



FBI-LEEDA Insightter



Summer 2017 - Issue III

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training programs



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DID YOU KNOW?

LifeLock partners with Law Enforcement

LifeLock partners with FBI-LEEDA to present educational programs about identity theft and fraud across the United States. Summits are open to all law enforcement including: prosecutors, command level, investigative personnel and patrol officers. Also open to financial industry investigators and analysts. Together, we have educated over 14,000 individuals representing over 5,000 agencies.

FBI-LEEDA





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President's Letter



Thomas R. Alber
President, FBI-LEEDA

Greetings!

I would like to begin by thanking the membership of FBI-LEEDA for giving me the opportunity and the privilege to serve as your President. I am humbled and honored to take the reins of this position for FBI-LEEDA this year. It is a great honor to serve as President of such a prominent association of law enforcement executives. I am proud to serve this distinguished national organization.

I also want to express my gratitude to Past President Paul Shastany for his guidance and leadership in the past year and allowing me to take the wheel at such a transformational point in FBI-LEEDA's history. I have been a staunch supporter of FBI-LEEDA for many years and am proud that this will be my capstone year with the organization for several reasons.

Education and training is becoming more important during this time of evolution in law enforcement. You are expected to lead in times of strife, and law enforcement remains on the front line of our changing social landscape. Police are the most visible arm of government, and therefore, we are often first to receive criticism and last to receive praise. In this day and age, your desire to serve in a leadership role is both laudable and courageous. FBI-LEEDA is working hard to provide management and leadership tools in every stage of your career – from first-line supervisor to executive command.

Our focus on continuous learning and education includes aggressively pursuing POST accreditation in as many states as possible. You can track our efforts on Page 56, where we have listed each state where we have classes POST accredited. Please be sure to check this page regularly, as we continue to receive POST accreditation in additional states. You can help by working in

partnership with us to earn accreditation in your state. Your executive board is committed to providing continued support to our membership.

There is no doubt in my mind that the future is bright for FBI-LEEDA. I look forward to serving as your President this year, and encourage you to reach out to me, any of the Board Members, or Executive Director Skip Robb with any comments or suggestions. We are here to serve you and ensure that FBI-LEEDA continues to provide the level of academic excellence you have come to expect.

As your President, I reaffirm my commitment to FBI-LEEDA's mission to advance the art and science of law enforcement leadership and continue to provide exceptional networking opportunities for our members. I hope you enjoy exploring our website, and keep in touch with us by following us on Twitter, liking us on Facebook, or joining our LinkedIn group. Feedback and suggestions are always welcome. I look forward to serving you as President of FBI-LEEDA and hope to see all of you at the 27th Annual Executive Training Conference in Birmingham, Alabama!

Tom Alber
President, FBI-LEEDA

The LEEDing Edge

Executive Director's Report - July 2017



Charles Robb
Executive Director
FBI-LEEDA

The FBI-LEEDA 26th Annual Executive Training Conference in Jacksonville was a huge success! I would personally like to thank each of you who joined us in Jacksonville and contributed to this success of our conference. This year we had 533 registered attendees, 699 Trilogy Awards, 15 Training Sessions, 17 Speakers, and 31 Exhibitors. We expect our numbers for the 2018 conference in Birmingham will continue to grow. Mark your calendars for April 30 through May 2 now so you don't miss out on the education and fun!

I would like to congratulate our new Board President, Chief Thomas Alber and welcome Sheriff Ira Edwards, Sergeant at Arms, to the FBI-LEEDA Board. We look forward to working with the Executive Board this coming year as we continue to move our association forward. I want to thank Chief David Boggs for his work and leadership for the past years and Chief Harry Gurin for stepping up to run for the Board this year.

We often discuss the importance of education, training, and leadership within our law enforcement agencies. However, we must also work diligently to promote the importance of an officer's mental and physical wellness. Leadership and education are the cornerstones to ensuring our officers are receiving the proper practices for maintaining health and fitness. Law enforcement requires mental, emotional, and physical toughness and well-being. With the unavoidable exposure to stress that comes with police work, we must help to build officers' resiliency to aid in maintaining a strong body and mind.

Our newest course, the Reflective Leadership Institute, focuses on leading an inclusive culture within our law enforcement environment. This includes creat-

ing leaders with cultural wisdom and integrity as role models for their internal communities and the public at large. Effective connection with our external communities requires we first focus on the environment of our own department. In short, we must first put our own house in order. We hope you consider utilizing this RLI course to promote a healthy and inclusive organization.

From the business side of things, we are happy to report the association continues to thrive and the demand for our courses grows. We currently have 297 courses scheduled for 2017 and already have 77 courses booked into 2018. We could not have accomplished this without the support and effort of our exceptional instructors as well as the FBI-LEEDA staff. As FBI-LEEDA continues to grow, we will continue to provide the highest quality and relevant leadership education for today's law enforcement officers.

I look forward to seeing you all next year in Birmingham for the 27th Annual Executive Training Conference. You won't want to miss this one!

All the best,

A handwritten signature in cursive script that reads "Charles E. Robb, Jr.".

Skip



FBI-LEEDA Mission Statement

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.

Becoming Comfortable as a Leader in an Uncomfortable VUCA World

Volatile – Uncertain – Complex – Ambiguous

— *Dean Crisp and Dave Allen*
Instructors, FBI-LEEDA



Dean Crisp



Dave Allen

Dealing with police leaders across this country, many avow that the profession has changed so much they feel discouraged about the future. The profession that was so clear to them in the past has now changed to an unfamiliar landscape. If only it was as good or simple as it was in the past. This notion is squarely focused on a concept leadership instructors often speak to which is our own comfort zone. Our comfort and security is threatened by the context of the new world police leaders are facing today.

A similar issue was discovered by the United States military during the 1990s. The leaders noticed the battle engagements had changed from the experience of the 1960s and 1970s. Using new strategies and techniques, battle participants no longer fought the same ways they had in the past. Often times winning a battle today was not a guarantee for success tomorrow. The reasons for the change were intertwined and ever changing. The military leaders of the 1990s sought answers to the same question faced by law enforcement leaders today, which is why has it changed so much? The answer seems to lie with the term VUCA, which is an acronym for Volatility, Uncertainty, Complexity and Ambiguity.

What do these words mean for our agencies? To begin with, the twenty-first century is an ever-changing volatile world, making it susceptible to rapid unpredictable change, often times with negative consequences. The volatility impacts all areas of life: from businesses to schools; from public safety to churches; most organizations are feeling the impact of this change.

In policing, this may be exemplified as sudden civil unrest and protests, to changes in technology and use of force guidelines and even financial downturns that adversely impact our budgets leading to a reduction in force.

What is it that we as leaders want for our organizations? What does the future look like and how will we know when we arrive? Leaders can improve their chance for success in this volatile world through creat-

ing a vision that embraces the VUCA world. Stop thinking at the micro level of administrative and operations management and start leading with a more meaningful purpose. Identify the agencies “WHY” and articulate that through your vision. A leader’s vision should paint a vivid image for the future state of things and thereby empower others to help our organizations get there.

The uncertainty of today’s VUCA world requires leaders to question the old way of doing things, not to change for change sake, but to evaluate if your service model is meeting the needs of your community. By asking questions, studying the circumstances and extrapolating the known values, leaders can improve the uncertainty element in this new world. Less focus should be put on how we did things yesterday and more emphasis must be placed upon how will we do things tomorrow. The fact of this uncertainty requires that we, as leaders, allow more autonomy for our members than ever before. This will enable them to make course corrections in flight while striving to hit the target.

The complexity of law enforcement today is another significant challenge. So many times, the issues we see are interconnected with so many different components. Should we start randomly pulling at loose threads, risking the whole tapestry unraveling on us?

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Think cause and effect. An example is hiring personnel. Hiring, recruiting, training, pay, and benefits are all interrelated and interdependent. Thus, they are linked to broad generational issues affecting retention. The complexity of today’s world can stifle our efforts to retain employees. Making a decision about hiring an employee based on widely accepted standards

of the past, can lead to losing the best and brightest candidates. Example is credit report interpretation of candidates. In the past anyone with bad credit was automatically dismissed as a bad risk, but in today's world because of the increase in student loans and defaults it is common for the millennial generation to begin their careers with bad credit or no credit at all. Thus incorporating the standards of the past with the realities of the now is problematic at best.

Complexity is not the same as complicated since many complex issues are only understood with hindsight. Leaders should seek to build collaboration in dealing with difficult problems. By collaborating with peers and other leaders, the complexity of any situation is understood more quickly than by one leader from a single perspective.

Law enforcement is a profession of strict hierarchal structure through our (outdated) chain of command leadership structure. It creates silos of power and information that can prevent the best and brightest ideas coming forward.

The word ambiguity speaks directly to the inability of police leaders to make order out of disorder and can create multiple interpretations of visceral event. This causes much stress for police leaders. The causal relationships of events or situations are nonexistent or at the least difficult to detect. We lead in a world of the unknown-unknowns. Leaders should be ready for this new reality. In other words get comfortable in the VUCA world or be consumed by it. Possessing mental agility may be the best hope for police leaders.

How can we lead in this new reality, called the VUCA world? The following takeaways and tips are fairly straightforward and viable for almost every leader:

- *Be flexible and agile in all situations*
- *Communicate with purpose to all people, internal and external*
- *Anticipate risk and come up with creative solutions*
- *Encourage employees in a strategic direction*
- *Keep an open mind to all possibilities*
- *Always think big picture*
- *Encourage complex thinking and break things into manageable pieces*
- *Get used to being uncomfortable*

As we speak to law enforcement leaders across the country many have a feel of longing for how the world was when they started in this profession. It has most likely always been that way, longing for a simpler time back when we were just getting started. Tomorrow is gone and the world is changing faster than ever in this VUCA environment. As leaders, we must adapt to this new reality of an ever-changing world, and just like Navy SEALs say, "The only easy day was yesterday." While the days ahead may be challenging, today's law enforcement leaders can add understanding of the VUCA world to their leadership toolbox to help address these challenges.

Dean Crisp, FBI-LEEDA Faculty Coordinator, is a 30-year veteran of law enforcement. Chief Crisp served 17 years as a Police Chief. He retired in 2008 to pursue his passion of teaching. He has been an instructor with FBI-LEEDA since 2009. He has a Master's degree in Public Affairs and is a graduate of the FBI National Academy (Class 172) and LEEDS.

David Allen is a 27-year veteran of the North Carolina State Highway Patrol, starting his career in October 1987. During his career, he rose through the ranks from an entry level trooper to the rank of captain where he oversaw the Charlotte operational region. In February of 2015, David retired from the NCSHP and began volunteering as a reserve police officer with the Bessemer City Police Department in North Carolina. David has completed various degrees including a Bachelor's degree in Criminal Justice from Western Carolina University and a Master's degree in Public Administration from the University of North Carolina at Pembroke. In 2013 he attended the 252 session of the FBI National Academy and was selected as the class spokesperson.

Pondering Life After Your Law Enforcement Career – A Re-Invention Transition Focus for NOW

— Alan A. Malinchak, CEO, Éclat Transitions LLC
FBI Special Agent (1984-2004 Retired)



As a retired FBI Special Agent, corporate executive for three companies and CEO of my own business for the last 12 years, my lessons learned and knowledge gained is beneficial to the FBI-LEEDA members – past, present and future. If you are eligible to retire, retired or preparing to retire, you need to capitalize on your progressive law enforcement leadership competencies and functional capabilities NOW - to begin to reinvent yourself to PREPARE for your next career in life. Preparation involves CHANGE. Change is both inevitable and controllable. The most difficult aspect of preparing for your transition is “not knowing - what you don’t know.” Start preparing NOW – long before you are eligible or are forced to retire. Preparing over time will reduce the stress and put you several steps ahead of those you will be competing against in the private job market. You can do this; you simply need a sequenced plan - a roadmap of what to do. To make a plan, analyze the direction of your path and make logical decisions to engage what you know and don’t know regarding your financials, emotional state, job market trends, business acumen, professional certifications, further education, security clearances, networking, resume, interviewing, and negotiating in the private sector.

FINANCIAL: Know your numbers. Determine your financial living plan. Determine how long you want/need to work beyond your current career. Calculate all the factors related to your income needs now and beyond the net value of your law enforcement pension?

EMOTIONAL: The unknown produces fear and anxiety. You will experience conflict over financial considerations, and emotional ups and downs during the process of your professional reinvention. You will be leaving a comfort zone where you have experienced success and have an established identity – for the unknown of what to do or what you are qualified to do. For the most part, you are going to be starting over – you will be the newbie once again. You will need to invest time, energy and finances into preparing for your next career as “Who You Are” is NOT “Who You Will Be”.

EVALUATING THE JOB MARKET: You need to understand the areas of growth in the job market by indus-

try and location. Learn what professional positions are in demand now and what/where are the trends. Evaluate whether you want to work for a corporation, a small business, publicly traded or privately held company, a non-profit organization or want to “start your own company.”

BUSINESS 101: Do you possess business acumen? Are you knowledgeable about business drivers, e.g., i.e. revenue, asset utilization, growth, profitability, and program execution? In business, you are either overhead (cost the company money) or direct labor (generate income for the company). Knowing which position to target based on your qualifications, potential to add value to a company, and your comfort zone is essential.

PROFESSIONAL CERTIFICATIONS/ADDITIONAL EDUCATION: You may have the operational experience and skills in a variety of functions within law enforcement, but you will need a professional certification (not a law enforcement certification) to be competitive in a private industry. You have likely been involved, supervised or led projects and programs, involved in network or cyber security operations, logistics and a myriad of other functions that correlate to business operational functions. College degrees are door openers, professional certifications enhance job offers.

SECURITY CLEARANCES: During your career, did you have the opportunity to acquire a federal or military security clearance? Is it still valid? When does it expire? Security clearances have monetary value in private industry. If you have it – maintain it. Insure your reinvestigation is complete prior to your law enforcement retirement.

NETWORKING: It’s important to maintain a network of your trusted friends within law enforcement organizations who

“To make a plan, analyze the direction of your path and make logical decisions to engage what you know and don’t know...”

have entered private industry as well as expand your networking beyond those trusted friends. Join professional associations, establish a LinkedIn account, attend professional networking functions/events, volunteer at non-profit associations, establish relationships with recruiters – simply make as many connections in as many industry spaces as you can.

RESUME: Many of you may have not yet written a corporate or private industry resume and some of you may have been like me and tried to create a complete summary of my career accomplishments that spanned 20 pages. Unfortunately, the people that read resumes typically get hundreds of them per day and on average only take seven seconds to review and determine if you have the skills for the position(s) they are hiring for. Remember, resumes are “living, breathing documents” that change for each position you apply.

INTERVIEW: Congratulations! If you have been asked to interview it means you are generally qualified for the position! The interview process is how companies determine which candidate is the MOST qualified for the job. They are drilling down on the depth and breadth of your experience as compared to other candidates as well as determining your personality and cultural fit within their team and the company. This is a weeding

out process and there are tricks to stay on the shortlist and make it to the finish line.

NEGOTIATIONS: In your law enforcement career, your salary, vacation and benefits are predetermined and non-negotiable. In industry, how well you negotiate your first compensation package can be a hallmark on how you are compensated forward. In industry, there are many variables to negotiate including title, basic salary, bonus structure, vacation, stock options – the list goes on. Although not everything is open to negotiation, employers expect to negotiate salary and other benefits. The job candidate must make a case to negotiate a better offer. Always remember the value of your experiences and the value add of your competencies to influence their business drivers.

Change is hard. You need to be resilient in your efforts to transition to your next career - it requires you to think “reinvention” and prepare now.

Ready – Aim – Fire is now Prepare – Aim – Fire!

Alan A. Malinchak is the CEO of Éclat Transitions LLC, a career transition services company www.eclat-transitions.com with over 35 years of professional experience in military (USN-DAV), academics government, and private corporations. Al can be reached at al@eclat-t.com or contact him through LinkedIn. www.eclat-transitions.com

2017-2018 FBI-LEEDA Executive Board

Pictured (l to r): Thomas Alber, John Horsman, Dominic Rizzi, Joe Wellington, Ira Edwards, Jr., Paul Shastany, and Charles “Skip” Robb.



How to Improve Your Writing Process

— Heidi Scott Giusto, Ph.D.



Writing is a nearly universal task for working professionals, but few people question their writing style or work to improve it. Fewer still receive constructive criticism on the content of their text. Yet writing is an area where everyone can improve, and the benefits are many. In work situations, there is no doubt that clear, concise written communication can lead to greater effectiveness and achievement of goals. Rather than striving for mastery, though, writers—whether they are writers of emails or of novels—should aim for continuous improvement.

Developing a plan for each stage of the writing process can go a long way in helping you communicate your ideas effectively. To help you accomplish this, I will share strategies I have developed from more than eight years of working as a writing consultant in my own practice and at Duke University, and also from the classic writing texts *On Writing Well* by William Zinsser and *The Elements of Style* by William Strunk, Jr. and E. B. White. These suggestions will help you improve your writing process and also the clarity and conciseness of your content—two key elements that enhance the readability of text.

STAGE 1: DRAFTING

The process of writing an initial draft can vary greatly from one individual to another. Some people can knock out a 10-page report in one sitting while others write a few paragraphs each day. Some people require a formal brainstorming stage that involves brain mapping, outlines, or bulleted lists while others formulate their thoughts and writing as they go.

While there is no one correct way to go about drafting your text, the following two suggestions for improving the quality of your draft are universal.

Write from the perspective of the intended reader

When writing a document—any document—consider who will be reading it and what they will expect. The contents of an email to people within your organization will likely look different than an email on the same topic to an outside audience. The former may contain jargon and acronyms that you can safely assume the reader will understand whereas the latter should omit such lan-

guage that requires specialized knowledge. Always keep your intended audience in mind when you are writing.

Think in structural terms

Each paragraph should have one main point and one main point only. To keep it simple, place the most important point at the beginning of a paragraph. Doing so allows readers to skim the content easily and reduces the chance they will miss a key point buried in the middle of a paragraph. If you can't identify what the main point is or have two main points, consider revising the paragraph.

STAGE 2: REVISING

Once you have drafted your text, whether that is an important email, a promotion application, a report, or a cover letter, review it carefully and in stages. First, look for “big picture” issues such as overall clarity and cohesion. Is the point you are trying to make clear? If not, look for areas to clarify or cut.

Once you are satisfied that your message is clear, review your writing with a finer-toothed comb. Examine each sentence to identify where you can make improvements or increase clarity. The following suggestions can help guide your revision process.

Vary sentence structures

Review your writing to ensure your sentences are varied in length, some being longer than others. While short sentences can pack a punch, too many consecutively can lead to chopiness. Similarly, a series of long sentences can lose the reader's attention and create confusion.

Pair subjects and verbs

Look for the subject and verb in each sentence, and check to see if they are paired closely together. If not, consider revising to place them together because they are the cornerstone of the sentence. Sometimes your revision might prompt you to break an unwieldy sentence into two or three. For instance, which of the following reads better? “The software, which was installed a year ago and has been giving us problems since day one, malfunctioned again.” Or, “The software malfunc-

“... the importance of a sound writing process can hardly be overstated ... details matter. In professional writing, you should strive for clarity and stamp out ambiguity.”

tioned again. This news surprised no one because it has been giving us problems since its installation a year ago.” Most people would say the second version is easier on readers because it decreases the likelihood they will need to pause at the verb and reread the sentence to remember the subject.

Omit needless words

This suggestion by Strunk and White has influenced my writing the most. Do not use five words when three will do. For instance, use “because” rather than “due to the fact that” or “although” instead of “in spite of the fact that” and “regarding” instead of “in regards to.”

Many words that we add for emphasis provide little value and can diminish the quality of the writing. Adverbs like *really*, *very*, *absolutely*, *mostly*, *truly*, and *fairly* can usually be omitted without losing meaning. For instance, “You are absolutely correct that we have a really substantial problem on our hands” is stronger when revised to “You are correct that we have a problem on our hands.”

Oftentimes, entire phrases can be omitted. For instance, “Personally, I think the policies should be updated to reflect current trends and become more relevant” is more concise when revised to “I think the policies should be updated to reflect current trends.” Depending on the audience, it could be shortened even further to “The policies should be updated.”

Choose strong verbs

Select strong, active verbs to convey meaning, and avoid weak verbs that don’t have much impact. The most common culprit is the “to be” verbs: is, was, were, are, am, been, being, etc. Take for instance these two sets of sentences: “He was the coach of the winning team” and “He coached the winning team.” Or, “This is going to be an event to remember” and “Everyone will remember this event.” When the “to be” verbs are replaced with more dynamic verbs, the sentences become more lively.

In job application materials such as resumes or cover letters, it’s crucial to use strong verbs that express a specific result, yet people often rely on vague, weak verbs such as “worked.” In a resume, a phrase like “Worked to increase employee morale” doesn’t tell the reader much.

We know the person did something, but that’s about it. In contrast, “Increased employee morale” is stronger: the verb is more precise and the phrase shows a result (increased)—not just an effort that may or may not have had a positive result (worked to).

STAGE 3: PROOFREADING

Always make time to proofread, whether that is for an email, a report, an evaluation, or an application. Do so by reading the text slowly and aloud to help catch typos and errors. For documents that are of the highest stakes, such as applications, ask a trusted colleague, friend, or family member to review your text. Even best-selling authors have editors, so getting an outsider’s review is a sign of strength and not weakness.

If your knowledge of grammar is rusty, you can install the free plug-in *Grammarly*, which notifies you of egregious errors. It can be installed on most web-based platforms including Gmail and LinkedIn, and you can also upload Microsoft Word documents for review. The benefit of *Grammarly* is twofold: it identifies errors and also educates you on the issue.

FINAL THOUGHT

When you write, the importance of a sound writing process can hardly be overstated, even if the work can sometimes feel like drudgery. But details matter. In professional writing, you should strive for clarity and stamp out ambiguity. These tenets take time and effort to achieve, but William Zinsser’s old adage “rewriting is the essence of writing” still holds true today for a reason.

By adopting one, some, or all of these strategies, you can improve your everyday writing process and quality, which can lead to you becoming more effective and achieving better results at work, and you’ll also be in a much stronger position when writing less common but critical high-stakes documents.

Heidi Giusto, owner of Career Path Writing Solutions, helps individuals and businesses succeed when the stakes are high by helping them articulate clear and compelling strategic communications. Heidi holds a Ph.D. from Duke University and certifications in resume writing, interview preparation, and motivational coaching.

That Wouldn't Happen Here!

— *Larry Barton, Ph.D.*



Reynosa is a border city in the northern part of Tamaulipas, Mexico. The population fluctuates, but 700,000 people is a sound estimate. With that in mind, here's an almost verbatim discussion with the director of security for a major American company over dinner:

"I arrived in Reynosa last week and shared an Uber ride with two Middle Easterners; they were dropped off first at what seemed like a pretty horrible hotel. After they were dropped off, I asked the driver about the visitors and he said that they and their friends frequent that hotel a lot. When I asked why, he was very direct: they are meeting with cartel operatives. They are learning how to make bombs. They come and go, but they are all working together."

Gulp.

As a law enforcement leader, you are well aware of the daily challenges that your department faces: tight budgets, fluctuating morale, violent and non-violent crime, political pressures. Due to the tenacity and talent of your men and women, your community navigates these and so many other issues such as the drug and human trafficking trade as best as possible.

Yet a long-term challenge remains. Many of us tend to see "border" issues as political ones, primarily impacting police departments in Arizona, New Mexico and Texas. Without commentary on the practicality of any "wall," let's consider how that one insight about ISIS sympathizers operating from Mexico has credence:

- *Cartels are more than drug dealers; they know – and are effective at – making and detonating explosives, engaging in arson and executing civilians. Since August, 2011 when gunmen entered the Casino Royale in Monterey, Mexico and murdered 53 persons, mostly elderly women playing slot machines by pouring gasoline inside the facility, cartels have begun to understand the tremendous financial incentive that is available by providing "training opportunities" to ISIS operatives and others.*
- *Earlier this year, the Texas Department of Public Safety warned that ISIS terrorists are frequently entering and leaving Mexico through the U.S.*

despite the well-known no-fly lists that have proven to be mediocre at best in their application globally. Two Milwaukee men, Jason Ludke and Yosvany Padilla-Conde, obtained fraudulent travel papers in an effort to join ISIS through the help of Mexican allies.

- *In another case, Texas resident Bilal Abood traveled from Mexico to Syria and was arrested by the FBI for lying about his trip when he returned to Mexico through DFW. What is increasingly clear is that the Islamic State has an informal network based in Mexico that is growing in scope and sophistication. These are long-term thinkers who have months and often years to contemplate how and when they will enact terrorism on innocent persons.*
- *U.S. consulate employees have been attacked in Mexico City and elsewhere. Increasingly it appears that these acts have no relationship to robbery or revenge over drug-related arrests; they are political in nature with Islamic sympathizers often driving these crimes.*
- *For those who dismiss these issues, The Daily Beast succinctly addressed why we see new and growing synergy between drug cartels and ISIS operatives: "Both use nearly identical tactics against those who would oppose them, including publicized beheadings, slavery, and the deployment of child soldiers. And both have an uncanny ability to appeal to the poor and downtrodden in their respective homelands, which gives them a powerful constituent base for easy recruitment."*

The ramifications of these issues for police agencies in the border states are clear, but everyone associated with FBI-LEEDA understands that terrorism is not limited by any city limits. Recent attacks in Orlando, San Bernardino and the Fort Lauderdale, Florida airport were enacted by radicalized persons. We can and unquestionably will face more assaults on civilians nationwide, begging the question: whether you are in New York or Oregon, South Carolina or Illinois, are you seeking briefings from federal agencies on these issues and what they know about your specific jurisdiction?

“The responsibilities of every law enforcement leader include not just response and the restoration of community safety, *but the anticipation of threats...*”

One of the most common complaints I hear from chiefs of police nationwide is that the briefings they receive from federal agencies are often bland, lack specificity and are laced with: “we’ll tell you what you need to know when you need to know it.” From their perspective, public affairs and other agency leads talk a good game about cooperation and an eagerness to meet and brief, but the content is thin.

When I have asked those who arrange federal agency briefings to local police, if they actively seek evaluations and feedback after their presentations, there’s almost an intergalactic delay...“well, we do that informally... yes, we sometimes send a Survey Monkey...no, not really—but we hear from the chiefs if they didn’t like the briefing.” Really? The burden of engaging and thinking out the ramifications of another terrorist attack by any coalition in one or more cities *rests on our federal agencies as much as every chief in the United States.*

Inevitably, some will argue that these observations are aimed at stirring anti-Mexican sentiment or pie-in-the-sky attempts to create panic. The responsibilities of every law enforcement leader include not just response and the restoration of community safety, *but the anticipation of threats that could harm your citizens.*

Just as your department monitors gang activity, shouldn’t we also find time in briefings and simulations to ask: what if an 18-wheeler or van (think Timothy McVeigh type of relatively easy to assemble arsenals of death) were used simultaneously in several cities around the country in a single day? This would bring commerce, travel, education—society as we know it, to a temporary halt. Investigations would take months, but the triage that your department would need to launch would need to be immediate, flawless in concert with incident command system protocols.

Crisis leadership is an art. My concern is that law enforcement leaders at every level and in every jurisdiction should never assume “that wouldn’t happen here.” With that in mind:

- *Who can provide your agency a credible briefing on whether and how alliances south of the border can and may be aligning with already-established misfits in your region?*
- *Are you in contact with colleagues in border states to see what they know and have learned, and what we can do to fortify our preparedness?*

Dr. Larry Barton is instructor of threat assessment for The FBI Academy and the Distinguished Professor of Crisis Management and Public Safety at the University of Central Florida. He may be reached at larry@larrybarton.com

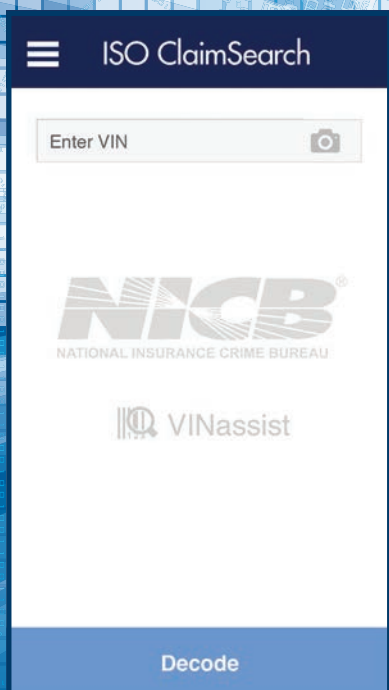


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– Dan Lanen, North Andover Police Department

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– James R. Holland, Shelby County Sheriff’s Office

“The transaction/transformation portion provided a new outlook on a leadership concept I was familiar with, but could not define. I will definitely seek to use this information to evaluate my leadership style.”

– Sgt. Sheldon McKinzie, Gainesville Police Department

“I have been in law enforcement for 31 years. The Internal Affairs course was the best in service training that I have attended.”

– Lt. Oscar Amgao, Bal Harbour Police Department

“This class was life-altering, it provoked thought and motivated the class to make changes in every aspect of life through positive leadership. Thank you for the gift.”

– L. Strom, Titusville Police Department

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Transforming Crime-Ridden Communities into Thriving Safe-Havens

A New Breed of Security Service Providers & Law Enforcement Are Reshaping Community Life

— *Jordan Lippel, SVP, Global Security Solutions
Elite Interactive Solutions*



In 2017, America's potential to prevent crime is bigger than ever. Why is that exactly? To answer this question, we turn to one of the most effective collaborations in crime prevention: law enforcement & service providers leveraging new approaches to technology, such as Remote Guarding. Remote Guarding integrates the efforts of law enforcement with innovative security services, and is helping to dramatically improve crime prevention levels for organizations and communities across the country.

The power of these novel approaches to security is based on a revision of the roles between personnel and technology. The current development generating Remote Guarding benefits is the "Internet of Things". The IoT is transforming the world, and through Remote Guarding, is transforming the lives of residents, business owners, customers, and students for the better. Drops in criminal activity are proven to help communities thrive in the long-term as safe-havens attract more and more people to their centers. Crime can be debilitating for any community. In fact, the fear of crime itself can be incredibly damaging on its own, as it breaks down feelings of community trust. People tend to become more cautious around certain areas and less willing to go out at night. All this tends to damage the image of the community and affect its long-term success. Residents tend to organize less and open fewer businesses in areas with strong fear of crime. Although technology can help prevent criminal activity, it can also help perpetuate it. For this reason, it is essential that law enforcement partner with the private sector to incorporate the latest security innovations to fight crime and outsmart criminals.

An Invisible Law Enforcement Multiplier

To fight back, law enforcement typically tries to increase its presence in areas with higher crime, which can unfortunately lead to mistrust amongst the community. This is an area in which security technology can step in and make a difference. Security systems can help provide an invisible presence through using the latest technological advancements in Remote Monitoring & Guarding. In fact, just knowing that a security solution is in place can help alleviate a community's concerns regarding crime.

Video cameras help by providing surveillance of activities and storing valuable footage that may be needed for evidence.

Remote Guarding: Preventing Crime Instead of Just Recording It

Cameras have been great for security, but it is now possible to take their performance to the next level. With Remote Guarding, **video cameras can not only provide after the fact footage, but they can actually help stop crime from happening.** How is that possible? These "smart cameras" are video cameras turned into "Digital Guards" by military grade software. Remote Guarding companies install them at a facility to monitor activity and reduce dependence on human intervention from security guards or law enforcement. Smart cameras can detect the presence of individuals or vehicles and report in real time to live security agents for assessment and engagement. These "Cameras turned Digital Guards" act as the first line of defense, working together to create a "digital fence", and when incorporated into an effective Remote Guarding service, provide the highest level of protection against intrusions possible. Detection zones can also be placed indoors to safeguard places like correctional facilities and beyond.

Once a "threat" is detected by a Digital Guard deployed in a Remote Guarding service, it sends an alert to a command center where security agents can investigate what the camera sees, all within seconds and in real time. From there a variety of responses are deployed, such as:

- *Voice downs with adjacent P.A. systems: To engage intruders directly & and get them to leave*
- *Calling law enforcement and enhancing officer safety by guiding them through the event step by step*

Protecting Law Enforcement from Danger

Law enforcement also benefits from Remote Guarding as a great service provider can help safeguard them against dangerous criminals in the line of duty. For example, when a crime is detected by these smart

“Nowadays, video cameras can not only provide after the fact footage, but they can actually help prevent crime before it even occurs.”

cameras, remotely located security guards are able to direct police officers directly to the perpetrator so they don't have to guess where he might be or risk getting ambushed. These security agents can also inform officers exactly what the suspect looks like, which direction he might be headed in, and whether he has any weapons on hand. Support like this is essential in saving the lives of

police officers across the country, and helping them apprehend more criminals at the same time.

Saving Law Enforcement Time & Preventing Minor Crime

Skateboarders, transients, graffiti, and illegal dumping are minor crimes that all communities must commit to fighting against. Unfortunately, police response to minor crime has diminished in recent years due to limited resources and budgetary constraints. The more time that police officers spend responding to false and minor crime, the less time they have available for addressing real criminal activity. This result has a ripple effect on communities by greatly lowering their quality of life and leaving the door open to more crime in the future.

Innovative security solutions such as those provided by Remote Guarding service companies, can take on these lower priority responsibilities for any community in which they are deployed, whether by a private client, directly by law enforcement or other public safety impacting entities. Working together can deter crime before it starts and only result in a police call when truly

required. These activities significantly save time, money, and energy for law enforcement departments so they can use their resources to address more serious issues.

The Benefits of Building Safe-Havens

There are a multitude of benefits to increasing the safety levels of communities of all kinds, both to the participants within that group and to the local law enforcement agencies that service the area. Safe zones enable people to thrive and grow without fear holding them back. This could be a young child doing better in school or a business building upon it's customer base with peace of mind. When crime drops, law enforcement is able to focus on bigger issues and prevention strategies instead of false alarms and minor crimes. These many factors contribute to the well-being of the entire community, and help build a brighter future for all those involved. Law enforcement officers also benefit by having someone watch their backs and inform them of any dangers that may be present. Increased officer safety can lead to boost in confidence, trust, and apprehension levels. Utilizing innovative Remote Guarding service providers can help law enforcement protect and serve in a more efficient and effective manner, thereby contributing directly to the success of countless communities across the nation. As the future approaches, the intersection between Remote Guarding and law enforcement will continue to blur. This powerful collaboration will help prevent more and more crime as time goes on and the bond between security and law enforcement grows stronger.

Jordan Lippel is Chief Business Development Officer at Elite Interactive Solutions. To learn more about Elite's Remote Guarding solutions, please visit www.eliteisi.com or email Jordan at jlippel@eliteisi.com

“Law Enforcement can recommend Remote Guarding as a solution that should be investigated.”

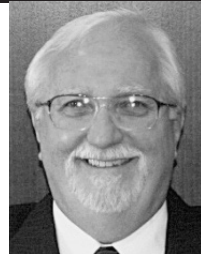


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Learning to Live

— *Daniel T. Primozić, Ph.D.*
FBI-LEEDA



I know a very wise and learned man who was the president of a college we both served. He referred to what we did at that college as “door keepers”, for the doors of learning. To use that metaphor, those doors should be kept open and accessible to everyone who wants entry and we should usher as many people through them as will fit.

What my esteemed colleague meant was this; we should all keep learning for our entire life. We should learn new things and learn more about what we already know. We should learn the value of learning continuously and ceaselessly. We should do that, first and foremost for ourselves, but we should also keep on learning so that we can teach others things that are relevant, new, useful, and inspiring. We should keep on learning because it is very good for our souls, our lives, and the lives of others. We also need it for the sake of our character that thrives a regular diet of virtue and wisdom.

Ancient thinkers, who are held to be wise, have told us that wisdom is a constant process of becoming, and not a stagnant state of being. It is a process, not an event. It takes time, effort, attention, and continuous work. But why should we want to do all that work be wise, or to be wiser? What’s so special about wisdom anyway? Wisdom can sound like an outdated concept to our contemporary ears, but, I assure you that nothing could be further from the truth.

Wisdom lies toward the end of a trail that begins in wonder, moves to the acquisition of information, to knowledge and understanding, through the competent use of that knowledge, and heads further toward wisdom. Then, if we are really wise, we try to pass all of this to others before we leave the planet for points beyond. We become mentors.

A simple example: what is the wise use of a tool? Does one use a wrench to hammer a nail? It’s certainly not the right tool for the job. Although I have tried hammering with a wrench and perhaps you have too, we can agree that it is unwise. The work that is done by a wrench in the place of a hammer is not efficient to be sure. It can do damage to the wrench itself, not to mention the nail, wood, and fingers abused by the misuse.

To bring in an obvious example from policing: there are wise and unwise ways for officers to employ the use of force. Unwise uses of force clearly have had notoriously bad consequences for all involved. As well, even wise uses of force can have such consequences, but surely not as often as the unwise. Now let’s talk about a less obvious example from policing.

On-going education for police is built into continued certification as a peace officer. But I am not talking about just those kinds of continuing education efforts mandated by rules. I am talking about the all-too-human need for knowledge and wisdom outside of the compulsory. I have noticed that when I become intellectually lazy, thinking that I no longer need to learn any more, I come up against a challenge that forces me back from the abyss of mental contentment to seek education on that which I do not know. On a deeper level, in this state of brain stagnation, I feel as though I have died just a bit. This shows up in various negative ways in my mental, physical, and social life.

An example from that from the social realm of my life inevitably arises when I have not kept up with the current affairs from my community and world. I become involved in conversations where my ignorance bravely shines forth only to make me embarrassed for it. If I have no curiosity and wonder, then I do not care about

“Ancient thinkers, who are held to be wise, have told us that wisdom is a constant process of becoming, and not a stagnant state of being.”

the world nor myself and my place within it, and it shows. To be a vibrant, engaged, caring and useful part of today’s world, I find that I must stay curious and keep educating myself in every way I can. That, too, is wisdom in action. It is wisdom for my life and for the lives of those who surround me.

Hence, if I want to continue to live a robust and meaningful life, then it would seem that I must continue to learn as such. Many have died intellectually long before their physical time on earth expires. I have seen them do it and it is not pretty. Just as I have admitted above, I have died to myself in just such a manner on occasion and have reaped the negative consequences that accompany it. But those experiences taught me the valuable lesson of why we as human beings must continue to learn new, exciting, and even dreary things for the entirety of our lives. We must do this in order to truly be alive and not dead before death finally comes.

I think this is what former president of my college had in mind for opening the doors of learning. This is what the ancients meant by our wisdom being a process and not an event. This is what our minds were made for to begin with, and following our theme, to end with. When

we are newborn to the world we learn and we do it swiftly and doggedly. We want to walk and talk as soon as possible. As we grow, we want to learn to drive a car as soon as possible. We want to know the pleasures and pains of human life as soon as possible. We want to learn to navigate adult life as soon as possible. As we grow older, we seem somehow to taper off on the wonder, curiosity, and passion for learning.

But that tendency must be prevented for the sake of our lives and for the sake of teaching others to become wise and to continue to live wisely. Wisdom, then, appears not to come with age but much against it, lest we die too soon and, so to speak, by our own mind.

Daniel T. Primozic was awarded his Bachelor's and Master's degrees in Philosophy from Southern Illinois University at Carbondale and his Ph.D. in Philosophy from the University of New Mexico. Over a professional career of 30 years he taught at the University of New Mexico, the University of Albuquerque, the College of Santa Fe, Chapman University, Faulkner University, Central New Mexico Community College, Del Mar College, and Santa Fe Community College. He specialized in applied ethics, applied philosophy, and logic and critical thinking.

His career with law enforcement training and education began in 1996 by joining the Institute for Law Enforcement Administration (ILEA) at the Center for American and International Law in Plano, Texas as an adjunct instructor and continued when he was hired by ILEA as Associate Director and Resident Ethics Scholar in 2007. There he developed, coordinated, and taught courses in law enforcement ethics and leadership and contributed to research and publication in those fields. He is an author, editor, national and international speaker, and FBI-LEEDA's curriculum manager and resident ethics expert.

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Procedural Justice and Building the Guardian Mindset Starts Internally As The Ultimate Liability Protector

— Eric Daigle, Esq.



Over the past year, we have endured a tremendous amount of external scrutiny. As part of that scrutiny, we have heard discussions on the difference between “warrior policing” and “guardian policing.” We have focused on identifying “internal” and “external” procedural justice to combat the warrior stereotype. There has been criticism over what is perceived as “warrior policing,” and a great deal of discussion regarding transitioning police officers, particular those patrolling our streets, to the role of “guardian policing.” The President’s 21 Century Task Force report addressed this very topic. As a result, we started to analyze why there was so much attention on this topic, and how the perception of warrior vs. guardian effects policing operation internally and externally.

By now, you likely have an automatic reaction to this topic discussion, that police officers are both guardians and warriors. I agree. Police officers are guardians, and protect those they are sworn to serve. Officers, however, are also trained to be warriors when circumstances arise requiring them to protect the public and themselves. What does it mean when we say police officers are guardians? It means that officers are defenders, protectors, and keepers. It is not enough, however, for officers to understand their mission. Officers must also enhance their knowledge base. By doing so, they afford themselves greater protection, and will be well on their path to developing the “Guardian Mindset” and constantly alert to their surroundings. Officer safety is important, and we acknowledge that there will be times in an officer’s career where he or she will be required to use force. An officer may even be required to take a life to protect the officer or a citizen from imminent death.

So how do we build the Guardian Mindset? You would think after 20+ years of practicing “Community Policing,” this would be an easy question to answer. At the heart of the 21st Century Report is the idea of “Procedural Justice” which acts as the foundation to building police legitimacy. It makes sense, therefore, to start with a discussion on the Task Force Committee’s meaning when it coined this term. It is no accident that the discussion of “Procedural Justice” falls under the first pil-

lar of the report – Building Trust and Legitimacy. The committee saw the principle of “Procedural Justice” as the most important concept in its report, and one that forms the foundation for policing under the Guardian Mindset. The concept of “Procedural Justice” is built on four central principles:

- *Treating people with dignity and respect;*
- *Giving individuals “voice” during police encounters;*
- *Being neutral and transparent in decision making; and,*
- *Conveying trustworthy motives.*

These principles, however, do not only apply to our interactions with citizens in the community. The Committee found that there were two aspects to “Procedural Justice” – External and Internal Procedural Justice. EXTERNAL Procedural Justice applies to our interactions with citizens, while INTERNAL Procedural Justice applies to the internal workings of the agency, and the interactions between colleagues and department leadership. The Committee explained that:

“Internal Procedural Justice tells us that officers who feel respected by their supervisors and peers are more likely to accept departmental policies, understand decisions, and comply with them voluntarily. It follows that officers who feel respected by their organizations are more likely to bring this respect into their interactions with the people they serve.”

Establishing Procedural Justice within the agency requires a clear Mission Statement, as well as goals and objectives to meet the agency’s mission. If your Department has not reviewed its Mission Statement or its current goals and objectives of late, it may be time to review those guiding principles. Establishing Procedural Justice also requires a clear set of policies and procedures to guide officers through the complexities of their everyday working environment. Command staff must clearly identify, through mission statements and policies, the philosophy and operational guidelines of the department, to build a sound foundation.

Announce Your Candidacy

FBI-LEEDA Sergeant at Arms

JOIN OUR TEAM:

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 your 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 2018 Conference.

Deadline to submit your candidacy statement is Saturday, March 31, 2018

Send to: FBI-LEEDA
Attention Thomas Alber
5 Great Valley Parkway, Suite 125
Malvern, PA 19355



Directives are written to provide officers with clear and flexible guidance to help them execute their job on the street. Providing accountability and protection for officers through constitutionally-based directives is a mainstay of Procedural Justice Principles. From a liability perspective, these directives are meant to protect the officer, and the agency, from civil and criminal liability.

The external component of Procedural Justice is supported by employing the “Guardian Mindset.” Agency directives that provide guidance on officer use of discretion and authority will also ensure that citizens see themselves treated with dignity and respect. Citizens will support police action, and contribute to the solvability of crimes to the extent that they believe the police actions are legitimate and just. Moreover, agency’s foster community involvement by understanding the importance of quality of life issues and listening to the community’s perspective.

The Final Report on the President’s Task Force for 21st Century Policing asks us to think back to the reasons we came into the profession, and the oath we took to protect and serve under the authority of our constitutional principles. Reflecting the “Guardian Mindset” in our daily interactions with citizens, and how you treat fellow officers, will foster trust and help to protect officers and agencies when difficult incidents arise that test public support.

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Attorney Daigle practices civil litigation in federal and state court, with an emphasis on municipalities and public officials. His area of focus is civil rights actions, including police misconduct litigation and employment actions. He is an FBI-LEEDA instructor and serves as its General Counsel.

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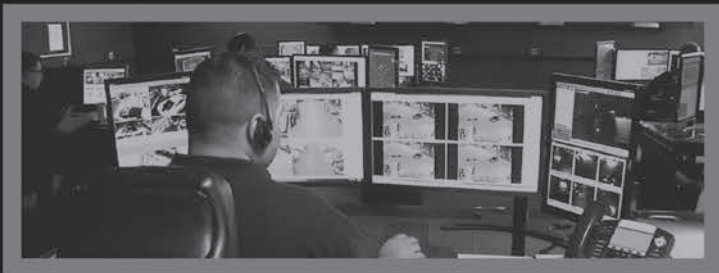
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Honor to Serve

— *Sheriff Ira Edwards, Jr.*
Sergeant-at-Arms, FBI-LEEDA



It has now been several weeks since the FBI-LEEDA 26th Annual Executive Training in the great Sunshine State of Florida. As many of you know, I was a candidate for Sergeant at Arms and you, as a delegate, graciously afforded me the opportunity to be elected to serve you for the next five years. I will be forever and eternally grateful for you allowing me this honor and privilege.

As promised, I will remain committed in making FBI-LEEDA the premier comprehensive association that enriches, empowers and transforms lives. Forward thinking and hearing your concerns will be my priority as I welcome your input as a member. It is imperative that we as law enforcement executives remain on the cutting edge in leadership training, technology, homeland security and diversity.

The recent terrorist act in Manchester, England is just a reminder to us that homeland security is essential. I am horrified and deeply troubled by the senseless terrorist attack that has taken place and continues to be a threat in our world. We mourn the lives of those who have perished and applaud the bravery and courage of all those who responded to aid the injured and keep the public safe from further harm and danger.

As we have witnessed, terrorism is reality and as an FBI-LEEDA Board Member, I want you to know that you have our support as we all work together to keep our communities safe and secure. As the terror threat continues to evolve, law enforcement agencies will rely even

more on the assistance and support of their community members. Successfully combating the threat posed by violent extremism will require that both law enforcement agencies and the public remain vigilant. Report suspicious behavior. If you see something, say something. Our thoughts and prayers are with the families, friends, and colleagues of those whose lives have been devastated by this tragic and senseless crime.

In closing, I am prepared to work with the leadership to promote innovation, bring together various subject matter experts for the benefit of our association, and forge coalitions to address the persistent challenges that we as law enforcement confront on a daily basis. I will remain committed to enhancing this organization by being your voice and hearing your concerns. FBI-LEEDA is not what we do ... FBI-LEEDA is who we are. I thank you for your time and I look forward to serving you.

Thank you and God Bless!

Sheriff Ira Edwards, Jr.

Members' Spotlight



SHARE YOUR EXPERIENCE. GET YOUR VOICE HEARD.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. We welcome your article submissions.

Articles should be approximately 750 words; please include your professional portrait (.JPG or .TIF file), and send to the FBI-LEEDA office, attention Lynn Weber.

2016 Was the Biggest Year for Identity Theft. Ever.

— **Neil Daswani**

Chief Information Security Officer, LifeLock



Recently, Javelin Strategy & Research, the industry standard-bearer on identity trends, issued its annual identity theft report, which found that identity theft cases jumped 16 percent over the past year, very notably the highest since the firm began tracking identity fraud in 2004.

The report also found that some of the more complicated-to-resolve types of fraud are occurring more frequently. A prime example is account takeover fraud. This happens when someone takes control over your existing checking, savings or credit account, typically by stealing and changing your online password, or otherwise altering your log-in information. The report found that these fraud victims pay an average of \$263 out of pocket and collectively spent 20.7 million hours in 2016 to resolve fraudulent activity. In addition to a financial toll, there's an emotional component of resolving identity theft that comes from dealing with seemingly endless paperwork and long hold times on the phone.

Another kind of fraud, where someone opens a new financial account in your name, for example a credit card or payday loan, is also on the rise. Unfortunately, if you're a victim of this crime, you are likely to be alerted to the problem only when you read your credit reports or are contacted by debt collectors. This means that a significant amount of time may have passed between when the crime was committed and your discovery of the loss.

How you can help resolve identity fraud in your community

Fixing identity theft is difficult,

“... Being aware of digital habits and frequently reviewing account security settings will help boost privacy across social, financial, and retail accounts.”

and it's mentally exhausting for victims to prove the activity is not authorized by each and every creditor and loan agency. The good news, in terms of victim protection, is that there are companies that provide services that can help, including LifeLock, where I work. At LifeLock, we're committed to helping give our 4.4 million members the peace of mind that comes with knowing we're there to help protect against identity fraud.

For most people, a big part of protecting personal information is pro-activity. Being aware of digital habits and frequently reviewing account security settings will help boost privacy across social, financial, and retail accounts. In addition, using multi-factor authentication, using strong passwords and always making purchases from secure, verified websites may lower identity fraud risk.

Sometimes proactive measures don't always prevent fraud from occurring. Victims can contact the credit bureaus to set up fraud alerts and consider placing a temporary freeze on their credit. These steps won't stop all potential fraud, but they can help. In many cases, they rely on law enforcement and their financial institutions to help stop pending criminal activity and make it possible to help catch criminals. This was the case with one LifeLock member who literally took matters into her own hands to catch her thief.

Mary's Story -- Identity Fraud in Real Life

Mary's story begins before she became a LifeLock member when she was called by her credit card company to verify a new account that had been opened in her name. After a few weeks of ongoing calls from creditors, Mary checked her credit score and was shocked to see it had plummeted due to being seven thousand dollars in new accounts that an identity thief had taken out in her name.

It's important to thoroughly look through everything in a credit report when fraudulent activity has occurred. Discovering inaccurate contact or address information can tip you off to identity theft and help you prove your case to creditors.

In Mary's case, the phone number and address on the credit report did not match her actual information. It was then that Mary knew she was a victim of identity theft. She put a freeze on her credit and corrected her contact information. But the fraudulent activity didn't stop there.

In the midst of panic, a friend told Mary about LifeLock and she decided to become a member. As part of the LifeLock membership, we offer US-based Identity Restoration Specialists who work with members one-on-one to help restore credit and identity while sending alerts of potential suspicious activity to members who then approve or deny authorization.

One day, Mary received an alert from LifeLock and discovered that someone was attempting to open a car loan in her name.

At this point, Mary decided to reach out to the car dealership to let them know what was happening. The dealership called the police and it turned out that the identity thief was actually on site and in the process of trying to purchase a car in her name. The police dispatched officers, who immediately took the thief into custody once the fraudulent papers were signed by the thief. What's more, the officers found loads of documents in the car with other victims' personal information, as well as credit card skimming devices and stolen credit cards.

Mary's story has a happy ending, but for many who are victims of fraud, identity theft is an ongoing nightmare. The fight against identity fraud is ongoing, and



making progress includes educating creditors, retailers, financial institutions, law enforcement, and even policymakers on what criminals use to access individual's personal information and how each can help protect consumers.

In order to successfully combat criminals, we must come together to close security gaps and be more cautious of our daily digital habits.

Neil Daswani joined LifeLock as chief information security officer and will oversee the protection of LifeLock's information assets, and be responsible for security architecture, operations, and compliance across LifeLock's network.

Previously, Daswani co-founded and served as CTO of Dasient, Inc., a Google Ventures-backed internet security company that Twitter acquired in 2012. He has held a variety of research, development, teaching, and managerial positions at Google, Stanford University, Yodlee, and Telcordia Technologies. Daswani was the lead author of "Foundations of Security: What Every Programmer Needs To Know" and has been granted over one dozen US patents. Daswani holds a doctorate and a master's degree in computer science from Stanford University, and a bachelor's degree in computer science from Columbia University.


LifeLock®

Law Enforcement Executive Development Training



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 command level positions.



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 for Supervisor Leadership Institute is \$650.



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 real life contemporary, best-practice strategies and techniques for those aspiring to command level assignments.

The registration fee for Command Leadership Institute is \$650.

Additional Training Opportunities



Procedures for Managing Internal Affairs Investigations

This 4-1/2 day seminar 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 registration fee for the Internal Affairs Investigations course is \$550.



Leadership Integrity

Formerly Known As Ethics & Procedural Justice

The 3-1/2 day FBI-LEEDA Leadership Integrity course focuses on both personal and organizational ethical learning. It uses both classic and contemporary ethical decision-making procedures to help students identify ethical issues and take corrective action. Also included are modules on procedural justice and police legitimacy as well as police misconduct. This class is strongly scenario-based and interactive and is suitable for all law enforcement personnel regardless of rank or sworn/professional staff status.

The registration fee for the Leadership Integrity course is \$550.

Contact FBI-LEEDA at 877-772-7712 or email us at info@fbileeda.org
for additional information concerning any of these training opportunities or interest
in hosting any of these programs in your area.

SEMINAR REGISTRATION IS OPEN TO ALL LAW ENFORCEMENT – SWORN AND PROFESSIONAL STAFF

You do not need to be a member of FBI-LEEDA to attend a seminar.



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 “Cops Talking to Cops” 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 for Executive Leadership Institute is \$650.



Reflective Leadership Institute

Our newest course offering!

The 4-1/2 day FBI-LEEDA Reflective Leadership Institute course will focus on leading an inclusive culture within our law enforcement agencies and communities.

Attendees will learn to incorporate best practices for navigating cultural complexities, effectively guide law enforcement agencies to realize the practical and moral value of cultural awareness and intelligence, and assemble concrete pathways for fair and unbiased leadership development of all employees in the agency.

The registration fee for Reflective Leadership Institute is \$650.



Media and Public Relations

FBI-LEEDA is pleased to present a 4-1/2 day class 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.

Day 1 focuses on various key influencers and how to communicate with each.

Day 2 and Day 3 deal solely on traditional media relations and key messaging complete with active role play and a mock news conference.

Day 4 is spent entirely on crisis communications and a desk top crisis exercise, and the last day concentrates on how to strategically use social media to improve and augment community relations.

Class size is limited to ensure individual participation in exercises. Participants are encouraged to bring a laptop, as writing exercises will be assigned during class. Participants will 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 the Media and Public Relations course is \$695.



Distance Learning Online Training

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 training. 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.

Leadership Integrity *(Formerly known as Ethics & Procedural Justice)*

FBI-LEEDA presents *Leadership Integrity*, 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 Leadership Integrity class is \$350.

Register now at www.fbileeda.org



Putting the Pieces Together – Online

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

FBI-LEEDA offers three courses via distance: Basic and Advanced Supervisory Liability and Leadership Integrity.

Each course runs four weeks (24-credit hours), and participants will receive a certificate of completion once they have satisfactorily completed the program. Both programs feature on-line, instructor led learning, similar to a college program.

Inquiries for POST credit for these courses should be directed to Dan Primozic at 505-900-3020 or dprimozic@fbileeda.org

Training Seminars and Summits

IDENTITY THEFT

FBI-LEEDA and LifeLock®, present one-day and two-day summits on Identify Theft, its economic, personal and employment impacts. The summit is open to all law enforcement personnel and addresses a range of identity theft issues presented by distinguished law enforcement personnel with specialized skills and experience in identity theft, high technology crimes and fraud.

Check our website for dates, locations and to register for this FREE law enforcement training, or contact:

Paige Hanson (Tel: 480-457-2108
Email: Paige_Hanson@symantec.com, or
Mark Sullivan (Tel: 913-238-2745
Email: msullivan@fbileeda.org



DRUG DIVERSION

FBI-LEEDA and Purdue Pharma are expanding the Drug Diversion Summits. These are FREE interactive summits covering local area specifics involving drug diversion crime. Local case studies are presented along with information on specific law enforcement resources available in your area and how to access these resources. An enhanced Rx PATROL® program is introduced as well. Rx PATROL® is a collaborative effort between industry and law enforcement designed to collect, collate, analyze and disseminate pharmacy theft information.

Visit our website for upcoming dates and information on these one-and two-day programs. To host a summit, please contact:

John Gilbride (Tel: 609-409-6926
Email: john.gilbride@pharma.com



Call FBI-LEEDA for upcoming dates and locations at
877-772-7712 or email info@fbileeda.org

FBI-LEEDA Regional Representative Program Update

— **Mark Sullivan**

Program Coordinator, FBI-LEEDA



FBI-LEEDA has a program that serves the law enforcement community by a group of twelve members who serve as ambassadors for our organization. Our Regional Representatives travel to all the LEEDS sessions and command colleges around the country. These sessions are hosted by the FBI field offices and offer week-long in-service training to state and local law enforcement officers in the region. Our Reps introduce FBI-LEEDA's training initiatives and programs to the attendees in each of these programs. They also serve to promote all our training classes and programs among other agencies in their regions.

Thank you

FBI-LEEDA would like to thank Major Michael Wills, Biloxi, Mississippi Police Department, who recently resigned from the program due to increased responsibilities at his department. Mike has served as a Regional Representative since 2011, and logged many miles to all four of his states in his region in service to FBI-LEEDA. Thank you, Mike, for your service!

Become an FBI-LEEDA Regional Representative

We currently have an opening for those living in Alabama, Mississippi, Georgia or Florida areas (Region 5). You must be a full-time sworn member of a law enforcement agency, an FBI-LEEDA member in good standing, and hold the rank of Lieutenant or above (or considered an exempt/non-hourly) employee.

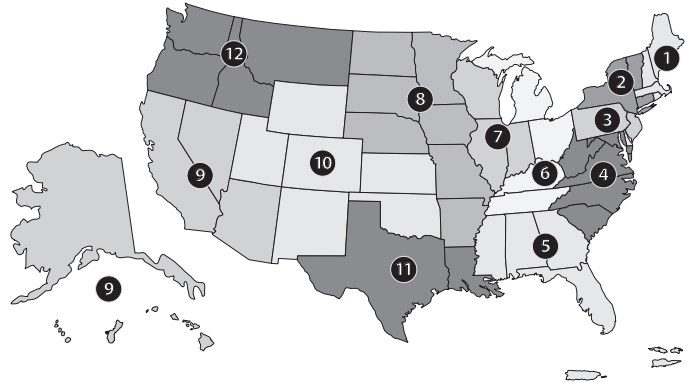
If you wish to apply for the position, please send a letter of interest and resume to:

Mark Sullivan

FBI-LEEDA RR Program Coordinator
11936 W. 119th Street, Suite #200
Overland Park, KS 66213

Or email your submission to
msullivan@fbileeda.org

This is a non-compensated position.
Applications are due by September 7, 2017.



FBI-LEEDA Regional Representatives

Region 1 (ME NH MA RI)	Captain Matthew Canfield Laconia (NH) Police Department, mcanfield@laconiapd.org
Region 2 (NY VT CT)	Chief (Ret.) Randy Szukala North Wonawanda (NY) Police Department, rds140@roadrunner.com
Region 3 (PA NJ DE)	Lieutenant Tim Troxel Upper Moreland (PA) Police Department ttroxel@uppermoreland.org
Region 4 (WV MD VA NC SC)	Chief Andy Robinson York (SC) Police Department, arobinson@yorkcitysc.com
Region 5 (AL MS GA FL)	Vacant - <i>Could this be you?</i> Represent FBI-LEEDA in this region
Region 6 (MI OH KY TN)	Deputy Chief Mark Newcomb Whitehall (OH) Police Department, Mark.Newcomb@whitehall-oh.us
Region 7 (WI IL IN)	Lieutenant Lisa Kumbier Brown Deer (WI) Police Department, lkumbier@bdpolice.org
Region 8 (ND SD NE MN IA MO AR)	Chief Harry Gurin Peculiar (MO) Police Department, hgurin@peculiarpd.com
Region 9 (CA NV AZ HI AK)	Chief Mark Pazin California Office of Emergency Services (OES), Mark.Pazin@CalOES.ca.gov
Region 10 (WY UT CO KS NM OK)	Major Mark Goodloe Kansas Highway Patrol, mgoodloe@khp.ks.gov
Region 11 (TX LA)	Assistant Director J. Frank Woodall Texas Department of Public Safety, frank.woodall@dps.texas.gov
Region 12 (WA OR ID MT)	Lieutenant Tony Bennett Yakima (WA) Police Department, Tony.Bennett@yakimawa.gov
Program Coordinator	Mark Sullivan FBI-LEEDA, msullivan@fbileeda.org

FBI-LEEDA/LifeLock Scholarship Program



Each year, the FBI-LEEDA/LifeLock scholarship program offers five \$1,000 scholarships. The scholarships are awarded at the Annual Executive Training Conference. The guidelines for eligibility are listed below.

BASICS

Applications for the 2017-2018 academic school year are now being accepted. Your application must be postmarked by **April 8, 2018**, to be considered. FBI-LEEDA selects final candidates based on the following criteria:

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

PROVISIONS

An individual may receive only one scholarship award of \$1,000 per year from FBI-LEEDA/LifeLock. FBI-LEEDA will make the scholarship award payment to the recipients school on or before August 1. An applicant may re-apply each year providing eligibility requirements are fulfilled.

ELIGIBILITY

To be eligible, you must be the child or grandchild of a member of FBI-LEEDA who is an Active or Life member. 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.

HOW TO APPLY:

Applicant must provide the following items:

- *Application* • *Transcript*
- *Answers to essay questions*
- *High school verification form*
- *Documentation of acceptance to college/university*

Application, essay questions, and high school verification forms are available on the Members Only web page of the FBI-LEEDA website: www.fbileeda.org.

Send your completed application to:

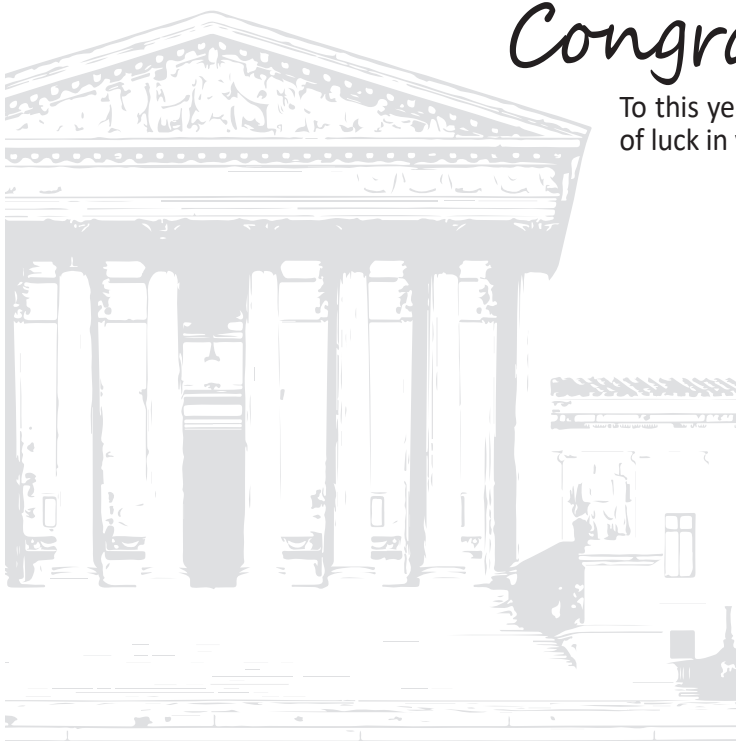
FBI-LEEDA

Executive Board Scholarship Program
5 Great Valley Parkway, Suite 125
Malvern, PA 19355

Congratulations

To this year's scholarship recipients ... we wish you best of luck in your continuing studies

- **Brooke Jensen** –
(Daughter of Deputy Chief James Jensen, Oswego Police Department, Illinois)
- **Joseph Ralph** –
(Son of Sergeant Thomas Ralph, Webster Police Department, Massachusetts)
- **David Jett** –
(Son of Retired Sheriff Charles Jett, Stafford County Sheriff's Office, Virginia)
- **Abigail Cambre** –
(Daughter of Retired Chief Felix Loicano, Causeway Police Department, Louisiana)
- **Mikayla Holt** –
(Daughter of Captain Jason Holt, Oklahoma Highway Patrol, Oklahoma)



26th Annual Executive Training Conference



FBI-LEEDA JACKSONVILLE

Visit FBI-LEEDA's Executive Training Conference online photo site.

Browse through the albums to find your favorite photos and order or download prints, books and other specialty prints directly from this site.

<https://2017fbileedaconferencejax.shutterfly.com/>

Use password: leeda2017JAX (case sensitive)





FBI-LEEDA: Leadership | Courage | Knowledge

We are the premier executive law enforcement continuing education provider for police leaders in small to mid-sized departments across the United States and beyond.



Non-Variable APR
Months



Conference Recap

Another successful FBI-LEEDA training conference has hit the record books! This year we had **533** registered attendees, **699** Trilogy Awards, **15** Training Sessions, **17** Speakers, and **31** Exhibitors. Among these expert presenters were:

Warwick Jones, *Executive Director, Australian Institute of Police Management*

James B. Comey, *Former FBI Director*

Raymund Train, *Police Superintendent, Philippine National Police*

Major (Ret.) Brian Shul, *USAF*

Robert White, *Former Chief, Flagstaff, Arizona Police Department*

Joe Gervais, *Director, Security Communications, Corporate Affairs, LifeLock, Inc.*

Justin Feffer, *Sergeant, Bureau of Investigation CIRT, Los Angeles County District Attorney's Office*

Sheriff Paul Pastor Ph.D., *Pierce County Sheriff's Department*

Survey Results

95% of respondents said the overall quality of speakers was above average or outstanding.

94% of respondents said the overall conference was either above average or outstanding.

93% of respondents enjoyed the networking opportunities.

92% of respondents thought the overall value for the money of the conference was above average or outstanding.

91% of respondents felt the quality of information acquired during the conference was of good or outstanding value to them or their department.

In addition to training sessions, FBI-LEEDA hosted several evening networking events. The 'Welcome to Jacksonville Reception' and 'Jacksonville Jumbo Shrimp Baseball Game' were fun for all who attended. The conference concluded with the swearing in of FBI-LEEDA's new President Chief Thomas Alber as well as the new Sergeant At Arms, Ira Edwards.

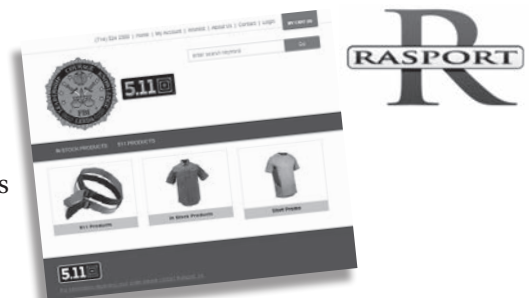
Thank you to all who attended. We look forward to seeing you next year at the 27th Annual Executive Training Conference in Birmingham, Alabama!

Visit our website.

Click on the link.  Merchandise

Visit our website for quality logo apparel and promotional products from RaSport – Clothing – Outerwear – Bags – Accessories –

<http://www.rasportinc.com/store/c23/FBI-LEEDA.html>



FBI-LEEDA Corporate Partners

**DIAMOND
LEVEL
CORPORATE
PARTNERS**



LifeLock

Contact: Paige Hanson, Manager of Educational Programs

60 East Rio Salado Parkway, Suite 400

Tempe, Arizona 85281

Telephone: 480-457-2108

Facsimile: 480-907-2946

Email: Paige_Hanson@symantec.com



**PLATINUM
LEVEL
CORPORATE
PARTNERS**

Purdue Pharma, LP

Contact: John Gilbride, Director,
Diversion Control & Law Enforcement Liaison Education

One Stamford Forum

Stamford, Connecticut 06901

Telephone: 609-409-6926

Email: john.gilbride@pharma.com



Justice Federal Credit Union

Contact: Kathleen L. Taylor, Business Development Officer

5175 Parkstone Drive, Suite 200

Chantilly, Virginia 20151

Telephone: 7703-480-5300 Ext. 3148

Facsimile: 703-480-5400

Email: taylork@jfcu.org



FBI-LEEDA Corporate Partners

GOLD LEVEL CORPORATE PARTNERS



5.11 Tactical

Contact: Chuck Hauber, Director, FED/MIL Team

4300 Spyres Way, Modesto, California 95356

Telephone: 540-940-7146

Email: ChuckH@511Tactical.com

www.511Tactical.com

SILVER LEVEL CORPORATE PARTNERS



Gazelle - ecoATM

Contact: Max Santiago, Senior Director of Law Enforcement Relations

10121 Barnes Canyon Road, San Diego, California 92121

Telephone: 858-461-9968

Email: max.santiago@ecoatm.com

www.ecoatm.com/law-enforcement



ELITE Interactive Solutions, Inc.

Contact: Louis C. Hook, Executive Vice President and Chief Operating Officer

1200 W. Seventh Street, Suite L1-180

Los Angeles, California 90017

Telephone: 877-435-4832, Mobile 310-753-5327

Email: lhook@eliteisi.com



Motorola Solutions

Contact: Clay Cassard

2120 W. Braker Lane, Suite P

Austin, Texas 78758

Telephone: 512-924-3891

Email: clay.cassard@motorolasolutions.com



Verizon Wireless

Contact: John G. Monroe, Program Manager, Corporate Security

1 Verizon Way, Basking Ridge, NJ 07920

Telephone: 908-227-3732

Email: john.monroe@verizonwireless.com

FBI-LEEDA is SOCIAL

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Development Association

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FBI-Law Enforcement
Executive Development
Association

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Keep up-to-date on news, current industry information, classes, and even register from within the app

FBI-LEEDA Corporate Partners

**BRONZE
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PARTNERS**



Glock, Inc.

Tavaras Richardson, Marketing Manager
6000 Highlands Parkway, Smyrna, Georgia 30082
Telephone: 770-432-1202 Ext. 6775
Email: tavaras.richardson@glock.us



National Insurance Crime Bureau (NICB)

Contact: Ivan Blackman, Director of Vehicular Investigations
1111 E. Touhy Ave., Suite 400, Des Plaines, Illinois 60018
Telephone: 847-544-7042
Facsimile: 847-544-7101
Email: lblackman@nicb.org



Police & Sheriffs Press

Contact: Frank Raiford
P. O. Box 1489, Lyons, Georgia 30474
Telephone: 912-537-0780
Facsimile: 912-537-4894
Email: Frank@pasp365.com



RaSports, Inc.

Contact: Cary Fletcher
1860-D E. Miraloma Avenue, Placentia, California 92870
Telephone: 714-524-2300
Email: clfletcher@rasportinc.com



Thomson Reuters - Clear

Contact: Daniel DeSimone, Sr. Director, Investigative Resources
1410 Springhill Road, Suite 450, McLean, Virginia 22102
Telephone: 703-219-2511 • Cell: 571-422-6548
Email: daniel.desimone@thomsonreuters.com
www.clear.thomsonreuters.com





FBI-LEEDA Instructors



Dean Crisp
Faculty Coordinator



David Allen



Dr. Anthony Batts



Ron Bayne



Eric Daigle



Jon Fehlman



Keith Bushey
Instructor Emeritus



Jeff Green



Dr. Michael Gropman



Jennifer Harris



Larry Horak



Les Kachurek



Eric Kowalczyk



Carlos Maldonado



Neil Moore



Tim Plotts



Todd Radford



Judy Pal



Tom Smith



Luis Soler



Jerry Thompson



Terri Wilfong



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FOR TRAINING OPPORTUNITIES**

GO TO GOOGLE PLAY OR THE APP STORE

Use the app to keep up-to-date on current information,
training classes, and industry news.



Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Lexington, NC class held in February 2017. We would like to thank **Chief Mark Sink and the Lexington Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Murfreesboro, TN class held in February 2017. We would like to thank **Chief Karl Durr and the Murfreesboro Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Scotch Plains, NJ class held in February 2017. We would like to thank **Sheriff Joseph Cryan and the Union County Sheriff's Office** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Wilmington, DE class held in February 2017. We would like to thank **Chief Neil Trugman and the Amtrak Police Department** for their hospitality.



Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Manchester, NJ class held in February 2017. We would like to thank **Chief Lisa Parker and the Manchester Township Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Barnstable, MA class held in March 2017. We would like to thank **Chief Paul MacDonald and the Barnstable Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Benton, AR class held in March 2017. We would like to thank **Chief Kirk R. Lane and the Benton Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Boise, ID class held in March 2017. We would like to thank **Chief William Bones and the Boise Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Bossier City, LA class held in March 2017. We would like to thank **Sheriff Julian Whittington** and the **Bossier Parish Sheriff's Office** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Dover, DE class held in March 2017. We would like to thank **Chief John Horsman** and **Chief Paul Bernat** and the **Delaware Capitol Police** and the **Dover Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Golden, CO class held in March 2017. We would like to thank **Colonel Scott Hernandez** and the **Colorado State Patrol** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Mission, KS class held in March 2017. We would like to thank **Chief Ben Hadley** and the **Mission Police Department** for their hospitality.



Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE

Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Southaven, MS class held in March 2017. We would like to thank **Chief Steve Pirtle and the Southaven Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Stuart, FL class held in March 2017. We would like to thank **Sheriff William D. Snyder and the Martin County Sheriff's Office** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Wilmington, DE class held in Date 2017. We would like to thank **Chief Neil Trugman and the Amtrak Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Columbia, SC class held in April 2017. We would like to thank **Chief Skip Holbrook and the City of Columbia Police Department** for their hospitality.





Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Fort Worth, TX class held in April 2017. We would like to thank **Chief Joel Fitzgerald and the Fort Worth Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Henrico County, VA class held in April 2017. We would like to thank **Colonel Humberto I. Cardounel, Jr. and the Henrico County Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Lancaster, SC class held in Date 2017. We would like to thank **Captain Larry Deason and Major Kelly White and the Lancaster County Sheriff's Office and NC A&T State University Police** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Ozark, AL class held in April 2017. We would like to thank **Chief Marlos Walker and the Ozark Police Department** for their hospitality.



Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Georgetown, TX class held in April 2017. We would like to thank **Chief Wayne and the Georgetown Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Kenai, AK class held in April 2017. We would like to thank **Chief David Ross and the Kenai Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the New Bern, NC class held in May 2017. We would like to thank **Chief Toussaint E. Summers, Jr. and the New Bern Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Pensacola, FL class held in May 2017. We would like to thank **Sheriff David Morgan and the Escambia County Sheriff's Office** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Fort Collins, CO class held in May 2017. We would like to thank **Sheriff Justin Smith and the Larimer County Sheriff's Office** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Alcoa, TN class held in May 2017. We would like to thank **Chief David Carswell and the Alcoa Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Oak Creek, WI class held in May 2017. We would like to thank **Chief John Edwards and the Oak Creek Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Memphis, TN class held in May 2017. We would like to thank **Chief Anthony Berryhill and the UTHSC Police Department** for their hospitality.

Training Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the San Antonio, TX class held in May 2017. We would like to thank **Chief Wayne Davis and the Castle Hills Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Hampton, NH class held in May 2017. We would like to thank **Chief Richard E. Sawyer and the Hampton Police Department** for their hospitality.



Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the San Juan, Puerto Rico, class held in May 2017. We would like to thank **USAG Fort Buchanan** for their hospitality.



Conference Photos

Visit the conference photo website to review and download memorable images from our Conference in Jacksonville.

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Use password: leeda2017JAX (case sensitive)



Training Graduates

COMMAND LEADERSHIP INSTITUTE



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Asheville, NC class held in February 2017. We would like to thank **Chief Tammy Hooper** and the **Chief Tammy Hooper** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Birmingham, AL class held in February 2017. We would like to thank **Chief A.C. Roper** and the **Birmingham Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Issaquah, WA class held in February 2017. We would like to thank **Chief Scott Behrbaum** and the **Issaquah (WA) Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the La Junta, CO class held in February 2017. We would like to thank **Chief Todd Quick** and the **La Junta Police Department** for their hospitality.



Training Graduates

COMMAND LEADERSHIP INSTITUTE



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Lubbock, TX class held in February 2017. We would like to thank **Dr. Robert Morgan and the Institute for Forensic Science** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Biddeford, ME class held in March 2017. We would like to thank **Chief Roger P. Beaupre and the Biddeford Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Lewisville, TX class held in March 2017. We would like to thank **Chief Lewisville Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Parker, CO class held in March 2017. We would like to thank **Chief David King and the Parker Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Scottsdale, AZ class held in March 2017. We would like to thank **Chief Alan G. Rodbell and the Scottsdale Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Texas City, TX class held in March 2017. We would like to thank **Chief Robert Burby and the Texas City Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the West Palm Beach, FL class held in March 2017. We would like to thank **Sheriff Ric Bradshaw and the Palm Beach County Sheriffs Office** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Bossier City, LA class held in April 2017. We would like to thank **Sheriff Julian Whittington and the Bossier Parish Sheriffs Office** for their hospitality.



Training Graduates

COMMAND LEADERSHIP INSTITUTE



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Elkton, MD class held in April 2017. We would like to thank **Sheriff Scott Adams and the Cecil County Sheriff's Office** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Murfreesboro, TN class held in April 2017. We would like to thank **Chief James Durr and the Murfreesboro Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Southaven, MS class held in April 2017. We would like to thank **Chief Steve Pirtle and the Southaven Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Spokane, WA class held in May 2017. We would like to thank **Sheriff Ozzie Knezovich and the Spokane County Sheriff's Office** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Mooresville, NC class held in May 2017. We would like to thank **Chief Damon Williams** and the **Mooresville Police Department** for their hospitality.



Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Golden, CO class held in May 2017. We would like to thank **Colonel Scott Hernandez** and the **Colorado State Patrol** for their hospitality.

FBI-LEEDA Trilogy Award

All individuals who successfully complete FBI-LEEDA's Supervisor Leadership Institute, Command Leadership Institute and Executive Leadership Institute will receive the FBI-LEEDA Trilogy Award.

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Check out this year's recipients by visiting the Conference photo website:

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Training Graduates

EXECUTIVE LEADERSHIP INSTITUTE



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Birmingham, AL class held in February 2017. We would like to thank **Chief A.C. Roper and the Birmingham Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Toronto, ON Canada, class held in February 2017. We would like to thank **Chief Mark Saunders and the Toronto Police Service** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Bossier City, LA class held in February 2017. We would like to thank **Sheriff Julian Whittington and the Bossier Parish Sheriffs Office** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Gilford, NH class held in March 2017. We would like to thank **Chief Anthony Burpee and the Gilford Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Milwaukee, WI class held in March 2017. We would like to thank **Chief Edward Flynn and the Milwaukee Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Oklahoma City, OK class held in March 2017. We would like to thank **Chief Nate Tarver and the University of Oklahoma Health Sciences Center Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Asheville, NC class held in April 2017. We would like to thank **Chief Tammy Hooper and the Asheville Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Virginia Beach, VA class held in April 2017. We would like to thank **Chief Jim Cerva and the Virginia Beach Police Department** for their hospitality.



Training Graduates

EXECUTIVE LEADERSHIP INSTITUTE



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Manchester, NJ class held in April 2017. We would like to thank **Chief Lisa Harper and the Manchester Township Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the West Palm Beach, FL class held in April 2017. We would like to thank **Sheriff Ric Bradshaw and the Palm Beach County Sheriff's Office** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Scottsdale, AZ class held in May 2017. We would like to thank **Chief Alan G. Rodbell and the Scottsdale Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Texas City, TX class held in May 2017. We would like to thank **Chief Robert Burby and the Texas City Police Department** for their hospitality.



Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Titusville, FL class held in May 2017. We would like to thank **Chief John Lau** and the **Titusville Police Department** for their hospitality.



Training Graduates

INTERNAL AFFAIRS INVESTIGATIONS



Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Raleigh, NC class held in February 2017. We would like to thank **Director Sam Pennica** and the **Raleigh/Wake City-County Bureau of Identification** for their hospitality.



Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Dover, DE class held in March 2017. We would like to thank **Chief John Horsman** and **Chief Paul Bernat** and the **Delaware Capitol Police** and the **Dover Police Department** for their hospitality.

Training Graduates

INTERNAL AFFAIRS INVESTIGATIONS



Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Middletown, PA class held in March 2017. We would like to thank **Chief Kevin Stoehr** and the **Penn State Harrisburg Police Department** for their hospitality.



Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

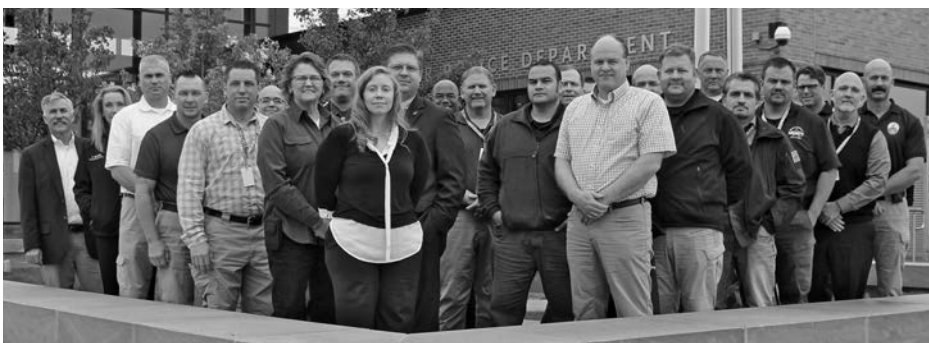
Pictured are the attendees from the Weston, MA class held in March 2017. We would like to thank **Chief Michael J. Goulding** and the **Weston Police Department** for their hospitality.



Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Southaven, MS class held in April 2017. We would like to thank **Chief Steve Pirtle** and the **Southaven Police Department** for their hospitality.



Congratulations

INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Parker, CO class held in May 2017. We would like to thank **Chief David King** and the **Parker Police Department** for their hospitality.



Training Graduates

MEDIA AND PUBLIC RELATIONS



Congratulations

MEDIA & PUBLIC RELATIONS

Pictured are the attendees from the Fort Worth, TX class held in February 2017. We would like to thank **Chief Joel Fitzgerald and the Fort Worth Police Department** for their hospitality.



Congratulations

MEDIA & PUBLIC RELATIONS

Pictured are the attendees from the Yakima, WA class held in February 2017. We would like to thank **Chief Dominic Rizzi, Jr. and the Yakima Police Department** for their hospitality.



Congratulations

MEDIA & PUBLIC RELATIONS

Pictured are the attendees from the Pensacola, FL class held in March 2017. We would like to thank **Sheriff David Morgan and the Escambia County Sheriff's Office** for their hospitality.



Congratulations

MEDIA & PUBLIC RELATIONS

Pictured are the attendees from the Arlington, MA class held in March 2017. We would like to thank **Chief Frederick Ryan and the Arlington Police Department** for their hospitality.



Training Graduates

REFLECTIVE LEADERSHIP INSTITUTE



Congratulations

REFLECTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Texas City, TX class held in February 2017. We would like to thank **Chief Robert Burby and the Texas City Police Department** for their hospitality.



Congratulations

REFLECTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Hampton, NH class held in March 2017. We would like to thank **Chief Richard E. Sawyer and the Hampton Police Department** for their hospitality.



Congratulations

REFLECTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Humble, TX class held in May 2017. We would like to thank **Chief Solomon Cook and the Humble ISD Police Department** for their hospitality.



FBI-LEEDA Commemorative Glock

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 Marysville Police Department
 207 South Tenth, Marysville, KS 66508
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Graduate Credit Programs Available



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For more information about the Cal U program, contact

Dr. Jeffrey S. Magers

magers@calu.edu | (502) 762-4334'

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



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



Husson University

For more information about the HU program, contact

John Michaud, M.A., M.A.

Director, School of Legal Studies
(207) 941-7037 | michaudjoh@husson.edu

Charles P. Collins, MBA, Ed.D.
Executive Director,
Husson University-Southern Maine
(207) 874-5801 | collinsc@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

Visit www.fbileeda.org / [training](#) / [college credit](#) for details and links to these graduate programs

FBI-LEEDA POST Approvals by State *(as of June 16, 2017)*

State/Class	SLI	CLI	ELI	IA	MPR	RLI	DLSL	DLASL	EPJ	LI	KEY
Alabama Peace Officers Standards & 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 & Training Board	X	X		X							ATA
Arkansas Commission on Law Enforcement Standards & Training											
California Commission on Peace Officer Standards & Training	X	X	X	X	X	X	X	X		X	ATA
Colorado Peace Officer Standards & Training Board	X	X	X	X	X						ATA
Connecticut Police Officer Standards & Training Council	X	X	X	X	X	X	X	X		X	ATA
Delaware Council on Policing Training	X	X	X	X	X	X	X	X		X	ATA
District of Columbia Police Officers Standards & Training Board											
Florida Criminal Justice Standards & Training Commission	X	X	X	X	X		X	X		X	ATA
Georgia Peace Officers Standards & Training Council	X	X	X	X	X						ATA
Hawaii (none)											
Idaho Peace Officer Standards & Training	X	X	X	X	X		X	X		X	ATA
Illinois Law Enforcement Training & Standards Board	X				X						ATA
Indiana Law Enforcement Academy	P	P	P	P	P	P	P	P		P	ATA
Iowa Law Enforcement Academy	X	X	X	X	X	X	X	X			ATA
Kansas Commission on Peace Officers' Standards & Training	X	X	X	X	X	X	X	X		X	ATA
Kentucky Law Enforcement Council	P		P	P	P						
Louisiana Peace Officer Standards & Training Council	X	X	X	X	X						ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X			ATA
Maryland Police & 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						
Minnesota Board of Peace Officer Standards & Training	X	X	X	X	X						ATA
Mississippi Office of Standards And Training	X	X	X	X	X		X	X			
Missouri Peace Officer Standards & Training	X	X	X	X	X					X	
Montana Public Safety Officer Standards & Training	X	X	X	X	X	X	X	X		X	ATA
Nebraska Police Standard Advisory Council											
Nevada Peace Officers' Standards & Training											
New Hampshire Police Standards & Training Council	X	X	X	X	X						ATA
New Jersey Police Training Commission	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	
New York Municipal Police Training Council	X	X	X	X	X	X	X	X		X	ATA
North Carolina Law Enforcement Training & Standards	X	X	X	X	X	X	X	X		X	ATA
North Dakota Peace Officer Standards & Training	X	X	X				X	X			
Ohio Peace Officer Training Commission	X	X	X	X	X						ATA
Oklahoma Council on Law Enforcement Education & Training	X	X	X	X	X						ATA
Oregon Department of Public Safety Standards & Training Certification	X	X	X	X	X	X	X	X		X	ATA
Pennsylvania Municipal Police Officers' Education & Training Commission	X	X	X	P	X		X	X		P	ATA
Rhode Island Police Officers Commission on Standards & Training											
South Carolina Law Enforcement Training Council	X	X	X	X	X						
South Dakota Law Enforcement Officers Standards & Training Commission											
Tennessee Peace Officers Standards & 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	ATA
Utah Peace Officer Standards & Training											
Vermont Criminal Justice Training Council											
Virginia Department of Criminal Justice Services Standards & Training	X	X	X	X	X		X	X		X	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	ATA
Wyoming Peace Officers Standards & Training Commission											

ATA =Apply Through Agency; X =Approved; P =Approval pending for 2017

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Malvern, PA 19355

Summer 2017 - Issue III



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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.