning, using both classic and contemporary ethical decision-making procedures to help students identify ethical issues, take corrective action and includes modules on procedural justice, police legitimacy, and police misconduct. This class is strongly scenario-based and interactive. It is suitable for all law enforcement personnel, regardless of rank or sworn/professional staff status.

*The Leadership Integrity registration fee is \$450.*

Learn more at <https://fbileeda.org/page/Training>



## Additional Education Opportunities

### Distance Learning Online Courses

Flexible scheduling | No commuting | Learn while working | Peer support

#### Phase I – Basic Supervisory Liability

FBI-LEEDA's Basic Supervisory Liability is an online instructor lead program offered to law enforcement agencies. The four week course is accessible via the Internet and is divided into four modules – each focusing on specific issues facing today's law enforcement supervisors.

The Basic Supervisor Liability includes a review of constitutional standards applicable to supervisor liability, deliberate indifference, and use of force investigation. In addition, the program reviews legal standards applicable to internal affairs investigations and sexual harassment, knowledge of legal standards and best practices in protecting themselves and their department from liabilities.

*Sessions start every thirty (30) days.*

*The registration fee for Basic Supervisory Liability class is \$350.*

#### Phase II – Advanced Supervisory Liability Ensuring Effective and Constitution Policing

FBI-LEEDA's *Advanced Supervisory Liability* supplements the *Basic Supervisory Liability* course. This advanced program will work towards ensuring effective and constitutional policing through the training of proper supervision standards. These standards will review the current legal standards, case law interpretation, and common police practices.

Students must have completed the FBI-LEEDA *Basic Supervisory Liability* program prior to registering for the Advanced Training Program.

*Sessions start every sixty (60) days.*

*The registration fee for Advanced Supervisory Liability class is \$350.*

#### DISTANCE LEARNING ELECTIVE COURSES

##### Ethics

FBI-LEEDA presents *Ethics*, an on-line distance learning program that focuses on the importance of ethics, integrity and procedural justice to the daily operation of law enforcement agencies. Law enforcement officers are held to a high standard and require a level of public trust, commonly known as police legitimacy. When officers display conduct unbecoming, public trust is eroded and the image of an agency is tarnished. This program will provide lessons in reasoning that lead officers to appropriate decisions and resolutions.

*Sessions start every sixty (60) days. The registration fee for Ethics class is \$350.*

##### First Amendment Liability Issues for Supervisors

FBI-LEEDA presents this four-week distance learning course delivering what supervisors need to know to protect themselves and their agencies by providing an understanding of Freedom of Speech, Freedom of Religion, and Freedom of the Press. The training will also provide attendees operational standards as it relates to crowd management, recording police, social media and seizure of electronics.

*Sessions start every sixty (60) days. The registration fee for Ethics class is \$350.*

# Did You Know We Offer Trilogy Scholarship Assistance

*...for officers seeking our Trilogy leadership courses but lack agency resources to attend.*



FBI-LEEDA

# TRILGY



The FBI-LEEDA Trilogy Scholarship is designed to assist officers who seek to enroll in our Trilogy leadership education courses but lack agency resources to attend. Eligible scholarship candidates should be recognized by their agency as worthy candidates for leadership positions. We request interested person to submit a short letter of recommendation from their agency head or designee in order to be considered for the Trilogy Scholarship.

If you have any questions about the Trilogy Scholarship, please contact us at 877-772-7712 or email us at [Acampbell@fbileeda.org](mailto:Acampbell@fbileeda.org); include "Trilogy Scholarship Request + Class location/date" in the email subject line.

Requirements can be found at:  
[fbileeda.org/TrilogyScholarship](https://fbileeda.org/TrilogyScholarship)



GIVING BACK TO OUR MEMBERSHIP

# FBI-LEEDA Curriculum Advisory Committee

*... to review and discuss courses and programs in our curriculum*

Over the past few months, FBI-LEEDA's Curriculum Advisory Committee had several meetings to discuss and develop innovative strategies. The purpose was to review and discuss the development and revision of all courses and programs in the FBI-LEEDA curriculum. The meetings provided an opportunity to address areas of improvement in the curriculum and to discuss innovative strategies to engage students in a deeper level of learning. Below are the outcomes of these meetings:

1. *CLI curriculum updates were reviewed and approved.*
2. *Timeline for rolling out the CLI updates was developed.*
3. *ELI was identified as the next class for revision.*
4. *Implementation of a new workbook: the intention is to move away from a workbook and introduce a course companion which will be composed in a manuscript style.*
5. *Discussion of miscellaneous topics.*

## Curriculum Advisory Committee (CAC) participants:

Neil Moore  
Anna Krylova  
Anne Kirkpatrick  
Tim Plotts  
Todd Radford  
Jerry Thompson  
Sean Whent  
Terri Wilfong



*FBI-LEEDA instructors led a session on Trilogy curriculum during the Conference in Phoenix. (L to R: Tim Plotts, Anne Kirkpatrick, Terri Wilfong and Sean Whent.)*

At our 30th Annual Executive Leadership Conference in Phoenix, AZ, some of FBI-LEEDA's course instructors facilitated a plenary session named **Trilogy Leadership Updates**. During this session, conference attendees shared their feedback on attending Trilogy classes and proposed topics to be addressed in future curriculum revisions. The following topic suggestions emerged from this session:

- *Wellness*
- *Retirees: How to support them after they leave us?*  
*Strategies for preparing for retirement*
- *Political survival and legislative action*
- *Develop interactive assignments for knowledge retention*
- *Develop an app/platform with all classes and all FBI-LEEDA information*



# Congratulations

## AGENCY TRILOGY AWARD RECIPIENTS

The FBI-LEEDA Agency Trilogy Award is awarded to agencies whose command staff have attained their Trilogy Award by completing the FBI-LEEDA Trilogy Leadership programs. This award not only reflects the departments commitment to leadership education, but also the support from senior law enforcement officials, city officials, and the community.

The FBI-LEEDA Trilogy Leadership series encompasses three flagship development programs: **Supervisor Leadership Institute**, **Command Leadership Institute**, and the **Executive Leadership Institute**.

All command staff from the listed agencies (below) completed these in-depth courses, which are designed to educate law enforcement personnel on leadership, education, community initiatives, and management.

FBI-LEEDA would like to thank and acknowledge the following agencies for their commitment to law enforcement leadership excellence through completing our Trilogy course program:

*Pelham Police Department (Alabama) – February 2022*

*Angel Fire Police Department (New Mexico) – March 2022*

*Cheswold Police Department (Delaware) – March 2022*

*Occoquan Police Department (Virginia) – March 2022*

*St. Martin Parish Sheriff's Office (Louisiana) – April 2022*

*Swinomish Police Department (Washington) – April 2022*

*Milton Police Department (Delaware) – May 2022*

*Sapulpa Police Department (Oklahoma) – April 2022*

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*Abington Police Department and Chief Patrick Molloy, Abington, PA – January 2022*  
*Akron Children's Hospital Police and Chief Jerome T. Klue, Cuyahoga Falls, OH – March 2022*  
*Alton Police Department and Chief Jonathan Flores, Alton, TX – May 2022*  
*Arlington County Police Department and Chief C. Andy Penn, Arlington, VA – May 2022*  
*Arlington Police Department and Chief Alexander Jones, Arlington, TX – March 2022*  
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*Chester County Department of Emergency Services, Coatesville, PA – April 2022*  
*City of Vineland Police Department and Robert E. Dickenson, Vineland, NJ – April 2022*  
*City-County Bureau of Identification and Director Sam Pennica, Raleigh, NC – April 2022*  
*Clackamas County Sheriff's Office and Sheriff Angela Brandenburg, Clackamas, OR – January 2022*  
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*College Station Police Department and Chief Billy Couch, College Station, TX – January 2022*  
*Concord Police Department and Chief Gary J. Gacek, Concord, NC – January 2022*  
*Cumberland County Sheriff's Office and Sheriff Kevin J. Joyce, South Portland, ME – March 2022*  
*Douglas County Sheriff's Office and Sheriff Tony Spurlock, Castle Rock, CO – January 2022*  
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*Essex County Sheriff's Department and Kevin Coppinger, Danvers, MA – May 2022*  
*Essex Police Department and Chief Ron Hoague, Essex Jct., VT – March 2022*  
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*Fort Worth Police Department and Chief Neil Noakes, Fort Worth, TX – February 2022*  
*Galveston County Sheriff's Office and Sheriff Henry Trochesset, Galveston, TX – April 2022*  
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*Greene County Sheriff's Office and Sheriff Jim Arnott, Springfield, MO – May 2022*  
*Hampton Police Department and Chief David Hobbs, Hampton, NH – May 2022*  
*Harford County Sheriff's Office and Sheriff Jeff Gahler, Edgewood, MD – January 2022*  
*Houston I.S.D. Police Department and Pedro Lopez, Jr., Houston, TX – January 2022*  
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**Murfreesboro Police Department and Chief Michael Bowen**, Murfreesboro, TN – February 2022  
**Myrtle Beach Police Department and Chief Amy Prock**, Myrtle Beach, SC – January 2022  
**Nampa Police Department and Chief Joe Huff**, Nampa, ID – March 2022  
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**Richland County Sheriff's Department and Sheriff Leon Lott**, Columbia, SC – February 2022  
**San Bernardino County District Attorney's Office, Bureau of Investigation and Chief Eric V. Hopley**, San Bernardino, CA – March 2022  
**Scottsdale Police Department and Chief Jeffrey Walther**, Tempe, AZ – March 2022  
**Siloam Springs Police Department and Chief Allan Gilbert**, Siloam Springs, AR – May 2022  
**Southwest Virginia Criminal Justice Training Academy**, Bristol, VA – February 2022  
**Tacoma Police Department and Interim Chief Michael Ake**, Tacoma, WA – March 2022  
**Tavares Police Department and Chief Stoney Lubins**, Tavares, FL – February 2022  
**The Clive Police Department and Chief Michael Venema**, Clive, IA – May 2022  
**Universal City Police Department and Johnny Siemens**, Universal City, TX – March 2022  
**Victoria County Sheriff's Office and Sheriff Justin Marr**, Victoria, TX – March 2022  
**Westchester County Police Department and Commissioner Thomas A. Gleason**, Valhalla, NY – January 2022  
**Williamson County Sheriff's Office and Sheriff Michael Gleason**, Hutto, TX – February 2022  
**York County Sheriff's Office and Sheriff Kevin Tolson**, Rock Hill, SC – March 2022



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**Albany Police Department and Chief Marcia Harnden**, Albany, OR – January 2022  
**Chandler Police Department and Sean Duggan**, Chandler, AZ – May 2022  
**Clackamas County Sheriff's Office and Sheriff Angela Brandenburg**, Clackamas, OR – April 2022  
**Cleveland County Sheriff's Office and Sheriff Chris Amason**, Oklahoma City, OK – March 2022  
**College Station Police Department and Chief Billy Couch**, College Station, TX – April 2022  
**Collin College Law Enforcement Academy and Scott Donaldson**, McKinney, TX – February 2022  
**Concord Police Department and Chief Gary J. Gacek**, Concord, NC – March 2022  
**Cumberland County Sheriff's Office and Sheriff Kevin J. Joyce**, South Portland, ME – May 2022  
**Douglas County Sheriff's Office and Sheriff Tony Spurlock**, Castle Rock, CO – March 2022  
**Easley Police Department and Chief Lane Byers**, Easley, SC – January 2022  
**Fairbanks Police Department and Chief Ron Dupee**, Fairbanks, AK – January 2022  
**Federal Bureau of Investigation and SAC Robert Hughes**, St. Francis, WI – January 2022



*Fort Worth Police Department and Chief Neil Noakes, Fort Worth, TX – May 2022*  
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*Harford County Sheriff's Office and Sheriff Jeff Gahler, Edgewood, MD – April 2022*  
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*Jupiter Police Department and Chief David England, Jupiter, FL – March 2022*  
*Lake Mary Police Department and Chief Michael Biles, Lake Mary, FL – April 2022*  
*Lexington Police Department and Chief Lawrence Weathers, Lexington, KY – May 2022*  
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*Mansfield Police Department and Chief Ronald Sellon, Mansfield, MA – March 2022*  
*Monmouth County Prosecutor's Office and Chief of Detectives John McCabe, Freehold, NJ – February 2022*  
*Myrtle Beach Police Department and Chief Amy Prock, Myrtle Beach, SC – March 2022*  
*Naugatuck Police Department and Deputy Chief Colin McAllister, Naugatuck, CT – January 2022*  
*North Kansas City Police Department and Chief Kevin Freeman, North Kansas City, MO – January 2022*  
*North Miami Beach Police Department and Richard Rand, North Miami Beach, FL – February 2022*  
*Oswego Police Department and Chief Jeff Burgner Hughes, Oswego, IL – March 2022*  
*Painesville Police Department and Chief Daniel J. Waterman, Painesville, OH – April 2022*  
*Passaic County Sheriff's Office and Sheriff Richard H. Berdnik, Wayne, NJ – May 2022*  
*Pelham Police Department and Chief Patrick S. Cheatwood, Pelham, AL – January 2022*  
*Peters Township Police Department and Chief Douglas Grimes, McMurray, PA – January 2022*  
*Prescott Valley Police Department and Acting Chief Jeremy Martin, Prescott Valley, AZ – January 2022*  
*Redmond Police Department and Chief Darrell Lowe, Redmond, WA – February 2022*  
*Richland County Sheriff's Department and Sheriff Leon Lott, Columbia, SC – May 2022*  
*Salt Lake City Police Department and Chief Mike Brown, Salt Lake City, UT – January 2022*  
*Santa Clara County Sheriff's Office and Sheriff Laurie Smith, San Jose, CA – January 2022*  
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*Universal City Police Department and Johnny Siemens, Universal City, TX – May 2022*  
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*Broward Sheriff's Office and Sheriff Gregory Tony, Ft Lauderdale, FL – January 2022*  
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*Clovis Police Department and Chief Douglas R. Ford, Clovis, NM – January 2022*  
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*Easley Police Department and Chief Lane Byers, Easley, SC – March 2022*  
*Escambia County Sheriff's Office and Sheriff Chip W. Simmons, Pensacola, FL – February 2022*  
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*Houston ISD Police Department and Pedro Lopez, Jr., Houston, TX — March 2022*  
*Jupiter Police Department and Chief David England, Jupiter, FL — May 2022*  
*Lyon County Sheriff's Office and Sheriff Jeff Cope, Oswego, IL — May 2022*  
*Massachusetts State Police and Colonel Christopher Mason, Framingham, MA — February 2022*  
*Montana State University Police Department and Kevin Gillilan, Bozeman, MT — February 2022*  
*Myrtle Beach Police Department and Chief Amy Prock, Myrtle Beach, SC — May 2022*  
*Naugatuck Police Department and Deputy Chief Colin McAllister, Naugatuck, CT — March 2022*  
*New Haven Police Department and Acting Chief Renee Dominguez / Deputy Commander of Training Sgt. Kendall, New Haven, CT — May 2022*  
*Payette Police Department and Chief Gary Marshall, Payette, ID — May 2022*  
*Pelham Police Department and Chief Patrick S. Cheatwood, Pelham, AL — February 2022*  
*Peters Township Police Department and Chief Douglas Grimes, McMurray, PA — March 2022*  
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*Kansas City Police Department and Chief Richard Smith, Kansas City, MO — May 2022*  
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*Manitowoc County Sheriff's Office and Sheriff Dan Hartwig, Manitowoc, WI — March 2022*  
*Scottsdale Arizona Police Department and Chief Jeff Walther, Scottsdale, AZ — January 2022*  
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*Tavares Police Department and Lt. Sarah Coursey, Tavares, FL — March 2022*



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*Concord Police Department and Chief Gary J. Gacek, Concord, NC – May 2022*

*Fairfield Police Department and Chief Robert Kalamaras, Fairfield, CT – February 2022*

*Houston ISD Police Department and Pedro Lopez, Jr., Houston, TX – January 2022*

*Lower Pottsgrove Township Police, Pottstown, PA – May 2022*

*Miami Beach Police Department and Richard Rand, North Miami Beach, FL – May 2022*

*Scottsdale Arizona Police Department and Chief Jeff Walther, Scottsdale/Tempe, AZ – April 2022*

*University of Indianapolis Police, Indianapolis, IN – May 2022*

*Walla Walla County Sheriff's Office and Sheriff Mark Crider, Walla Walla, WA – May 2022*

*Whitehall Borough Police Department and Jason C. Gagorik, Pittsburgh, PA – March 2022*

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# Q&A—200 Club Profile: Les Kachurek



## Q What inspires you as a leader?

"As a leader, I'm inspired by exchanging dynamic ideas with passionate, visionary, innovative emerging leaders, and followers. This connection transforms thoughts to action, overcoming all obstacles and challenges, for the betterment of everyone. Seeing and measuring these positive, sometimes life-changing outcomes, continually revitalizes my spirit, mind, and body."

## Q What keeps your head in the game?

"I'm continually interfacing my thoughts, decisions, and actions with my purpose, which is to spontaneously connect with others, grasp the human dimension in every interaction and situation, see what doesn't yet exist, and partner with others toward innovation and transformational change that endures long after I'm gone. This requires frequent micro-learning from reputable sources, honest daily self-reflection, journaling, maintaining a spirit of humility, and a fervid commitment to continuous personal and professional improvement."



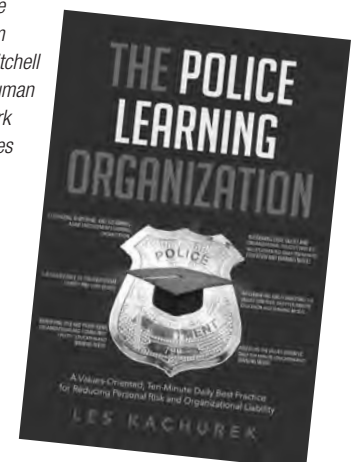
Les Kachurek

### Biography of Les Kachurek

*Les Kachurek answered the calling of policing at the age of nineteen. During a career that spanned five decades, six police departments, and four states, he held numerous command and executive leadership positions. As chief of police, he led the transformation of two police departments from traditional mission-centered, to purpose-driven learning organizations. Les joined the faculty of FBI-LEEDA in 2016 and has been traveling nationwide, teaching cutting-edge leadership to law enforcement practitioners.*

*Les holds Bachelor of Science and Master of Science degrees in Criminal Justice from Southwest University in Kenner, Louisiana. He also holds Master of Business Administration and Master of Arts in Organizational Management degrees from Southwest University. Les is a graduate of the 216th Session of the FBI National Academy and the FBI Law Enforcement Executive Development Association's Leadership Trilogy. He holds a Graduate Certificate in Proactive Leadership from Cornell University, is certified by the Mitchell Hamline School of Law as an SHRM Human Resource Professional, and the New York State Division of Criminal Justice Services as a Police Executive, Strategic Planner, Master Police Instructor, and Accreditation Manager and Assessor.*

*Les authored the book, "The Police Learning Organization, A Values-Oriented, Ten-Minute Daily Best Practice for Reducing Personal Risk and Organizational Liability," comprising three industry-wide best practices.*





## LES KACHUREK COURSE STUDENT REVIEWS:



Completely invested in all topics, kept the class engaged and invested in the discussion. He is Knowledgeable in a wide array of areas. Les is personable and compassionate about this training, law enforcement and all aspects of it. Hope to attend other trainings in the trilogy with him teaching.”

— *Anonymous, ELI – Warwick, RI*

In my 24 year career, I can easily say that Les was the most engaging, knowledgeable, and enjoyable speaker that I have attended. He was able to provide information in a manner that was easily identifiable to the goals I established prior to taking this class and well exceeded my expectations.

— *Anonymous, CLI – Dover, DE*



### **We would love to hear from you!**

If you are interested in sharing your FBI-LEEDA experience please email [mdembele@fbileeda.org](mailto:mdembele@fbileeda.org)

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## California University of Pennsylvania (Cal U)

For more information about the Cal U program, contact:

Brian Kohlhepp, Adjunct Faculty

*Department Of History, Politics, Society And Law*

[kohlhepp@calu.edu](mailto:kohlhepp@calu.edu) | (724) 938-4054

*Cal U is a state university in the Pennsylvania State System of Higher Education*



## Husson University

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*School of Legal Studies*

(207) 941-7037 | [michaudjoh@husson.edu](mailto:michaudjoh@husson.edu)

William Watson, MBA General Mgr. - Husson University - Southern Maine

*Director of Internships and Partner Program, Instructor*

(207) 874-5801 | [watsonw@husson.edu](mailto:watsonw@husson.edu)

Marie Hansen, J.D., Ph.D.

*Dean, College of Business | Interim Dean, New England School of*

*Communication (NESCom) (207) 973-1081 | [hansenm@husson.edu](mailto:hansenm@husson.edu)*



## University of Oklahoma

For more information about the OU program, contact:

Dr. Todd Wuestewald,

Assistant Professor of Criminal Justice

*(former chief of the Broken Arrow Police Department)*

[twuestewald@ou.edu](mailto:twuestewald@ou.edu)

# Get credit where credit is due

Visit [fbileeda.org](http://fbileeda.org) for details and links to these graduate programs



## Purdue University Global

For more information about the PGU program, contact:

Bryon M. Mills, Director

*Public Sector National Accounts*

[bryon.mills@purdueglobal.edu](mailto:bryon.mills@purdueglobal.edu) | Tel: (210) 632-2699



## Rosemont College

For more information about their program, contact

E. Jay Kolick, Director, Criminal Justice–HLS-EM

*Schools of Graduate and Professional Studies*

Tel: (610) 527-0200 ext. 2473



## Saint Elizabeth University

For more information about their program, contact

James F. Ford, Jr., Ph.D.

*Professor of Criminal Justice Chairperson of the Criminal*

*Justice Program & Director of the Graduate Program in*

*Justice Administration and Public Service*

[jford@steu.edu](mailto:jford@steu.edu) | (973) 290-4324 [jford@cse.edu](mailto:jford@cse.edu) | (973) 290-4324



## University of San Diego

For more information about the University of San Diego program, contact:

Contact: Erik Fritsvold, Ph.D., Program Director

[erikf@sandiego.edu](mailto:erikf@sandiego.edu) | Tel: (619) 260-4580

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# FBI-LEEDA Instructors



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*Dr. Anthony Batts*



*Ron Bayne*



*David Boggs*



*Paul Chambers*



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*Eric Daigle*



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*Virginia Gleason*



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*Les Kachurek*



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*David Lyons*



*Jason Lyons*



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*Instructor Emeritus*

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### Justice Federal Credit Union

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### Verizon

Contact: Gregory Cappetta, Senior Manager - Public Safety Outreach  
Email: gregory.cappetta@verizon.com

## GOLD LEVEL



### National Insurance Crime Bureau

Contact: Jim Schweitzer, Senior VP, COO  
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## Our Special Thanks To Our 2022 Corporate Partners

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## Conference Photos from PHOENIX 2022



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FBI-LEEDA's 30th Annual Executive Training  
Conference

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### Police and Sheriffs Press

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Facsimile: 912-537-4894  
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Cell: 571-422-6548  
Email: daniel.desimone@thomsonreuters.com  
www.clear.thomsonreuters.com



### University of San Diego

Contact: Erik Fritsvold, Ph.D.,  
Program Director  
5998 Alcala Park, San Diego, CA 92110  
Telephone: 619-260-4580  
Email: erikf@sandiego.edu  
www.criminaljustice.sandiego.edu

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- *Retired from public service*

Request FBI-LEEDA Life Membership by contacting FBI-LEEDA's Executive Director Perry Tarrant at [Ptarrant@fbileeda.org](mailto:Ptarrant@fbileeda.org)

## Members' Spotlight

### SHARE YOUR EXPERIENCES. GET PUBLISHED.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. Maximum word count for articles is **500 words**; please include your **high resolution professional portrait** (300 dpi, .JPG or .TIF file), and a short bio and send to the FBI-LEEDA office, attention of Mado-Sue Dembele or email her at [mdembele@fbileeda.org](mailto:mdembele@fbileeda.org)

We welcome your submission.

## Hosting Courses

### HOW TO HOST FBI-LEEDA TRAINING

1. Visit [fbileeda.org/page/host](http://fbileeda.org/page/host)
2. Read the required *Host Agency Responsibilities*
3. Complete and submit the *Host Request Form*
4. We will contact you to schedule the classes you would like to host and answer any questions that you may have about hosting.



For course descriptions, locations, fees, and registration information, visit our website: [www.fbileeda.org/page/training](http://www.fbileeda.org/page/training)

- *Supervisor Leadership Institute*
- *Command Leadership Institute*
- *Executive Leadership Institute*
- *Media and Public Relations*
- *Master PIO*
- *Internal Affairs*
- *Leadership Integrity*

**[www.fbileeda.org](http://www.fbileeda.org)**

For More Information, Contact: FBI-LEEDA at 877-772-7712



## Announce Your Candidacy:

### FBI-LEEDA Sergeant at Arms

#### JOIN OUR EXECUTIVE BOARD

Members who wish to take a more active role in FBI-LEEDA are encouraged to submit a letter of intent to run for the office of Sergeant-at-Arms. This is an excellent opportunity to channel the direction of the organization. Any active member in good standing who wishes to run for the office of Sergeant-at-Arms must submit a written statement of his or her intention to seek office at least thirty days prior to the next Conference addressed to the attention of the President of the Association, care of the Executive Director.

Members interested in running for an Executive Board Position must be an Active FBI-LEEDA member and must be employed as the Chief Law Enforcement Officer at the time of nomination and election.



**Deadline to submit your candidacy statement: Friday, March 24, 2023.**

Send your written statement of intent to:

**FBI-LEEDA, Inc.**  
Attention:  
President Ret. Sheriff Ira Edwards, Jr.  
5 Great Valley Parkway, Suite 359  
Malvern, PA 19355

## Find Us / Contact Us

### FIND US ONLINE FOR:

- *Membership Information and Membership Log-in*
- *Training Classes Information, Schedules and Map*
- *Conference Information*
- *Corporate Partners and Services*
- *About Us, Programs, and Contact Information*

**[www.fbileeda.org](http://www.fbileeda.org)**

### FIND US ON SOCIAL MEDIA:



*Like us on Facebook:*  
Law Enforcement Executive Development Association



*Follow us on Twitter:*  
@FBILEEDA



*Follow us on Instagram:*  
@FBILEEDA



*Connect with us on LinkedIn:*  
FBI-Law Enforcement Executive Development Association

## About Us

The FBI-Law Enforcement Executive Development Association is a private, 501(c)(3) non-profit organization and is not part of the Federal Bureau of Investigation or acting on its behalf.

**FBI-LEEDA Insider**, a publication of FBI-LEEDA, Inc., is published two times a year.

*Editor:* Mado-Sue Dembele

*Art Director:* Judith A. Grubb

### CONTACT US AT:

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5 Great Valley Parkway, Suite 359  
Malvern, PA 19355

Tel: 877-772-7712

Fax: 610-644-3193



**For More Information, Contact: FBI-LEEDA at 877-772-7712**



# eTrilogy

## Putting the Pieces Together – Online

One class at a time - day or night - at any time

FBI-LEEDA offers four courses via distance:

*Basic Supervisory Liability*

*Advanced Supervisory Liability*

*Distance Learning Ethics*

*First Amendment Liability Issues for Supervisors*

FBI-LEEDA recognizes that with various shifts and responsibilities, law enforcement officers cannot always get away to attend a brick-and-mortar school or class. That's why FBI-LEEDA is offering four classes via distance. Although there are hard timelines for assignments, each module can be taken at the student's leisure – any time of day or night.

*POST credit inquiries for these courses should be directed to FBI-LEEDA's office at 877-772-7712 or to Anna Krylova at [Akrylova@fbileeda.org](mailto:Akrylova@fbileeda.org)*

### How to Receive an eTrilogy Certificate

Any individual who has successfully completed FBI-LEEDA's Distance Learning Basic Supervisor Liability, Advanced Supervisor Liability and one of our elective courses (Ethics or First Amendment) will receive the FBI-LEEDA eTrilogy certificate.

*ecoATM® kiosks have provided a safe, secure, and innovative way for consumers to recycle over 30 million used or broken mobile devices since 2009.*



### REAL TIME VERIFICATION

A remote attendant verifies and approves every transaction through three high-res cameras in real time. The cameras also capture multiple images of the sellers which are included on the transaction report.



### SCREENS PHONES FOR ACTIVE KILL SWITCH

Some manufacturers have introduced software to disable stolen phones. If the kiosk detects such a “kill switch,” it will reject the transaction unless the user is able to deactivate it.



### CAPTURES SERIAL NUMBER & DEVICE PHOTOS

The ecoATM® kiosk electronically extracts the serial number (IMEI, MEID, etc.) for each phone if technically possible. Images of the device are included on the transaction report.



### ID VALIDATOR

A valid government-issued ID is required for every transaction. Photos of the actual ID are captured and added to every transaction report.



### NIST COMPLIANT BIOMETRIC DEVICE

A valid thumbprint is captured and included in the transaction report where required by law.

Our collaboration with law enforcement allows us to implement several layers of technology and processes to enable safe and secure environment for consumers. We are committed to continuing to partner with local law enforcement agencies in all 50 states, plus the UK, France, Germany and the Netherlands. Learn more at [ecoATM.com/law-enforcement](http://ecoATM.com/law-enforcement)

PROUD SUPPORTER



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## FBI-LEEDA Insider

5 Great Valley Parkway, Suite 359

Malvern, PA 19355

Issue II – Summer 2022



## FBI-LEEDA:

Advancing the  
Science and Art of  
Law Enforcement  
Leadership  
Since 1991

# SAVE THE DATE

## April 24-26, 2023

### Your destination for:

- Educational sessions covering issues facing law enforcement leadership
- Professional networking opportunities throughout the conference
- Industry-focused corporate partners and conference sponsors

Watch for upcoming  
announcements!

