

FBI-LEEDA

Issue IV – Fall 2019



INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP



Servant Leadership: A Model for Community Engagement

— Heidi Scott Giusto, Ph.D.

page 18

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FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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Kansas City, Missouri

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President's Letter

Greetings!

It is my honor and privilege to serve as president of FBI-LEEDA. This is a time where law enforcement has a significant influence on communities they engage with. As officers, we must continue to build trusting relationships while maintaining the necessary integrity and respect to enforce the law. Education and training are critical to the evolution of police leadership in communities. FBI-LEEDA has made the advances necessary to complement the tactical training that agencies are providing with our cutting-edge leadership curriculum. We are committed to equipping leaders with the tools they need to meet the demands of modern policing.

We strive to provide a relevant and current curriculum that is tailored towards the daily interactions of law enforcement. As communities, the environment, technology, laws and crime itself evolves, we must adapt our education to meet it. Our outstanding instructors perfect the art of creating an inclusive class setting where experiences can be used to reflect on opportunities for proper leadership practices.

We offer an impressive lineup of classroom-based leadership courses including our Trilogy Leadership Series, Media and Public Relations, Master Public Information Officer, Internal Affairs, Leadership Integrity, and Reflective Leadership Institute. Our dynamic and growing association recognizes distance learning students by offering an eTrilogy series consisting of three online courses that include; Basic Supervisor Liability, Advanced Supervisor Liability and Ethics. Individuals who complete all three courses will receive the FBI-LEEDA eTrilogy certificate and challenge coin.



Dominic Rizzi, Jr.
President, FBI-LEEDA

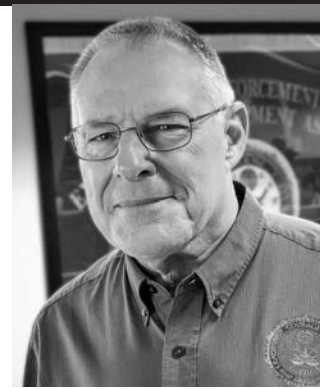
FBI-LEEDA is one of the nation's top law enforcement leadership education providers, enabling our attendees to advance their careers as leaders in our industry. Their experiences are helping to shape their departments, communities and lives. As your President, I am committed to FBI-LEEDA's mission of advancing the science and art of law enforcement leadership and promoting the exchange of information. We are improving law enforcement management practices through training, education, and networking among police professionals. We are making a difference and I am proud to be a part of this life changing education.

I am honored to continue serving as President. I encourage you to reach out to myself, the Board, Instructors or Staff here at FBI-LEEDA with any comments or suggestions. We want to provide the highest level of academic excellence and experience for our attendees. Thank you for allowing me the opportunity to cultivate and grow this association. As the winter month come upon us, I would like to wish you and yours a very safe, happy and healthy holiday season.

Dominic Rizzi, Jr.
President, FBI-LEEDA

The LEEDing Edge

Director of Curriculum and Instruction Report - October 2019



Dr. Neil Moore

Director of Curriculum and Instruction, FBI-LEEDA

Each year, we take time to reflect and review the curriculum we provide in order to uphold the highest standard of education to our attendees. It is a standard that is not only expected of us by our learning partners, but one that we hold ourselves to. Thanks to our great team of instructors and staff, our curriculum modifications are a year-round endeavor. We are very excited to share a preview of the updates we will be implementing to our curriculum.

The Executive Leadership Institute (ELI) course focuses on the emerging challenges facing executive level law enforcement leaders. One of the top five issues currently facing U.S. policing is the recruitment, hiring and retention of police personnel. In order to address this topic, attendees will discuss and evaluate the current state of recruiting, hiring and retention in their agency. They will look at their agencies current state of affairs and how core values, employer branding, recruiter selection and employee referral systems are essential to recruiting, hiring and retention. This section also identifies how features of the Millennial and Gen Z population groups are critical to recruiting, hiring and retention. The attendees will end the section by articulating two or more strategies for retention.

The ELI course will also include a strategic planning section where attendees will build a guiding document to serve as a roadmap for their agency's future, complete with goals and vision/mission statements. Attention will then go to topics from the President's Task Force Report as a "teach alone" topic.

The Command Leadership Institute (CLI) offers an intensive program designed to provide real life contemporary, best-practice strategies and techniques for those aspiring to command level assignments. Recent feedback from the field has indicated that more

time is needed to present this curriculum. The plan is to increase the teambuilding section of the course by using sources such as Sinek's (2017) *Leaders Eat Last*, Fabritius and Hagemann (2017) *The Leading Brain*, and Divine's (2018) *Way of the SEAL*. This provides a combination of best-practice material and neuroscience research into the teambuilding topic.

The Reflective Leadership Institute (RLI) course focuses on leading an inclusive culture within law enforcement agencies. The Women Police Leaders meeting at our 2019 conference prompted a discussion around the addition of material on women in police leadership roles. The RLI curriculum was modified to add a block on "Reflecting on Women Leaders in Policing". Course objectives for this topic will include women pioneers in policing, barriers to women entering police work, and the benefits of women in policing. Attendees will also relate the Confidence, Accountability, Nurturing and Ethics model to developing women police leaders.

Instructor input, evaluation information, and watching the research of our profession, forms the basis of our on-going effort to maintain the relevancy of our curriculum. Helping to build the next generation of police leaders takes an outstanding effort from all of our learning partners and everyone at FBI-LEEDA.

A handwritten signature in black ink that reads "Neil Moore". The signature is fluid and cursive, with the first name "Neil" and last name "Moore" clearly distinguishable.

Dr. Neil Moore

Director of Curriculum and Instruction, FBI-LEEDA

Grace Under Fire

— *Larry Barton, Ph.D.*



Larry Barton

Recent video footage has become viral where civilians are taunting police officers, openly and without consequence, by throwing buckets of cold water on them. In other cases, reckless and disrespectful people whom officers are sworn to protect, yell profanities to officers or throw eggs at squad cars.

These situations are no longer rare or exaggerated. They are real and leaders—that's you—have an opportunity to speak with all shifts about what is acceptable civilian behavior and what is not.

So, let's start with some basic questions and thoughts, knowing that I welcome and value feedback, suggestions and criticisms. We're all in this together: department leaders, trainers, sworn and unsworn—anyone with a passion for public safety. Let's think through the consequences of what you may share with those men and women in uniform who are more likely to face public embarrassment as an election year, and more emotion, grows nearer.

1. Should officers tolerate taunting, and what is physical assault?

Verbal taunting represents free speech; even horrific language and racist or hate-related speech would likely not be prosecuted in a belief that the citizenry was “motivated” by some unfair issue in the community. Unfair, yes but, reality.

Physical assault, such as throwing a bucket of ice on the head of an officer in uniform who is responding to a concern about a gang activity or civilian incident, is a different story. My recommendation is that the officer should provide a verbal warning: “you are assaulting a police officer and if you continue in this manner, you will be arrested.”

The device cameras are rolling. They may be edited. The whole story may never be shared but, your officers are providing at least one warning. Then, despite the cameras, an arrest should be made. Call for back-up.

Do as needed but, allowing one officer to tolerate such egregious behavior opens the portal for thousands of similar assaults. What was once inconceivable a decade ago can quickly become a norm.

2. Judges may embarrass or rule against us.

That's their prerogative. That's also why some police officers take an active stance when it comes to elections of judges in some jurisdictions. If police unions began to publicly share the names of judges who rule against them in common sense altercations, people might take notice. Dues can be spent on this, having far more impact than many other efforts.

If the District Attorney or someone suggests that charges be dropped in favor of supervised release, think about your decision: do you truly support your officers and want to send a message, or do you want to be perceived as only going half-way because you are afraid of community organization?

3. What are the long-term consequences?

Many in law enforcement have joined the ranks because their parent or family member served with honor, retired and had a career of significance. On occasion, those of us with several decades under our belt brand an entire generation as misguided, misfits, lazy and uncaring. In reality, even with low unemployment numbers, there are a large number of incredibly gifted men and women who have the mature minds, physical capacity, analytical knowledge and sense of public duty that may likely inspired you.

What happens when a 22 to 30-year-old recent college graduate who is in the first phase of their career, thinks about becoming a police officer? The pay is decent in many communities. The retirement benefits are strong. The public service component of their work is immense—far more impressive than being a software programmer or auto shop mechanic—both wonderful careers—but lacking a sense of “the community is better and safer because I'm here.”

This same person might have negatively influencing conversations with family and friends. “You’d risk your life for that? Forget being killed in the line of duty—thugs will taunt you, hurl things at you, treat you like garbage—and you have to stand there and return to your car? Why would you ever take a job like that?”

We’re losing the battle for talent. We’re losing to the military, and our armed services need the same caliber of talent that law enforcement seeks. We’re losing it to private security agencies that emphasize unarmed and lower paying positions but, it’s still a career. The risks are so much lower when you are stationed at a manufacturing plant, mall or warehouse. We’re losing the battle for all of the wrong reasons.

So, what do I expect of you? You may believe it’s a lost battle but, it is worth fighting for. A career in law enforcement is a career of fulfilling value and honor. We are not looking at a lost cause—unless you make it one. Thus, consider the following:

1. *Showing some of the videos found on YouTube to your officers that deal with negative civilian engagement. Emphasize that just because these acts have not yet impacted your department, open dialogue and recommended protocols are needed now.*
2. *Tell your officers that you support their restraint but, you also support their right to defend themselves against physical assault. You will support them if they arrest an offender who crosses the line after one warning.*
3. *If an incident occurs of this nature, don’t leave the messaging up to your PIO. Get out there. Speak from your heart. Tell the community that these men and women risk their lives for their well-being but, attacks and taunting will not be tolerated. Follow through and help prosecute. Come to the hearing—*

yes, the chief attending the hearing—to speak and testify from a position of leadership, no different than a coach would speak to a team. You are the ultimate coach and support system for those who need you in person as much as in the briefing room.

Inevitably, someone will say: “well, it’s not as easy as that, Larry. These are communities at risk. They need to vent. They’re just causing some chaos to create some news. We need their goodwill long term.”

With all due respect, if you feel that way, go out with the men and women that deal with this. See what it is like to have that bucket of water, or paint thrown at your squad car, or pellets shot at a window. Get away from your desk and experience a night or two of this and maybe you will understand what these officers are going through.

To the chiefs of departments and agencies who have spoken up, have prosecuted, have gone to court—bravo! You are a leader. We need more who share your values.

Dr. Larry Barton is the highest rated instructor for The FBI Academy for the past 15 years where he teaches in the LEEDA and NEI programs. He is the Distinguished Professor of Crisis Management and Public Safety at the University of Central Florida. His email is larry@larrybarton.com

“allowing one officer to tolerate such egregious behavior opens the portal for thousands of similar assaults. What was once inconceivable a decade ago can quickly become a norm.”

An Excerpt from the Book Mascot Leadership by Jerry Thompson

— *Jerry Thompson, FBI-LEEDA Instructor*



Jerry Thompson

This book came about as a result of my weekly interaction with the concepts, theories, study, and teachings of leadership. Presently, I have the privilege of working with FBI – Law Enforcement Executive Development Association (FBI-LEEDA) a group that offers advanced leadership and management training to leaders in law enforcement throughout the United States and abroad. These training opportunities have afforded me the chance to travel and interact with voluminous multi-faceted law enforcement executives delving deeply into the topic of Leadership. My colleagues and I demonstrate a passion for assisting these multi-faceted training groups to better understand the daily practice of leadership (acronym LEEDA-ship). Succinctly, the FBI-LEEDA model emphasizes leadership, relationship, partnership, and synergy.

A familiar theme I have recognized amongst those participating in the classes, is that the vast majority of the participants did not or had not received training to successfully serve in the position in which they were presently serving. I wish in the majority of cases, the lack of leadership training was the exception however, the complete opposite is the reality. In fact, for many of the officers participating in the leadership classes, this training was their first exposure to any form of first-line supervisor leadership training.

While facilitating an FBI-LEEDA Command Leadership Institute course in Cheshire, Connecticut, I took the opportunity to look at some of the pictures hanging on the wall of the venue during a classroom break. One particular photo captured my attention. It was a picture of a fire brigade made-up of approximately one hundred or so men and women. Included in the image was a Dalmatian with a red scarf hanging from its neck. The dog was in a sitting position as an honorable member of the firefighting team. At that very second – I asked myself an internal question, *why are Dalmatians seemingly always in pictures with fire departments? Moreover, why are Dalmatians symbolized as a mascot of fire departments?*

I did a quick internet search of those questions and gathered the following: Dalmatians and horses are very compatible. When horse and carriage drew fire pumpers, the Dalmatians were trained to run in front of the fire-carriages barking, serving somewhat like the first sirens to clear paths for the approaching fire carriages. Some Dalmatians would live at a firehouse as a deterrent to thieves who would attempt to steal the powerful horses.

These answers precipitated the questions which led to the writing of this book. The first thought that came to my mind was: *Why is there no single recognizable mascot for law enforcement?*

The second question: *If there was a law enforcement mascot, what would it be?*

Initially, I thought of McGruff the Crime Dog. However, McGruff is a creation of the National Crime Prevention Council to increase crime awareness and personal safety in the United States.

My third question was, *why is it still commonplace for many servings as first-line supervisors to be serving without having received training that would better prepare them to be successful in their jobs?*

And my final question, *what is currently in place as a quick reference for a first-line law enforcement supervisor to help them understand the many facets of their leadership roles?*

I was trying to identify something that was explicitly law enforcement specific. Something, that when seen, would immediately be recognizable and cause someone to identify immediately with law enforcement. All the thoughts mentioned above coupled with my many teaching opportunities have led to the term now known as, “MASCOT Leadership™.”

What follows is an in-depth look into the topic of leadership from a law enforcement first-line supervisor perspective. However, I recognize a discussion of leadership is not restricted to one group but, crosses all time-honored leadership lines.

MASCOT Leadership™ - What Is It?

For me, there is a cognitive correlation of the MASCOT Leader to those who serve in first-line supervisor positions in law enforcement. These first-line supervisors in many states are commonly known as Sergeants. However, other states may refer to them as Corporals, as well as, other states altogether eliminating the sergeant rank and those serving in that position having the title of Lieutenants. Although they have the title of Lieutenant, their responsibilities align with what traditional law enforcement would recognize as sergeants' duties.

I was unable to identify one specific thing that would adequately symbolize or serve as a mascot for the multifaceted individuals who serve in these first-line supervisor positions throughout the nation.

Therefore, the front cover of the book was explicitly created with a nonspecific law enforcement uniform and the head of the officer is a reflective surface, so whichever first-line supervisor looks into the reflective surface they will purposely see a reflection of themselves. Theoretically, the representation signifies that each first-line law enforcement supervisor is a MASCOT Leader.

The ultimate goal of this book is for first-line law enforcement supervisors to understand aspects of, as well as, the real significance of their positions internally and to external stakeholders.

MASCOT Leadership™

I have had the opportunity to travel across the United States and into Canada teaching, and my travels have given me first-hand opportunities to ask countless law enforcement professionals, how does a MASCOT represent the concept of leadership? Likewise, in totality how does a MASCOT represent a team or entity? I received voluminous, and these are a just a few which I believe to be most representative answers including: pride, marketing, history, values, identity, legacy, enthusiasm, a brand, culture, face of the organization. All the responses mentioned above had a positive spin. Con-

versely, there were many responses with a negative spin like offensive, racist, insensitive, intimidating, unprofessional, liability, outdated, deviant, scapegoat and annoying. Someone succinctly stated the mascots symbolizes everything about the entity or team. Some of the more direct answers that I identified as speaking directly to leadership were motivate, direct, train, evaluate, listen, vision, team building, conflict resolution, promote organizational mission and values and to be an example.

The Mystery of a Mascot

Encompassed within the definition of the word mascot is the embodiment of something that brings good luck or that is used to symbolize an event or organization. Or, this could be better stated as a symbol or representation of something.

Think about a mascot. A mascot in the majority of cases seldom says anything yet embodies/represents everything about the organization it serves. Moreover, we all remain clueless to the mascot's true identity. The exceptions are those whom may assist the person donning the mascot outfit.

How mysterious it is that an unknown person in a uniform symbolizes everything about a team, an entity, an organization. How is that possible? It's like a riddle. Whose main objective is it to be outrageously visible, yet remain personally anonymous? The answer? A mascot! Yes, the mascot's job literally entails being outrageously visible, yet remaining personally anonymous.

(continued)

“ The first-line supervisor, analogous to the mascot, needs to understand what they symbolize. This symbolization is of the organization, to the officers they supervise and extends as well to stake holders outside of the organization.”

Individuals who are supporters of a particular entity usually will readily identify the mascot. Moreover, those associated with the mascot characteristically understand the unspoken history, meaning, and the implicit purpose of the mascot. The majority of people recognize the mascot has been set in place to cheer, encourage, and celebrate with them whether successful or unsuccessful. The mascot regardless of the outcome maintains the same customary look and continues the prescribed, predetermined behavior.

Here remains the mystery, besides the entity's and the insiders' knowledge of the purpose and true identity of the mascot, outsiders may only partially understand or be able to identify with the mascot and what its significance is supposed to symbolize or represent. Purposely, there remains a mystical facet to the mascot that is designed to be visible yet remain anonymous.

The Law Enforcement First-Line Supervisor

When considering MASCOT Leadership, the law enforcement first-line supervisor is analogous to a mascot. Habitually visible, yet purposely, remains anonymous in

multi-faceted ways. The first-line supervisors are only known by themselves and possibly family members who in some form or fashion symbolically assist them in donning their uniforms. The first-line supervisor, analogous to the mascot, needs to understand what they symbolize. This symbolization is of the organization, to the officers they supervise and extends as well to stake holders outside of the organization. Stake holders can easily derive their opinions of our various law enforcement agencies solely from the observations or actions of a first-line supervisor/mascot.

In upcoming issues, we will look at the role of the law enforcement first-line supervisor position from the MASCOT Leadership™ mnemonic.

William G. Thompson Jr. (Jerry) is a retired 31-year veteran of law enforcement having served with the Ohio State Highway Patrol (OSHP). Jerry started with OSHP as a cadet dispatcher and ended his career as the Northeast Ohio LCS Unit Commander. During his tenure with OSHP to present, Jerry continues to teach various law enforcement classes at Kent State University in Ohio at their Main and Trumbull branches. He holds a Bachelor's degree in Human Resource Management and a Master's degree in Organizational Leadership. He is a graduate of Northwestern University Staff and Command School.

2019-2020 FBI-LEEDA Executive Board



Pictured (l to r): John Horsman, Ira Edwards, Jr., Dominic Rizzi, Joe Wellington, Donna McNamara, Joel Fitzgerald, and Charles "Skip" Robb, Jr.



THE MISSION OF FBI-LEEDA

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

Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Alexandria Police Department
Congratulations to the Supervisor Leadership Institute course attendees held in May 2019 (Alexandria, VA). We would like to thank **Chief Michael Brown** and the **Alexandria Police Department** for their hospitality.



**Iowa State University
Department of Public Safety**
Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Ames, IA). We would like to thank **Chief Michael Newton** and the **Iowa State University Department of Public Safety** for their hospitality.



**Texas Department of
Public Safety**
Congratulations to the Supervisor Leadership Institute course attendees held in April 2019 (Austin, TX). We would like to thank **Director Steven McCraw** and the **Texas Department of Public Safety** for their hospitality.



Biddeford Police Department
Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Biddeford, ME). We would like to thank **Chief Roger P. Beaupre** and the **Biddeford Police Department** for their hospitality.

Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Boulder County Sheriff's Office
Congratulations to the Supervisor Leadership Institute course attendees held in May 2019 (Boulder, CO). We would like to thank **Sheriff Joe Pelle** and the **Boulder County Sheriff's Office** for their hospitality.



Boynton Beach Police Department
Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Boynton Beach, FL). We would like to thank **Chief Michael Gregory** and the **Boynton Beach Police Department** for their hospitality.



College Park Police Department
Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (College Park, GA). We would like to thank **Chief Ferman Williford** and the **College Park Police Department** for their hospitality.



Columbia Police Department
Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Columbia, SC). We would like to thank **Chief W. H. Holbrook** and the **Columbia Police Department** for their hospitality.



Delaware Department of Corrections

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Dover, DE). We would like to thank **Deputy Warden Louise Layton** and the **Delaware Department of Corrections** for their hospitality.



DuPont Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (DuPont, WA). We would like to thank **Chief Doug Newman** and the **DuPont Police Department** for their hospitality.



Florham Park Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in April 2019 (Florham Park, NJ). We would like to thank **Chief Joseph Orlando** and the **Florham Park Police Department** for their hospitality.



Franklin Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Franklin, TN). We would like to thank **Chief Deb Faulkner** and the **Franklin Police Department** for their hospitality.

Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Colorado State Patrol

Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Golden, CO). We would like to thank **Chief Matthew Packard** and the **Colorado State Patrol** for their hospitality.



Hesperia Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Hesperia, CA). We would like to thank **Captain Mike Browne** and the **Hesperia Police Department** for their hospitality.



Humble ISD Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Humble, TX). We would like to thank **Chief S. Cook** and the **Humble ISD Police Department** for their hospitality.



Lafayette Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in February 2019 (Lafayette, LA). We would like to thank **Chief Toby Aguillard** and the **Lafayette Police Department** for their hospitality.



Babson College Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 in Babson Park, MA. We would like to thank **MPTC and Chief James Pollard** and the **Babson College Police Department** for their hospitality.



Lebanon Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in April 2019 (Lebanon, TN). We would like to thank **Chief Mike Justice** and the **Lebanon Police Department** for their hospitality.



Lewisville Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Lewisville, TX). We would like to thank **Chief Kevin Deaver** and the **Lewisville Police Department** for their hospitality.



Lexington Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Lexington, NC). We would like to thank **Chief Mark Sink** and the **Lexington Police Department** for their hospitality.

Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Lea County Sheriff's Office

Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Lovington, NM). We would like to thank **Sheriff Corey Helton** with the **Lea County Sheriff's Office** for their hospitality.



Lynchburg Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Lynchburg, VA). We would like to thank **Chief Ryan Zuidema** and the **Lynchburg Police Department** for their hospitality.



Hamilton Township Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in July 2019 (Maineville, OH). We would like to thank **Chief Scott Hughes** and the **Hamilton Township Police Department** for their hospitality.



Murfreesboro Police Department

Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Murfreesboro, TN). We would like to thank **Chief Michael Bowen** and the **Murfreesboro Police Department** for their hospitality.



Nashua Police Department
 Congratulations to the Supervisor Leadership Institute course attendees held in June 2019 (Nashua, NH). We would like to thank **Chief Andrew Lavoie** with the Nashua Police Department for their hospitality.



Old Bridge Police Department
 Congratulations to the Supervisor Leadership Institute course attendees held in May 2019 (Old Bridge, NJ). We would like to thank **Chief William Volkert** and the Old Bridge Police Department for their hospitality.



Pass Christian Police Department and the Mississippi Highway Patrol
 Congratulations to the Supervisor Leadership Institute course attendees held in May 2019 (Pass Christian, MS). We would like to thank **Chief Tim Hendricks** and **Colonel Chris Gillard** and the Pass Christian Police Department and the Mississippi Highway Patrol for their hospitality.



Sedgwick County Sheriff's Office
 Congratulations to the Supervisor Leadership Institute course attendees held in May 2019 (Wichita, KS). We would like to thank **Sheriff Jeff Easter** and the Sedgwick County Sheriff's Office for their hospitality.

Police / Community Relationships: We Are Not In This Alone

— *Chris D. Lewis*



Chris Lewis

As a young police officer in northern Canada in the 1970s, I wrongfully thought policing was all about keeping the community safe by issuing traffic tickets, responding to calls for service and arresting bad guys. The words “prevention”, “relationships”, “trust” and “Sir Robert Peel’s Principles” did not roll off my tongue in any way, shape or form. I indeed had so much to learn on so many levels.

At the same time, each of our detachments had what we then called a “Community Services Officer (CSO)” who was supposed to be our link to schools, the media and the few community groups that existed in those days. I didn’t understand or appreciate the role of these officers, in fact I often treated them with disdain, assuming that they simply “didn’t want to do real police work anymore”. In my view, it was our job to tell the public how we would police them, and not their job to tell us. And the media was the enemy! We wouldn’t tell them anything unless we were forced to, and even then, would only release enough information to get them off our backs.

Forty-some years later, I’m ashamed of how much I didn’t know about the world of policing at that time. I suspect the majority of my colleagues from that era now feel much the same.

Over the decades to follow, as I bounced around in various specialized capacities like, tactical ops and major crime, I slowly – but not thoroughly enough, started developing more of an appreciation for the importance of police-media relations and police-community relations. And to be embarrassingly candid, I still didn’t even fully comprehend the critical role our front-line uniformed officers played in the overall policing sphere, let alone the value of our CSOs.

In 2001, I assumed command of our East Region, which was comprised of numerous local detachments, serving dozens of municipalities across a large and di-

verse landscape. Coming out of HQ, I wrongfully assumed I knew what police work was all about. I spent the next 3 years learning so much from the very people I hadn’t fully appreciated until that day. It changed my perspective forever.

Frontline uniformed and civilian personnel, including local admin support employees and Communications Centre personnel are the face of our police departments. All the other special units and HQ support personnel have an important role to play to support those frontline members in doing what they do, but it is secondary to the day-to-day 24/7 interaction the patrol officers and civilian personnel have with the people we are collectively sworn to serve.

As I toured the region early in my time in Eastern Ontario, I met those local officers and staff that lived, played, volunteered, coached and served in those communities. They knew everyone and everyone knew them. They had most often developed tremendous relationships with citizens young and old, as well as educators, partner agency personnel, elected officials and the business community. With that came incredible and invaluable 2-way trust.

As the ranking officer, I quickly realized that the local community didn’t really care whether I existed or not and although our members treated me politely and with respect, nor did they. None of the great work they were doing out there was about me. It was about them. They had the face time with the public and wouldn’t let each other down as they worked together to keep communities safe. I quickly realized that my role was to support them in doing that by ensuring they were well-led, trained and equipped, and then staying out of their way until the chips were down.

I recall a situation when we had hundreds of officers at a large protest event and an NCO reported to me one evening that he was freeing up a few members and a

canine unit to go elsewhere in the region to help find a young girl that was lost in a rugged bush area. I never thought much more about it at that busy time but, recall hearing later that she had been found and was safe.

Then weeks later, I was visiting the detachment area where the girl had been lost and watched an event where our officers and the volunteer firefighters that had found her were being publicly thanked by the little girl and her family. The local media was in attendance as the incredible story was recounted.

Our local CSO was a Constable named Robyn MacEachern. A day or 2 before the four-year old girl became lost, Robyn had been teaching a group of children the “Hug a Tree” program. She told them if they got lost, not to panic and run, but to sit down and hug a tree until family and the police could find them. The child had wandered off the edge of their family’s rural property on a cold evening as she called to their dog and then got lost in the dense bush. She then thought about what the police officer had said and did exactly that. She sat down and hugged a tree. Local officers and firefighters arrived, quickly put a team together and entered the bush in a line. They found the frightened child within an hour and brought her to safety.

It really struck me how much I had not properly appreciated the role of the CSO in community safety. In essence, Constable MacEachern had saved the life of a child. She saved a family and a community from having to grieve. Less important but still significant, she also saved us a larger search and quite likely a death investigation.

Watching those local relationships between the emergency responders, the media and the public flourish – much of it involving Robyn as the key figure, not only made me very proud, it was a game-changer for me going forward in my police leadership roles. Of course, I saw many other similar incidents in the years to follow.

“As our officers and staff deal with local prevention initiatives and respond to cases where the public has been victimized, it is so important that they have developed strong and supportive relationships.”

As our officers and staff deal with local prevention initiatives and respond to cases where the public has been victimized, it is so important that they have developed strong and supportive relationships. As long-time municipal police Chief and former Ontario Provincial Police Commissioner Julian Fantino always preached, “We don’t police the community, we police WITH the community”.

We cannot accomplish that without effective and trusting relationships with the community, the media and partner agencies. The police are the central entity in bringing that to fruition.

Chris Lewis is the former Commissioner of the Ontario Provincial Police (OPP), retiring after 36 years of service. Lewis joined the OPP in 1978 and began his career as a Provincial Constable in Kapuskasing. He has served across the province in a variety of front-line, specialized and management positions. Among his accomplishments, Lewis is the first police officer to have been awarded all three levels of the Canadian Order of Merit of the Police Forces, presented by three successive Governors General.

Did you know ...



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April 27-29, 2020
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Servant Leadership: A Model for Community Engagement

— Heidi Scott Giusto, Ph.D.



Heidi Giusto

Recently, I heard a sermon during which the pastor defined the term servant leadership—where the main goal of the leader is to serve the members of their organization or community. Expectedly, he approached this topic from a religious perspective. He also shared his surprise when he learned that servant leadership is a philosophy used in business as well. When the pastor asked if members of the congregation had ever heard of servant leadership at work, his question was met with more than a few chuckles.

The point is that servant leadership is a well-established leadership model, and it benefits the servant-leader and those they serve. According to the Greenleaf Center for Servant Leadership, “A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong...The servant-leader shares power, puts the needs of others first, and helps people develop and perform as highly as possible.” In other words, a servant-leader can have a wide-reaching ripple of positive impact.

Law enforcement professionals are strong candidates for servant leadership within their own organizations as well as the communities in which they live. Here are two effective ways you can become involved as a servant-leader in your community.

Professional Programs

Community engagement programs are ideal opportunities for police departments to embody servant leadership. If you are in a position to influence community engagement initiatives within your department, consider what areas of the community would benefit the most. Who has the greatest need, and what programs can be established or enhanced to have the greatest positive impact?

Almost inevitably, these types of programs will increase trust and enhance relationships between members of the community and police officers. From the perspective of a parent of young children, I can attest to the effectiveness of school outreach programs. In my children's elementary school, one day there was a “kids versus police officers” soccer game held at recess. Oh, how I heard about the game at the dinner table that day! Once a year, the local police department also hosts a “free helmet day” where officers hand out helmets to children who bike to school. Programs like these, as simple as they might seem, leave a very positive impression on children—and promote healthy habits like physical activity and safety.

If your department currently does not have a community engagement program, consider exploring what would be required to initiate one.

Personal Activities

Volunteering in your local community when you're out of uniform is another way to become a servant-leader. By using your time and talents to benefit others, you will also nourish your soul and set a good example in the process.

When I discuss volunteer opportunities with clients, I do so through two different lenses. First, what inherently interests you, and what will you be good at? At the risk of confirming traditional gender role stereotypes, it is safe to comment that my husband's time will be more efficiently spent volunteering at Habitat for Humanity building a home, whereas my time would be more wisely spent cooking in a community kitchen. Yes, he can cook meals and I know how to use a drill, but neither he nor I are most effective in those roles. We would serve those in need more efficiently by using the skills we have already fully developed or in an area we already have expertise.

“ A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong ... The servant-leader shares power, puts the needs of others first, and helps people develop and perform as highly as possible. ”

a community watch committee for your homeowners association, if you prefer getting budgetary experience you might choose to become the Treasurer of the Board of Directors instead. There might be more of a learning curve for you as Treasurer, but you're serving—and leading—your community just the same.

The second consideration is more aspirational, and can even help you make progress toward long-term career goals: What do you want to get experience in and do more of in the future? By answering this question, you might be driven to take on something entirely different or new to you, even if you will need to dedicate more relative time than for a role in which you're already proficient. In this regard, you might find yourself serving on committees or on boards of directors that are focused on tasks and projects that you would like to become more knowledgeable in. Or, you might start taking on roles in organizations that align with a hobby of yours, or that you've been considering exploring on a professional level. Whereas, a logical “fit” for you might be on

Takeaway

Regardless of how you become involved as a servant-leader—whether professionally or personally, or as a subject matter expert or novice exploring an area of interest—you'll be positively affecting the community you live in. And by setting a good example for those around you, hopefully you'll inspire others to do the same.

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 is a Certified Professional Résumé Writer, a Certified Employment Interview Professional, and a Certified Empowerment and Motivational Coach.



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Iowa State University Department of Public Safety

Congratulations to the Command Leadership Institute course attendees held in July 2019 (Ames, IA). We would like to thank **Chief Michael Newtown** and the **Iowa State University Department of Public Safety** for their hospitality.



Anoka County Sheriff's Office

Congratulations to the Command Leadership Institute course attendees held in June 2019 (Andover, MN). We would like to thank **Sheriff James Stuart** and the **Anoka County Sheriff's Office** for their hospitality.



Asheville Police Department

Congratulations to the Command Leadership Institute course attendees held in April 2019 (Asheville, NC). We would like to thank **Chief Tammy Hooper** and the **Asheville Police Department** for their hospitality.



Mississippi Highway Patrol and Pass Christian Police Department

Congratulations to the Command Leadership Institute course attendees held in July 2019 (Biloxi, MS). We would like to thank **Colonel Chris Gillard** and **Chief Tim Hendricks** and the **Mississippi Highway Patrol and Pass Christian Police Department** for their hospitality.



Chandler Police Department

Congratulations to the Command Leadership Institute course attendees held in June 2019 (Chandler, AZ). We would like to thank **Chief Sean Duggan** and the **Chandler Police Department** for their hospitality.



Cheshire Police Department

Congratulations to the Command Leadership Institute course attendees held in May 2019 (Cheshire, CT). We would like to thank **Chief Neil Dryfe** and the **Cheshire Police Department** for their hospitality.



Horry-Georgetown Technical College

Congratulations to the Command Leadership Institute course attendees held in June 2019 (Conway, SC). We would like to thank **Chief Joseph Hill** and the **Horry County Police Department** and **Horry-Georgetown Technical College** for their hospitality.



Cottage Grove Police Department

Congratulations to the Command Leadership Institute course attendees held in July 2019 (Cottage Grove, MN). We would like to thank **Deputy Director Pete Koerner** and the **Cottage Grove Police Department** for their hospitality.

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Volusia County Beach Safety
Congratulations to the Command Leadership Institute course attendees held in June 2019 (Daytona, FL). We would like to thank **Director Ray Manchester** and the **Volusia County Beach Safety** for their hospitality.



Delaware Capitol Police / Dover Police Department
Congratulations to the Command Leadership Institute course attendees held in May 2019 (Dover, DE). We would like to thank **Chief Michael F. Hertzfeld** and **Chief Marvin Mailey** and the **Delaware Capitol Police / Dover Police Department** for their hospitality.



Eden Prairie Police Department
Congratulations to the Command Leadership Institute course attendees held in April 2019 (Edina, MN). We would like to thank **Chief James DeMann** and the **Eden Prairie Police Department** for their hospitality.



Gilford Police Department
Congratulations to the Command Leadership Institute course attendees held in July 2019 (Gilford, NH). We would like to thank **Chief Anthony Bean Burpee** and the **Gilford Police Department** for their hospitality.



Colorado State Patrol

Congratulations to the Command Leadership Institute course attendees held in May 2019 (Golden, CO). We would like to thank **Chief Matthew Packard** and the **Colorado State Patrol** for their hospitality.



Henrico County Police

Congratulations to the Command Leadership Institute course attendees held in June 2019 (Henrico, VA). We would like to thank **Chief Humberto I. Cardounel, Jr.** and the **Henrico County Police** for their hospitality.



Kerr County Sheriff's Office

Congratulations to the Command Leadership Institute course attendees held in June 2019 (Kerrville, TX). We would like to thank **Sheriff Rusty Hierholzer** and the **Kerr County Sheriff's Office** for their hospitality.



Millington Police Department

Congratulations to the Command Leadership Institute course attendees held in May 2019 (Millington, TN). We would like to thank **Chief Mark Dunbar** and the **Millington Police Department** for their hospitality.

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Old Bridge Police Department

Congratulations to the Command Leadership Institute course attendees held in July 2019 (Old Bridge, NJ). We would like to thank **Chief William Volkert** and the **Old Bridge Police Department** for their hospitality.



Poulsbo Police Department

Congratulations to the Command Leadership Institute course attendees held in July 2019 (Poulsbo, WA). We would like to thank **Chief Dan Schoonmaker** and the **Poulsbo Police Department** for their hospitality.



Cumberland County Sheriff's Office

Congratulations to the Command Leadership Institute course attendees held in June 2019 (South Portland, ME). We would like to thank **Sheriff Kevin Joyce** and the **Cumberland County Sheriff's Office** for their hospitality.



Titusville Police Department

Congratulations to the Command Leadership Institute course attendees held in May 2019 (Titusville, FL). We would like to thank **Chief John Lau** and the **Titusville Police Department** for their hospitality.



Washburn University Police Department

Congratulations to the Command Leadership Institute course attendees held in April 2019 (Topeka, KS). We would like to thank **Chief Chris Enos** and the **Washburn University Police Department** for their hospitality.



Alton Police Department

Congratulations to the Command Leadership Institute course attendees held in Alton, TX (July 2019). We would like to thank **Chief J.B. Flores** and the **Alton Police Department** for their hospitality.



Boise Police Department

Congratulations to the Command Leadership Institute course attendees held in Boise, ID (July 2019). We would like to thank **Chief William Bones** and the **Boise Police Department** for their hospitality.



Carolina Beach Police Department

Congratulations to the Command Leadership Institute course attendees held in Carolina Beach, NC (July 2019). We would like to thank **Chief Chris Spivey** and the **Carolina Beach Police Department** for their hospitality.

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**Montgomery County
Precinct 3 Constable's Office**
Congratulations to the Command Leadership Institute course attendees held in July 2019 (Conroe, TX). We would like to thank **Constable Ryan Gable** and the **Montgomery County Precinct 3 Constable's Office** for their hospitality.



Eau Claire Police Department
Congratulations to the Command Leadership Institute course attendees held in Eau Claire, WI (August 2019). We would like to thank **Chief Gerald Staniszewski** and the **Eau Claire Police Department** for their hospitality.



**Metropolitan Community
College Public Safety Institute**
Congratulations to the Command Leadership Institute course attendees held in Independence, MO (July 2019). We would like to thank **Director Rusty Sullivan** and the **Metropolitan Community College Public Safety Institute** their hospitality.



Virginia Beach Conference Photos

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Lansdale Police Department
 Congratulations to the Command Leadership Institute course attendees held in Lansdale, PA (July 2019). We would like to thank **Chief Michael Trail** and the **Lansdale Police Department** for their hospitality.



Garner Police Department
 Congratulations to the Command Leadership Institute course attendees held in August 2019 (Raleigh, NC). We would like to thank **Chief Brandon Zuidema** and the **Garner Police Department** for their hospitality.



Sedona Police Department
 Congratulations to the Command Leadership Institute course attendees held in Sedona, AZ (August 2019). We would like to thank **Chief Charles Husted** and the **Sedona Police Department** for their hospitality.

2020 Conference - Kansas City, MO

Kansas City is famous for a number of things: Barbecue, Jazz, the World War I museum, trains, and technology.

Did we mention Barbecue?? **Mark your calendars now!**



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Vehicle Theft Through the Years: A Retrospective

— D.T. “Rusty” Russell



“Rusty” Russell

The landscape of vehicle theft has changed dramatically in the U.S. since the first recorded theft occurred in 1902. For more than 100 years, a priority of the National Insurance Crime Bureau (NICB), previously known as the National Automobile Theft Bureau (NATB), is to help recover stolen vehicles. NICB has a multitude of programs and services in place to locate and recover stolen and abandoned member company vehicles. Through sophisticated technologies, in-house expertise and exclusive data-sharing agreements with law enforcement agencies, our vehicle recovery process allows NICB members to recover and protect their customers’ or corporate assets.

History

Since vehicles hit the road in the late 1880s, there have been people ready to steal them. While “mechanical attacks” were never as easy as Hollywood portrayed them (like ripping the wires loose from under the dash and touching them together), thieves nonetheless learned to attack the ignition system—and later the steering column lock—to defeat the vehicle’s anti-theft features and steal your vehicle.

Then there’s the issue of masking the true identity of a vehicle and selling it in whole or pieces, a business that was entered into by more seasoned criminals. The U.S. government stepped in and passed legislation to help link various component parts to the original vehicle.

In response to the growing issue of professional auto thieves and with guidance from NICB, in 1984, Congress enacted the Motor Vehicle Theft Law Enforcement Act (the “Act”). Passage of the Act led to the implementation of the Federal Motor Vehicle Theft Prevention Standard,

requiring manufacturers to affix traceable numbers on the major component parts of vehicles designated as high-theft models.¹

However, before these laws were even enacted, NICB kept records on these component part numbers for vehicle identification purposes as part of its efforts to curb the rampant vehicle theft trend and help its members.

Recognizing the issues associated with mechanical theft methods, manufacturers began to implement anti-theft measures to address the issue of vehicle theft. However, a 2014 NICB news release indicated that by 1991, the issue of motor vehicle theft had become so pervasive that theft rates hit an all-time high of 1,661,738. NICB sought to combat the vehicle theft epidemic by working with all stakeholders to leverage technology in the form of hardened vehicle ignition systems, data analytics, global positioning system (GPS) tracking devices, and bait cars to proactively fight motor vehicle theft.

Advancements in anti-theft technology, along with a pro-active approach to vehicle theft, were starting to have a positive effect by 2010 as statistics were beginning to show a downward trend.

Starting with the widespread use of transponder equipped ignition systems, and evolving into today’s keyless ignition systems, much of this technology was designed to deter or prevent future motor vehicle thefts. For example, with the new keyless ignition systems, there’s no metal key that can be copied and no mechanical steering-column lock that can be forced or otherwise defeated.”² Unfortunately, as with any new advancements in technology, it was merely a matter of time before someone developed methods to counter those advancements and ultimately create a new vocabulary.

Theft Methods Today

Relay attacks, key cloning, code grabbers, and other devices are frequently cited in the news media as the modern method of theft whenever there is a lack of physical evidence (such as a broken window, broken steering



column, etc.) that would otherwise explain theft. While these new “technological attacks” are certainly a potential cause of theft, the lack of physical damage is not absolute proof.

Technological attacks are by their very nature complex. Often there’s no visible evidence of the crime, which leads to confusion and false assumptions on the method of theft. In fact, the majority of the technological theft trends are occurring outside of the United States.

Some thieves have discovered that all that’s required is a computer by which to ascertain either your identity or create a totally fictitious “synthetic” identity. Once accomplished, they can simply purchase a vehicle (oftentimes several vehicles) and have it delivered right to them.

NICB recognizes that today the common denominator is the modern key fob. Thieves either need to obtain it or find alternative ways to circumvent it.

While some thieves are using such technology to facilitate thefts, in many instances the public has become so complacent with the new keyless ignition technology that they often leave their keys inside their vehicles, thus resulting in the increasing theft rates, reported NICB earlier this year. And it has every reason to believe that trend (of leaving keys in the vehicle) continues today based on reports received from various law enforcement sources.

Today, it’s much harder to visually observe a stolen vehicle from afar because it’s unlikely that you’ll find a vehicle with a broken vent window or a towel draped over the steering column. The same obscurity holds true for vehicle theft suspects as it’s highly unlikely that you’ll find one with remnants of a broken spark plug in their pocket.

Instead, today’s vehicle theft investigator should be looking for suspects with spare engine control modules, tablet-style tools used to reset the immobilizer, and a myriad of other technological devices used by the modern vehicle thief. Investigators can also utilize technology in the form of tire pressure management sensors, key fobs, and infotainment systems to advance vehicle crime investigations through analytics of those devices.

No-cost Investigation Assistance

Each day, scores of insurance professionals, law enforcement agencies, and even the automotive manufacturing industry turns to NICB for assistance with vehicle crime-related inquiries. These inquiries range from cross-referencing a vehicle’s component part, to conducting a review of a surveillance video to determine the year/make/model of a suspect vehicle, to understanding the technology of a particular vehicle and what data fields it can yield.

NICB’s organizational structure of both field agents working side-by-side with law enforcement and insurance companies, coupled with a robust staff of analysts researching scores of data, demonstrates that it occupies a unique and vital space within the vehicle crime community.

It’s because of this unique position that NICB often becomes aware of, or receives requests for, information as it relates to potentially new methods of vehicle theft. It’s also why NICB stands ready to assist law enforcement with your vehicle crime investigative needs.

At its core, NICB’s founders had it right from day one. Partnerships and information sharing are the name of the game.

**For investigative assistance,
call 800.447.6282, ext. 7002**

**To learn more, go to
www.nicb.org/law-enforcement**

1. “Code of Federal Regulations Title 49 - Transportation,” Government Publishing Office online, last modified October 1, 2017, <https://www.govinfo.gov/content/pkg/CFR-2017-title49-vol6/xml/CFR-2017-title49-vol6-part541.xml>.

2. Peter Gareffa, “What You Need to Know About Keyless Ignition Systems,” August 7, 2018, <https://www.edmunds.com/car-technology/going-keyless.html>.

D.T. “Rusty” Russell is the Director of Operations-Vehicles with the National Insurance Crime Bureau. Director Russell coordinates all of NICB’s Vehicle, Commercial, Marine, and Heavy Equipment programs from a national perspective and is assigned to NICB HQ. He has been with NICB since 2009 and previously served as an NICB Special Agent in Western North Carolina. Prior to joining NICB, Director Russell retired from the Saint Lucie County Sheriff’s Office in Florida and spent the last 13 years of his career assigned to the auto theft division. He holds a Bachelor of Arts in Criminal Justice from Ashford University and an Associate of Arts from Indian River State College.

Course Graduates

EXECUTIVE LEADERSHIP INSTITUTE



Cheshire Police Department
Congratulations to the Executive Leadership Institute course attendees held in June 2019 (Cheshire, CT). We would like to thank **Chief Neil Dryfe** and the **Cheshire Police Department** for their hospitality.



**Delaware Capitol Police/
Dover Police Department**
Congratulations to the Executive Leadership Institute course attendees held in April 2019 (Dover, DE). We would like to thank **Lt. Michael Downs** and the **Delaware Capitol Police/Dover Police Department** for their hospitality.



Kaysville Police Department
Congratulations to the Executive Leadership Institute course attendees held in May 2019 (Kaysville, UT). We would like to thank **Chief Sol Oberg** and the **Kaysville Police Department** for their hospitality.



Lafayette Police Department
Congratulations to the Executive Leadership Institute course attendees held in April 2019 (Lafayette, LA). We would like to thank **Chief Toby Aguillard** and the **Lafayette Police Department** for their hospitality.



Collin County Sheriff's Office
 Congratulations to the Executive Leadership Institute course attendees held in June 2019 (McKinney, TX). We would like to thank **Sheriff Jim Skinner** and the **Collin County Sheriff's Office** for their hospitality.



Tufts University Police Department
 Congratulations to the Executive Leadership Institute course attendees held in June 2019 (Medford, MA). We would like to thank **Chief Kevin Maguire** and the **Tufts University Police Department** for their hospitality.



Millington Police Department
 Congratulations to the Executive Leadership Institute course attendees held in July 2019 (Millington, TN). We would like to thank **Chief Mark Dunbar** and the **Millington Police Department** for their hospitality.



North Miami Beach Police Department
 Congratulations to the Executive Leadership Institute course attendees held in April 2019 (North Miami, FL). We would like to thank **Chief William Hernandez** and the **North Miami Beach Police Department** for their hospitality.

Course Graduates

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Sevierville Police Department
Congratulations to the Executive Leadership Institute course attendees held in May 2019 (Sevierville, TN). We would like to thank **Chief Joseph Manning** and the **Sevierville Police Department** for their hospitality.



Missouri Sheriff's Association
Congratulations to the Executive Leadership Institute course attendees held in June 2019 (Springfield, MO). We would like to thank **Sheriff Jim Arnott, MSA President** and the **Missouri Sheriff's Association** for their hospitality.



FBI Milwaukee Field Office
Congratulations to the Executive Leadership Institute course attendees held in May 2019 (St. Francis, WI). We would like to thank **SAC Justin Tolomeo** and the **FBI Milwaukee Field Office** for their hospitality.



Washburn University Police Department
Congratulations to the Executive Leadership Institute course attendees held in July 2019 (Topeka, KS). We would like to thank **Chief Chris Enos** and the **Washburn University Police Department** for their hospitality.



Passaic County Sheriff's Department and the Passaic County Police Academy
 Congratulations to the Executive Leadership Institute course attendees held in July 2019 (Wayne, NJ). We would like to thank **Sheriff Richard H. Berdnik and Director Robert A. Lyons** and the **Passaic County Sheriff's Department and the Passaic County Police Academy** for their hospitality.



Palm Beach County Sheriff's Office
 Congratulations to the Executive Leadership Institute course attendees held in May 2019 (West Palm Beach, FL). We would like to thank **Sheriff Ric Bradshaw** and the **Palm Beach County Sheriff's Office** for their hospitality.



Iowa State University Police Department
 Congratulations to the Executive Leadership Institute course attendees held in August 2019 (Ames, IA). We would like to thank **Chief Michael Newtown** and the **Iowa State University Police Department** for their hospitality.



Deming Police Department
 Congratulations to the Executive Leadership Institute course attendees held in July 2019 (Deming, NM). We would like to thank **Chief Alex Valdespino** and the **Deming Police Department** for their hospitality.

Course Graduates

EXECUTIVE LEADERSHIP INSTITUTE



Weatherford Police Department
Congratulations to the Executive Leadership Institute course attendees held in July 2019 (Weatherford, OK). We would like to thank **Chief Louis Flowers** and the **Weatherford Police Department** for their hospitality.



Polk State College-Kenneth C. Thompson Institute of Public Safety

Congratulations to the Executive Leadership Institute course attendees held in August 2019 (Winter Haven, FL). We would like to thank **Director Bart Favis** and the **Polk State College-Kenneth C. Thompson Institute of Public Safety** for their hospitality.



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If you have questions about the Trilogy, please contact our office at 877-772-7712 or fbileeda.org/trilogy

It's Good to Hear ...



THE COIN

In October of 2016, I attended the Command Leadership Institute course at Bridgewater State University in Massachusetts. I had the good fortune to have Jerry Thompson as one of our instructors. The class was well attended, and the room was full. I was immediately impressed with Jerry's command and control of the room. I think every single attendee left that session believing that they had interacted with Jerry personally and took from the class an abundance of information. As a trainer and instructor, I appreciate Jerry's skill set.

I had an opportunity to have some one-on-one discussion Jerry during the course. We discussed my (at the time) 32 years of law enforcement experience, and my lack of a bachelor's degree. I had a lot of formal training but, no degree. I was a sergeant at the time. At the end of the class, Jerry presented me with a challenge coin to continue my education.

When I returned to work at a state college, I reached into my pocket and found the coin. I remembered Jerry's words of encouragement. I decided it was time to complete my degree. In May of 2018, I completed by Bachelor of Arts degree in Sociology/ Business. In May of 2019 I completed my Master of Education. In June 2019, I completed the Trilogy with FBI-LEEDA which included the Supervisor and Executive Leadership Institute courses.

I carried that coin in my pocket every day as I worked towards my educational goals. Each time I walked across the graduation stage, I had it in my hand. I am now a Chief of Police in a new department. I am applying what I have learned from the FBI-LEEDA Trilogy courses to benefit my department. I am insisting that my command staff attend FBI-LEEDA courses.

To say that first course was life changing would be an understatement. When I talk about my experience in Jerry's FBI-LEEDA course, I refer to it as a "religious experience." Those who know Jerry usually nod their heads in agreement. I can honestly say that I wouldn't in my current situation, with two degrees, and a new job just three years later, if not for the FBI-LEEDA Trilogy. The FBI-LEEDA staff and courses can change an officer's life.



– Chief Laura L. Lefebvre, M.Ed
Director of Public Safety/Campus Police
Holyoke Community College

We would love to hear from you!

If you are interested in sharing your FBI-LEEDA experience please email lseiler@fbileeda.org.

Announce Your Candidacy:

FBI-LEEDA Sergeant at Arms

JOIN OUR EXECUTIVE BOARD:

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

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

Deadline to submit your candidacy statement is Monday, March 30, 2020

Send to: FBI-LEEDA, Inc.
Attention: President Dominic Rizzi
5 Great Valley Parkway, Suite 359, Malvern, PA 19355



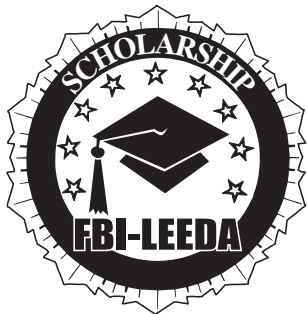
Virginia Beach Conference Photos

Access the website to review and download memorable photographs from our 28th Annual Executive Education Conference in Virginia Beach.



<https://2019fbileedavabeach.shutterfly.com/>

Use password: leeda19beach *(case sensitive)*



FBI-LEEDA Scholarship Program

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

BASICS – Applications for the 2020-2021 academic school year are now being accepted. Your application must be postmarked by March 27, 2020, 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. 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.

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 scholarships 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 359, Malvern, PA 19355

ELIGIBILITY –

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

Membership Benefits

REMEMBER TO RENEW YOUR MEMBERSHIP

Please log in to confirm that your membership profile lists your current email address. You can log in to renew by credit card at any time.

FBI-LEEDA Members benefit from:

- *Course Announcements*
- *Membership News & Events*
- *Line-of-Duty Death Benefit*
- *Membership Directory*
- *Networking*
- *Training*



Are You Eligible for FBI-LEEDA Life Membership?

Any active member who has been a dues paying member in good standing for a period of not less than ten (10) years and is retired from public service may request life membership by writing to the FBI-LEEDA President. Life members are exempt from the payment of annual dues.

Contact FBI-LEEDA at 877-772-7712. | info@fbileeda.org

The Justice Federal Credit Union Foundation

— *Roger L. Trott, Vice-President, JFCU Foundation*

The Justice Federal Credit Union Foundation, Inc. (JFCU Foundation) is a young charitable non-profit organization that is committed to improving the lives its credit union members and their families. We also support individuals and organizations, like FBI-LEEDA, Inc. and its members, who are an important part of our greater justice and law enforcement community.

The foundation was established with essential support and a common vision from the Justice Federal Credit Union. The purpose of the collaboration was to increase the number of ways in which the credit union provides unwavering support and care for members of the justice and law enforcement community. The Hardship Relief Program described below is a part of that vision.

The foundation is fully accredited, and an IRS recognized, 501 (c) 3 non-profit. We are volunteer led by five

“ We have
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hardship grants
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a comeback in
their lives. ”

working Directors, who give back to the foundation through their charitable work and monetary donations. The foundation operates on thin margins with no paid staff.

Last year, the foundation's Board of Directors established The Hardship Relief Program to provide help and hope for those in dire circumstances. Emailed requests for assistance are individually reviewed by a director and if applicable, are given the opportunity to apply for a Hardship Relief Program grant. Each grant application is reviewed to

determine how the foundation might be of help in the given hardship situation. The reviewing director will generally interview the grant applicant and may request additional tax and financial documentation. The reviewing director then makes a recommendation to the entire Board of Directors; who vote on if or to which extent the grant will be funded.

Funding is limited and the foundation acknowledges that not every problem, need, and hardship can be addressed. We do not currently have the funds to address occurrences of natural disasters, furloughs, major medical treatments, or situations requiring multiple grants. The average Hardship Relief Program grants can range from \$250.00 to \$3,000.00. The number and amount of grants the foundation offers are dependent on the amount of supporting donations and contributions that are received.

Although in its early stages, The Hardship Relief Program has already helped people in hardship in the past year. We have been able to purchase groceries, pay utility bills and rent, purchase cars, fix cars and pay past due medical bills. Our grants keep people in their jobs to avoid homelessness and maintain their dignity. Our grants have also helped individuals gain re-employment and access human services for continued support. Our grants are changing people's lives.

In order to continue to make positive impacts for those experiencing hardship, we need help. Donations are vital the support of The Hardship Relief Program. With your help, we can give people the hope and support needed to navigate times of dire circumstance. We have found that the hardship grants are allowing people to make a comeback in their lives. You can help reduce the hardship of someone in need.

The Justice Federal Credit Union has a long history of caring for the well-being of members. Today the Credit Union's proud vision still stands, to be an unwavering partner to the justice and law enforcement community. The JFCU Board of Directors, Senior Executive Team and Staff, provide key support to the foundation from its' creation, during stand-up and with continuing operations.

For more information go to our website jfcufoundation.org. Comments from those we helped with hardships are posted. WE INVITE YOU TO BECOME A PART OF YOUR FOUNDATION'S STORY!!

If you know a FBI-LEEDA member who is facing a difficult hardship situation, please direct them to email us at

www.jfcufoundation.org

Please put "Hardship Request-LEEDA" in the email subject line.

A big **THANK YOU** to all who have already contributed!!



Online

You can be a part of the foundation's efforts by making an online tax-deductible donation at our website jfcufoundation.org/Donate.



Mail

You can also mail a check, payable to "JFCU Foundation", 5175 Parkstone Dr, Suite 200, Chantilly, VA 20151



Roger L. Trott

Vice-President, JFCU Foundation

JFCU Foundation Directors

Tom Baker, John Greaney, Gary Penrith, and Mark Robnett



Visit jfcu.org ▶

Important Legal Disclaimers and Information

*The IRS recognizes the Justice Federal Credit Union Foundation, Inc. as a 501(c)(3) Tax Exempt, National Non-Profit Charitable Foundation. Contributions to the Foundation may be tax deductible. Please consult a tax advisor for details regarding your personal tax situation.

Remote Guarding Continues To Have Positive Impact On Law Enforcement

— **Tom Stone**, *Elite Interactive Solutions*



Tom Stone

Elite Interactive Solutions (“Elite”) was recognized by the Security Industry Alarm Coalition (“SIAC”) at its 2019 conference in Indianapolis, Indiana, for Elite’s highly successful Remote Guarding program. The Police Dispatch Quality Award was created by SIAC to recognize companies that promote cooperative best practices, reduce unnecessary dispatches, and give officers the most complete information when responding to alarms. Aria Kozak, Founder and CEO, accepted the award on behalf of Elite Interactive Solutions.

On October 4, 2016, Elite became the first company to ever receive the Underwriters Laboratories (UL) certification for Remote Guarding services through the use of command and control. The certification requirement, which is found in UL 827 and 827B, is the first of its kind

and positions Elite as a leader in the rapidly-growing managed Remote Guarding industry.

Remote Guarding

Elite’s Remote Guarding capabilities combine people, processes, and technology to provide high quality security for its commercial customers. Elite’s Remote Guarding system takes video cameras and turns them into “digital guards” by integrating them with military-grade artificial intelligence, capable of alerting live security agents of any intruders or trespassers. Doing so enables these cameras to detect the presence of individuals or vehicles and report in real time to live remote security agents for assessment and engagement. Once a “threat” is detected by a digital guard,

it sends an alert to Elite’s highly trained security agents (located remotely in its centralized 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*
- *Handling nuisances so law enforcement can focus on real crime*

These digital guards act as the first line of defense for Remote Guarding companies and work together to create a digital “geo-fence” that protects against perimeter intrusions. Detection zones can also be placed indoors to safeguard places like correctional facilities and beyond. These abilities have made Remote Guarding the most advanced security solution available today, proactively preventing crime and improving security at unprecedented levels.

In fact, Remote Guarding helps eliminate false alarms and criminal activity on commercial properties over time, while improving clients’ relationships with local law enforcement. Elite is committed to providing quality service to its customers and working with law enforcement agencies to make communities safe. Elite recently reported that its Remote Guarding system has prevented 110,311 crimes on customer-protected property which resulted in 2,071 arrests.

Officer Safety

The most powerful reason for law enforcement to embrace Remote Guarding is the dramatic improvement it brings in officer safety. Officers benefit from agents guiding them with the help of cameras and audio as they approach suspects, helping ensure that officers never walk into the unknown. Responding officers know

“ Remote Guarding provides many benefits to help make law enforcement more effective while helping maximize and extend limited resources. ”

a call from the Elite Command Center will likely generate a safe arrest attempt. This improved efficiency helps enhance relationships with local law enforcement as officers' time and efforts can be used more effectively.

Doing the Heavy Lifting

In many instances, Remote Guarding does the "heavy lifting", resolving incidents without the need to involve law enforcement agencies.

Skateboarders, transients, graffiti, and illegal dumping are all examples of nuisance crimes that municipalities must spend their valuable resources responding to. Unfortunately, law enforcement response to minor crime has diminished in recent years due to limited resources and budgetary constraints. The more time officers spend responding to nuisance and minor crime, the less time they have available for addressing criminal activity. Remote Guarding takes on these lower priority responsibilities for any facility at which it is deployed, whether by a private client, directly by law enforcement or other public safety impacting entities. By resolving minor security concerns independently and reducing nuisance calls to practically zero, Remote Guarding security systems allow law enforcement agencies to reallocate officers to more demanding crimes. These activities significantly save time, money, and personnel for law enforcement agencies and allow them to use their resources to address more serious issues.

Working with Law Enforcement to Reduce Crime

Remote Guarding security solutions take ownership of many issues that currently require law enforcement involvement. Instead of just observing, reporting, and passing the problem to law enforcement, Remote Guarding security solutions take a proactive approach to prevent crime before it has the chance to happen.

Law enforcement agencies have much to gain by encouraging the integration of these security surveillance systems within their areas of service. Below are some ways in which Remote Guarding can improve law enforcement efforts in local communities:

- *Significant reduction in false alarms*
- *Engaging nuisance activity through AV systems to get them to leave without law enforcement intervention*
- *Serving as trained live eye-witnesses to crimes in progress for law enforcement response when needed*
- *Enhancing officer safety by providing AV tactical support throughout an event*
- *Providing effective investigation and prosecution support for the resolution of crime by providing both audio and visual recordings of the event*

Remote Guarding provides many benefits to help make law enforcement more effective while helping maximize and extend limited resources. Collaborations between the security industry and law enforcement are key to maximizing the impact Remote Guarding can make in our communities.

As innovations in security surveillance systems continue to advance, it is essential that we utilize them and partner with our law enforcement agencies. In doing so, we will be securing a better quality of life for our communities, while aiding the incredible law enforcement officers that serve and protect us every day.

Remote Guarding Knows No Limits

Mr. Kozak recently said that Elite Interactive Solutions will soon introduce enhanced Remote Guarding technology which our law enforcement partners have requested. The enhanced technology will provide an even greater degree of protection to responding officers and protected property.

ABOUT THE AUTHOR: Tom Stone has more than four decades of law enforcement and public safety experience, including twenty-two years as Chief of Police/Public Safety Director. As past President and Executive Director Emeritus of FBI-LEEDA, Tom has championed education for law enforcement agencies, developed curriculum, and instructed law enforcement agencies nationwide in law enforcement leadership and management. Tom also serves as Board Chair for Elite's Law Enforcement Advisory Board, where his insight and passion for Remote Guarding benefit both Elite's clients and law enforcement partners.

Course Graduates

MEDIA AND PUBLIC RELATIONS



Horry County Sheriff's Office

Congratulations to the Media and Public Relations course attendees held in June 2019 (Conway, SC). We would like to thank **Sheriff Phillip E. Thompson** and the **Horry County Sheriff's Office** for their hospitality.



Humble ISD Police Department

Congratulations to the Media and Public Relations course attendees held in July 2019 (Humble, TX). We would like to thank **Chief S. Cook** and the **Humble ISD Police Department** for their hospitality.



Gwinnett County Police Department

Congratulations to the Media and Public Relations course attendees held in June 2019 (Lawrenceville, GA). We would like to thank **Chief Butch Ayers** and the **Gwinnett County Police Department** for their hospitality.



Parker Police Department

Congratulations to the Media and Public Relations course attendees held in April 2019 (Parker, CO). We would like to thank **Chief David Kong** and the **Parker Police Department** for their hospitality.



Lafayette Parish Sheriff's Office
 Congratulations to the Media and Public Relations course attendees held in April 2019 (Scott, LA). We would like to thank **Sheriff Mark Garber** and the **Lafayette Parish Sheriff's Office** for their hospitality.



Murfreesboro Police Department
 Congratulations to the Media and Public Relations course attendees held in July 2019 (Murfreesboro, TN). We would like to thank **Chief Michael Bowen** and the **Murfreesboro Police Department** for their hospitality.



Rio Rancho Police Department
 Congratulations to the Media and Public Relations course attendees held in July 2019 (Rio Rancho, NM). We would like to thank **Chief Stewart Steele** and the **Rio Rancho Police Department** for their hospitality.



FBI Milwaukee Field Office
 Congratulations to the Media and Public Relations course attendees held in August 2019 (St. Francis, WI). We would like to thank the **FBI Milwaukee Field Office** for their hospitality.



Course Graduates

MASTER PUBLIC INFORMATION OFFICER



Parker Police Department

Congratulations to the Master Public Information Officer course attendees held in May 2019 (Parker, CO). We would like to thank **Chief David King** and the **Parker Police Department** for their hospitality.



Smyrna Police Department

Congratulations to the Master Public Information Officer course attendees held in July 2019 (Smyrna, GA). We would like to thank **Chief David Lee** and the **Smyrna Police Department** for their hospitality.



Course Graduates

REFLECTIVE LEADERSHIP INSTITUTE



Palm Beach County Sheriff's Office

Congratulations to the Reflective Leadership Institute course attendees held in August 2019 (West Palm Beach, FL). We would like to thank **Sheriff Ric Bradshaw** and the **Palm Beach County Sheriff's Office** for their hospitality.



Course Graduates

INTERNAL AFFAIRS INVESTIGATIONS



Fort Worth Police Department
Congratulations to the Internal Affairs Investigations course attendees held in May 2019 (Fort Worth, TX). We would like to thank **Chief Joel Fitzgerald** and the **Fort Worth Police Department** for their hospitality.



Painesville Police Department
Congratulations to the Internal Affairs Investigations course attendees held in May 2019 (Painesville, OH). We would like to thank **Chief Daniel Waterman** and the **Painesville Police Department** for their hospitality.



Anoka County Sheriff's Office
Congratulations to the Internal Affairs Investigations course attendees held in August 2019 (Andover, MN). We would like to thank **Sheriff James Stuart** and the **Anoka County Sheriff's Office** for their hospitality.



Spokane County Sheriff's Office
Congratulations to the Internal Affairs Investigations course attendees held in August 2019 (Spokane, WA). We would like to thank **Sheriff Ozzie Knezovich** and the **Spokane County Sheriff's Office** for their hospitality.

It's Good to Hear ...



THE RIGHT TOOLS FOR THE JOB

Recently I had the opportunity to attend the FBI-LEEDA Supervisor Leadership Institute (SLI) held at the Delaware Department of Correction in Dover, DE. This training was without a doubt one of the best trainings I've attended. The instructors, Chief Soler and Dr. Moore, more than demonstrated a comprehensive but, detailed knowledge of leadership at the micro and macro level. They were able to share the material in a way that the class was able to understand the magnitude of how important leadership is during this era of Law Enforcement. Additionally, they created an atmosphere of acceptance for all the participants, regardless of experience or station. Our agency is currently going through a significant command structure change that we have never experienced before. Our new administration is very supportive of professional development of all staff. The FBI-LEEDA model is answering a need we have had for some time. I thoroughly believe that this depth of instruction will enable us to reach our potential as the premiere Law Enforcement agency in our state.

This class taught me to reflect and learn from my experiences. By looking inward, doing a self-analysis of my Leadership style, and interacting with my subordinates, peers, and supervisors, I can develop a path that will lead me to become a more effective Leader. My epiphany moment in this class occurred while discussing our staff and that they deserve for us to be the best we can be for them. As leaders, it is our obligation to move our teams forward. In order to do that, we need to have the right tools for the job. By continuing to learn and grow, leaders are able to identify, teach, and coach those they are mentoring to mature and prosper into the future department leaders. This ever-evolving mechanism is what determines the overall success or failure of an organization. The FBI-LEEDA SLI course has shown me the importance of taking a personal and active role in this evolution.

This was my second course in the Trilogy and third course in total with FBI-LEEDA. I took the Executive Leadership Institute (ELI) in the fall of 2018. The final step in my Trilogy will be the Command Leadership Institute (CLI). FBI-LEEDA offers a Media & Public Relations that I took in the fall 2018. Even though I was impressed by the depth of material in previous courses, this class solidified my desire to continue on and complete the Trilogy.

All of my experiences with FBI-LEEDA courses have left me with authentic and applicable knowledge that has enabled me to be a more effective and efficient leader. Just by being part of the discussions and the sharing of experiences, you can't help but to learn. Once the course is over, you still are afforded resources that you can use if you're in need of support during your journey. Both instructors from SLI gave their contact information and strongly encouraged us to reach out as a resource for each other. Our instructors didn't just talk the talk, they walked the walk.

I have been with the Delaware Department of Correction for a number of years and I can honestly say that I wish our department started taking FBI-LEEDA courses two decades ago. The topics presented and how the material was delivered not only showed the class how to improve as supervisors, but it also gave us a path to continually grow and develop to better our agencies and ourselves. FBI-LEEDA has made me a better leader, professional, and person.



— Jon Beck

Security Superintendent
Sussex Correctional Institution
Georgetown, DE

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

If you are interested in
sharing your FBI-LEEDA
experience please email
lseiler@fbileeda.org.

Thank you,

LifeLock Identity Theft Training Summits

We would like to thank LifeLock for their support of the FBI-LEEDA / LifeLock Identity Theft Training summits! Thousands of officers were trained in the latest trends and investigative techniques in identity theft.

Thank you to the amazing team of instructors who delivered the summits! We would also like to thank the previous instructors who taught the identity theft program, including Bob Boback, Levi Gundert, Sheriff Wayne Ivey, Jason Novotny, and Missy Coyne.

All of the instructors played a valuable role in making this program so very successful.

August marked the end of the summit offerings. Since the program began in 2008, FBI-LEEDA has offered 263 classes, utilizing nine instructors.

Familiar Faces to the LifeLock Instructor Team:



Justin Feffer is a Lieutenant with the Los Angeles County District Attorney's Office Bureau of Investigation, and been with the program since 2009. He has taught in 30 states to 83 classes, involving 5888 officers from 2181 different city, county, state and federal agencies.



Carol Frederick is a retired Resident Agent in Charge for the Florida Department of Law Enforcement, and has taught 87 classes in 36 states, Guam and Canada, beginning in 2010, reaching 5415 officers from 2100 agencies. She continues to teach the Supervisory Leadership Classes for FBI-LEEDA.



Terri Nelson is the newest member of the training team, and is a sergeant with the Jefferson County Sheriff's office in Colorado, and assigned to the training division. Beginning in 2018, she has taught nine classes in as many states to over 550 officers from 236 agencies.



Paige Hanson is the Chief of Identity Education for LifeLock. She helped to design the program and was responsible for the curricular management. She also taught the victim assistance portion of our training summits to 168 classes.



Mark Sullivan has been the program manager since late 2012, and has facilitated 141 training programs in all 50 states including Guam and Canada. He continues to serve as the coordinator for the Regional Representative program for FBI-LEEDA.

The FBI-LEEDA Board, Instructors, Staff and Membership thank you!



LEOSA State By State: Why Are Retired Police Officers Having Problems?

— Eric Daigle, Esq.



Eric Daigle

The Law Enforcement Officer Safety Act, which is also known as HR 218 (hereinafter “LEOSA”) was enacted on July 22, 2004 to extend active law enforcement officers and retired law enforcement officers the opportunity of carrying a concealed firearm in all 50 states, the District of Columbia, and all U.S. territories (hereinafter collectively called “states”) as long as they meet certain requirements. Since the law was enacted, it has been amended in 2010 and 2013. The intention of the amendments was:

1. *To extend the benefits to persons who separated after serving an aggregate of 10 years or more as active, reserve, auxiliary or volunteer law enforcement officers.*
2. *To extend the benefits to all active or retired military personnel, law enforcement officers from the Department of Defense, and all law enforcement officers from the executive branch of the federal government, Amtrak, and the Federal Reserve.*
3. *To mandate that all active and retired law enforcement officers must carry a photograph ID that identifies the person as authorized to carry a concealed firearm under LEOSA.*

In order to qualify to receive this privilege, the active or retired law enforcement officer (“LEOs”) must meet LEOSA’s requirements and those requirements established by the states. LEOSA’s requirements for active LEOs are the following:

- *Authorized by law to engage in, or supervise the prevention, detection, investigation, or prosecution of, or the incarceration of any person for any violation of law, and has statutory powers of arrest;*
- *Authorized by the agency to carry a firearm;*
- *Not to be subject of any disciplinary action by the agency which could result in suspension or loss of police powers;*
- *Meets the standards established by the employer agency to regularly qualify and train in the use of a firearm;*

- *Is not under the influence of alcohol or another intoxicating or hallucinatory drug or substance; and*
- *Is not prohibited by State or Federal law from carrying or receiving a firearm.*

LEOSA’s requirements for retired LEOs are the following:

- *Separated from service in good standing from a government agency as a law enforcement officer for reasons other than mental instability;*
- *Authorized by law to engage in or supervise the prevention, detection, investigation, or prosecution of, or the incarceration of any person for any violation of law;*
- *Had statutory powers of arrest or apprehension immediately before retirement;*
- *Was separated from service in good standing with a government agency as an LEO for an aggregate of 10 years or more, or separated from such an agency due to a service-connected disability after completing any applicable probationary period of such service;*
- *During the past 12 months has met, at his/her own expense, the standards for qualification for active law enforcement officers to carry firearms of his/her former employer agency or of those established by the state;*
- *Cannot be under the influence of alcohol or another intoxicating or hallucinatory drug or substance; and*
- *Is not prohibited by State or Federal law from carrying or receiving a firearm.*

So, what’s the problem?

LEOSA requirements may seem pretty straightforward. However, the amendments and the language of the law have caused many problems to LEOs, some of which have been arrested and indicted. In addition to the ambiguity of LEOSA’s language, the implementation of the law varies by state.

In this article, we will provide LEOs with an overview of how LEOSA is being applied in each state. The information contained in this article does not include all of the requirements or precautions that LEOs need to take. We strongly advise seeking legal advice or consult with a local law enforcement agency if you are planning to move or visit another state and intend to bring your firearm.

First Problem: Definition of firearm in LEOSA

LEOSA's legislative history, as well as in some cases addressing the intention of the law as to the definition of firearm, may demonstrate that LEOSA applies to all firearms except those specifically exempted in the law. However, LEOs must be aware of the current laws of their state on which firearms are permitted to be carried concealed. Although LEOSA is a federal law and as such preempts any state law, LEOs should avoid getting themselves in a criminal prosecution that may or may not end up being dismissed.

Solution: *Be familiar with your state requirements to carry a concealed firearm.*

Second Problem: Gun Free Zones

LEOSA and state laws have some exceptions where carrying a concealed firearm is prohibited. LEOSA states that carrying a concealed firearm into private property, where the possession of a firearm is not permitted is a violation of the law. LEOSA also prohibits the possession of any firearm in property owned or leased by state or federal governments. LEOs also need to be aware of additional locations, if any, where their state does not allow firearm possession.

It seems clear and logical enough. But it is not. There are exceptions in which individuals are permitted to carry concealed firearms in federal park lands with a state-issued permit. At the same time, there are areas marked as Gun Free School Zones in which, if an individual is caught with a concealed weapon and possess a permit not issued by the state, he/she can get in trouble in that state. Gun Free School Zones could be big and

you might pass by it inadvertently. It is important for LEOs to get familiar with the firearms laws of the state they are in and if they don't have a state-issued permit to carry a concealed firearm, they should be familiar with the Gun Free School Zones and avoid them.

Third Problem: Some states or agencies are not issuing LEOSA identifications to qualified LEOs

When LEOSA was amended to require an identification card, the Department of Defense did not amend their policy. Qualified LEOs who worked with the Department of Defense do not have a LEOSA identification, which could get them in trouble in their own states or if they travel to a state that requires it.

Additionally, there are some states that allow LEOs to carry concealed firearms without an identification. There are other states who have made a different interpretation of LEOSA and are refusing to grant the privilege to qualified individuals. Others are refusing to issue identifications for lack of funds or are issuing identifications to local LEOs and not to those LEOs from out of state. All those states that have these problems are listed below.

Fourth Problem: Issues with the annual firearm certification required by LEOSA

Qualification training as required by LEOSA is definitely not consistent within the states. There are states that do not require qualification training at all after you retire. In those states that the qualification training is not regulated by the state, some individuals calling themselves certified instructors, are providing "qualification training" that does not necessarily meet the standards of the state or of the local law enforcement agencies. A qualified LEO might take that training and have a certification issued on that training that might not be recognized by

“ LEOs need

to be familiar with

the firearm laws

of their state or

of the state they

intend to visit.”

(continued)

the state, causing the LEO to get in trouble for carrying a concealed firearm without a permit. LEOs need to be extra cautious when enrolling in a qualification training in a state that does not have a list of certified instructors. Those states that do have a list, make it available online on their official webpage or on the webpage of the local law enforcement agencies.

Some states have both state qualification training and the training that each law enforcement agency provides to their own LEOs. Those states that have both, allow out of state LEOs to take the state qualification training if they need their LEOSA identification. Information about which states have problems with the qualification training is provided below.

Finally, if a LEO wants to have more than one concealed firearm, not all states require qualification training on each firearm he/she intends to carry. LEOSA is not clear on this regard and defers the decision to the states causing more inconsistency. For example, if a LEO is trained to carry one concealed firearm and is caught in another state that is more restrictive with a different one could get prosecuted.

Fifth Problem: Inconsistencies in the application of LEOSA requirements to apply for the privilege

The next section will provide an insight on which states are LEOSA friendly and which states have requirements or lack thereof that could cause legal problems to qualified LEOs.

The following states have requirements that makes carrying a concealed weapon more difficult or are in some way in conflict with LEOSA. Ignorance is not bliss in these states and getting caught breaking their laws could cause serious legal problems to qualified LEOs:

- *Alabama: This state does not require annual re-qualification for the concealed firearms. The identification issued by this state will only be valid in that state and on those states that have reciprocity with Alabama. The Firearms scorecard signed by a firearms instructor serves as proof of qualification. We strongly recommend that LEOs from this state should familiarize with the states that have reciprocity with Alabama or should not carry their concealed firearm out of state. If a LEO moves out of*

LEOSA in the states

The following states have requirements that are very similar to LEOSA and are issuing the identifications to LEOs to carry concealed firearms in accordance with the law:

California*	Idaho	Massachusetts	New York*	Texas
Colorado	Illinois	Michigan	North Carolina	Utah
Connecticut*	Iowa	Minnesota	North Dakota	Virginia
Delaware	Kansas	Mississippi	Oregon	Wisconsin
District of Columbia	Kentucky	Nebraska	Pennsylvania	Wyoming
Florida	Louisiana	Nevada	South Carolina	
Georgia	Maine	New Hampshire	South Dakota	
	Maryland	New Mexico	Tennessee	

** These states ban magazines that hold more than 10 rounds.*

“ Ignorance is not bliss in these states and getting caught breaking their laws could cause serious legal problems to qualified LEOs. ”

this state, he/she should qualify for a LEOSA identification in the state he/she is moving to.

- **Alaska:** This state is not issuing identifications allowing LEOs to carry concealed firearms because carrying a concealed firearm in this state is allowed. Additionally, this state does not require annual firearm re-qualification. LEOs from this state should not carry their concealed firearm out of state. If a LEO moves out of this state, he/she should apply and qualify for a LEOSA identification in the state they are moving to.
- **Arizona:** This state has a law that seems to be equivalent to LEOSA. However it is not extending the LEOSA privilege to campus or university police officers when they retire because the state does not consider them qualified under their law to carry a concealed weapon.
- **Hawaii:** If you are visiting, you have to register at the local police department, regardless of how long you are staying. You also have to provide the address of where you are staying, bring your weapon for inspection, and pay a nominal fee. The process can take from 1-3 hours.
- **Indiana:** Each Indiana law enforcement agency/department handles its own retirees in accordance with their agency/department guidelines and standards. Some agencies/departments may qualify retirees from Federal and/or out of state agencies/departments. The Indiana State Police only issue retired credentials to their retirees after 25 years of service and will only qualify their own retirees in good standing.
- **Missouri:** Only the law enforcement agencies where the LEOs are from, can offer him/her the qualification training and issue a LEOSA identification to their own LEOs. If a law enforcement agency from that state does not have the program available, those LEOs that are or were from that agency would not be able to have a concealed weapon under LEOSA. Out of state LEOs moving to this state must verify if they have reciprocity with their state

of residence or corroborate if any of Missouri's law enforcement agencies will qualify them and issue them a LEOSA identification.

- **Montana:** Since there was no federal funding to implement LEOSA in the states, there are only a few local agencies that offer the qualification training and the LEOSA identification.
- **New Jersey:** This state has its own law equivalent to LEOSA with the same limitations as Arizona. Also, this state requires semiannual qualification in order to be able to carry, bans magazines that hold more than 10 rounds and carrying hollow point bullets.
- **Ohio:** The state of Ohio does not issue LEOSA identification cards. This state left the decision of the issuance of LEOSA identification cards to the local police departments and sheriffs' offices. Retired LEOs can qualify and re-qualify with their concealed firearms in the law enforcement agency they retired from but they will have no identification to prove it out of state. The only document that shows whether an active duty officer has qualified with a firearm is an Ohio Peace Officer Training Academy (OPOTA) score sheet. Out of state LEOs may request to qualify under Ohio standards for LEOSA to an Ohio Peace Officer Training Commission approved instructor. This represents a risk to LEOs if they decide to carry their concealed firearm out of state.
- **Oklahoma:** Currently, Oklahoma has not designated any state agency to be responsible for LEOSA. CLEET sets standards for Law Enforcement Education and Training. Approved CLEET Firearms instructors can conduct annual LEOSA qualifications. CLEET suggested language for annual LEOSA qualification cards issued by CLEET approved firearms instructors. Even though Oklahoma does not have a designated agency for the LEOSA identifications, they issue concealed weapons permits to retired full time or reserve peace officers Oklahoma state, county, or municipal law enforcement agencies, or federal law enforcement agencies. Oklahoma permits may not be valid in other states.

(continued)

“ If LEOs need to travel to another state because of an emergency or an unplanned vacation, they should consult with an attorney with knowledge of the laws of that state, call a local law enforcement agency or they should leave their firearms behind in accordance with the laws of their state. ”

- **Puerto Rico:** This territory of the United States has confusing requirements. Active LEOs are only allowed to carry their regulation firearm or the firearm issued to them by the Puerto Rico Police Department after being qualified. They are allowed to carry that firearm concealed. LEOs who retired in good standing can apply for a license to carry a firearm and they are allowed to carry it concealed. Out of state LEOs are required to register or notify their firearm to the Puerto Rico Police Department regardless if they are only visiting. LEOSA identification or their active LEO identification is essential for the notification/registration process. It is strongly recommended to learn about their notification/registration process before coming to this territory.
- **Rhode Island:** They only certify their own law enforcement officers and they do not honor any other state permits or identifications under LEOSA. The only solution for out of state LEOs is to apply for a concealed firearm permit like any other citizen of Rhode Island in accordance with their requirements.
- **S. Virgin Islands:** This territory of the United States does not recognize or accept any identification issued by another state. LEOs should not bring their concealed firearms with them if they visit this island. They have their own system to issue firearms licenses. They do issue permits to carry firearms to retired or active LEOs but all LEOs must meet their own requirements.
- **Vermont:** Any Vermont Criminal Justice Training Council certified firearms instructor can conduct qualifications shoots for retired LEOs. Each department/agency is responsible for issuing the appropriate documentation as evidence of annual qualification.
- **Washington:** This state does not require a permit, certification, or identification to LEOs to carry a concealed firearm. Retired LEOs are allowed to carry concealed weapons as long as they retired in

good standing from their law enforcement agency. We strongly recommend that LEOs from this state should familiarize with the states that have reciprocity with Washington or should not carry their concealed firearm out of state. If a LEO moves out of this state, he/she should qualify for a LEOSA identification in the state he/she is moving to.

- **West Virginia:** Although this state is “LEOSA friendly”, effective in May 2016, this state would not require an identification to retired LEOs that qualify under LEOSA. West Virginia law enforcement agencies, to include West Virginia State Police, can qualify their own retired officers. On an individual basis, some retired officers from out of state and federal agencies have been qualified by West Virginia State Police or by local law enforcement agencies/departments. We strongly recommend that LEOs from this state should familiarize with the states that have reciprocity with West Virginia or should not carry their concealed firearm out of state. If a LEO moves out of this state, he/she should qualify for a LEOSA identification in the state he/she is moving to.

Significant cases

- *Duberry v. District of Columbia*, 824 F.3d 1046 (D.C. Cir. 2016): This case decided three important things:
- The U.S. Court of Appeals for the Washington D.C. Circuit extended the right of retired law enforcement officers to carry concealed weapons under LEOSA to retired corrections officers.
- LEOSA “does not afford discretion” to state or local authorities to decide who is and who is not a qualified LEO or RLEO (Retired Law Enforcement Officer).
- LEOSA is fully enforceable under the civil rights statute 42 U.S.C. § 1983 (“Section 1983”). That is, officers may bring a lawsuit under Section 1983 to challenge any acts by state or local authorities (or “under color” of any such authority) that in any

way deprive them or “cause” them to be deprived of their LEOSA right to carry.

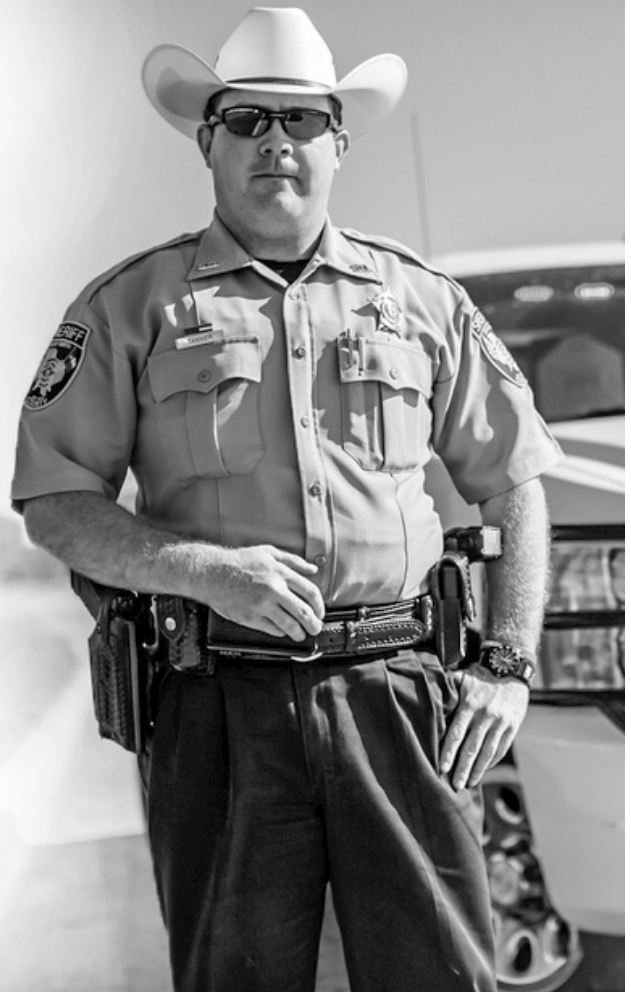
- *Thorne v. United States*, 11–CF–492, 11–CF–730 (D.C. Cir. 2012): The Court declared private security guards are not protected by LEOSA.
- *LEOSA does not bestow either an explicit right to obtain the required photographic ID or a federal remedy when a state agency refuses to issue one. See: McKinley v. City of Topeka*, Case No. 06-C-376; *Moore, et. al. v. Trent, et.al.*, 2010 U.S. Dist. LEXIS 133038 (E.D. Illinois 2010); and *Johnson v. NY State Dept. of Corrections*, 709 F. Supp. 2d 178 (N.D.N.Y. 2010).

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Bio: 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.

Concluding Remarks

LEOs need to be familiar with the firearm laws of their state or of the state they intend to visit. If LEOs need to travel to another state because of an emergency or an unplanned vacation they should consult with an attorney with knowledge of the laws of that state, call a local law enforcement agency or they should leave their firearms behind in accordance with the laws of their state. When there are work related assignments, the district/city attorney of the LEO’s law enforcement agency, should find out the necessary requirements and provide the information to the LEO. If a LEO is stopped in another state by another LEO, he/she should notify that officer that he/she is carrying a concealed weapon immediately. The LEO should also provide the officer with the identification that authorizes him/her carrying the concealed weapon. Having said that, a LEO should not assume the risk, hoping he/she would not get caught or that he/she would receive professional courtesy from another LEO. Prevention is key, so LEOs must learn the laws of the state they will visit or move into before taking bringing their weapons.



FBI-LEEDA Regional Representative Program Update

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



FBI-LEEDA's team of Regional Representatives serve as liaisons to each of the FBI's regional command college sessions and share information about all of our training opportunities. Some areas of the country have limited access to FBI-LEEDA courses, or in some cases, are not familiar with the association.

Since March, our Regional Rep program has offered information about FBI-LEEDA to fourteen regional command colleges around the country, sending the Insider magazine and offering FBI-LEEDA membership. There are seven sessions remaining in 2019.

Five different Reps have travelled to thirteen of those regional programs, offering informational presentations on the association, including all of our different educational initiatives, the Trilogy Leadership Series, college credit partnerships, on-line courses, eTrilogy, and the annual education conference.

Our reps have reached over 1000 leaders and commanders from local law enforcement agencies. Many are pleased with the variety of in-person offerings and online Distance Learning programs. We highlight the benefits of the FBI-LEEDA membership and the impact we are making in the law enforcement community. On average, a visit to the regional command colleges produce 50-85% of attendees joining LEEDA as new members!

Thank you to the Reps who have been instrumental in bringing the valuable information to law enforcement across the country and invited so many to become new FBI-LEEDA members.

FBI-LEEDA Regional Representatives

(Covering ME NH MA RI)	Chief Matt Canfield Laconia (NH) Police Department, mcanfield@laconiapd.org
(Covering PA NJ DE)	Lieutenant Tim Troxel Upper Moreland (PA) Police Department ttroxel@uppermoreland.org
(Covering AL MS GA FL)	Lieutenant Bruce Hannan Palm Beach County (FL) Sheriff's Office, hannanb@pbso.org
(Covering ND SD NE MN IA MO AR)	Chief Harry Gurin Peculiar (MO) Police Department, hgurin@peculiarpd.com
(Covering CA NV AZ HI AK)	Chief Mark Pazin California Office of Emergency Services (OES), mark.pazin@calOES.ca.gov
(Covering WY UT CO KS NM OK)	Undersheriff Richard Powell Sedgwick County (KS) Sheriff's Office, richard.powell@sedgwick.gov
(Covering TX LA)	Assistant Director (Ret.) J. Frank Woodall Texas Department of Public Safety, colwoodall@att.net
(Covering WA OR ID MT)	Lieutenant Tony Bennett Yakima (WA) Police Department, Tony.Bennett@yakimawa.gov
(Covering CANADA)	Inspector Superintendent Steven Molyneux Toronto Police Service, steven.molyneux@torontopolice.on.ca

Program Coordinator: Mark Sullivan
FBI-LEEDA, msullivan@fbileeda.org



Visit our website for:

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www.fbileeda.org

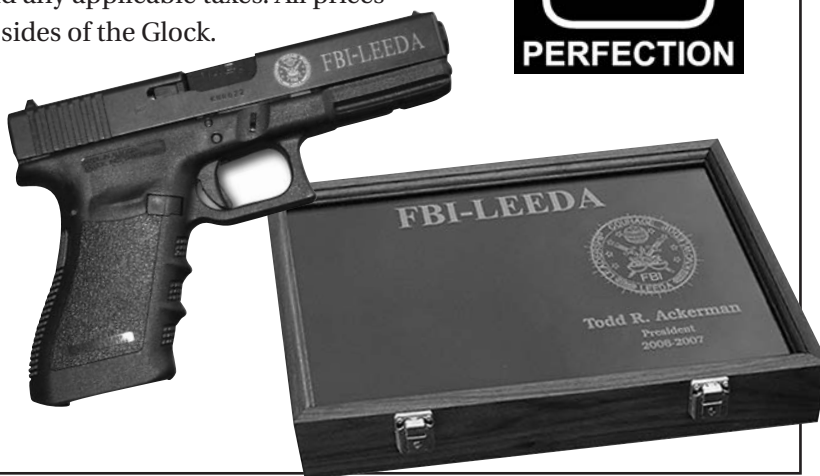
FBI-LEEDA Commemorative Glock

This special commemorative Glock is available to FBI-LEEDA members only and is shipped to federal firearms licensees only. Standard delivery is 30-45 days after receipt of your order with payment. Purchaser is responsible for cost of the FFL transfer (if any), shipping, and any applicable taxes. All prices include engraving – can engrave up to three sides of the Glock.

Order form and prices are posted on the **"Members Only"** section of the FBI-LEEDA website.

For orders please contact:

Todd R. Ackerman, Chief of Police
Marysville Police Department
207 South Tenth, Marysville, KS 66508
Tel: 785-562-2343 Fax: 785-562-3296



FBI-LEEDA Members' Spotlight



SHARE EXPERIENCES. GET PUBLISHED.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. Articles should be approximately 750 words; please include your high resolution professional portrait (300 dpi, .JPG or .TIF file), and a short bio and send to the FBI-LEEDA office, attention Laura Seiler or email her at lseiler@fbileeda.org *We welcome your submission.*

Education with you in mind:

FBI-LEEDA offers a course tailored to your continuing educational needs:

Supervisor Leadership Institute | Command Leadership Institute
Executive Leadership Institute | Media and Public Relations
Master Public Information Officer | Leadership Integrity
Procedures for Managing Internal Affairs Investigations
Reflective Leadership Institute
Distance Learning Online Courses
Phase I - Basic Supervisory Liability | Phase II - Advanced Supervisory Liability | Ethics

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

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 Supervisor Leadership Institute registration fee is \$695.

2



Command Leadership Institute

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

The Command Leadership Institute registration fee is \$695.

3



Executive Leadership Institute

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

The Executive Leadership Institute registration fee is \$695.

Contact FBI-LEEDA at 877-772-7712 or email us at info@fbileeda.org

for additional information concerning any of these learning opportunities or interest in hosting any of these programs in your area.

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

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



Additional Education Opportunities



Media and Public Relations

FBI-LEEDA is pleased to present a 4-1/2 day course on media and

public relations. Police cannot succeed without the support of the community they are sworn to protect. The image of an agency as a professional and ethical organization is vitally important. By promoting a consistent, positive public image of your department, your community will come to perceive their police as an agency they can depend on and trust.

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

The Media and Public Relations registration fee is \$745.



Master Public Information Officer

Our newest course offering!

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

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

The Master Public Information Officer registration fee is \$745.



Procedures for Managing Internal Affairs Investigations

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

The Internal Affairs Investigations registration fee is \$695.



Leadership Integrity

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

The Leadership Integrity registration fee is \$450.



Reflective Leadership Institute

The 4-1/2 day course focuses 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 Reflective Leadership Institute registration fee is \$695.

Distance Learning Online Courses

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

Phase I – Basic Supervisory Liability

FBI-LEEDA's *Basic Supervisory Liability* is an online instructor lead program offered to law enforcement agencies. The four week course is accessible via the Internet and is divided into four modules – each focusing on specific issues facing today's law enforcement supervisors. The *Basic Supervisor Liability* includes a review of constitutional standards applicable to supervisor liability, deliberate indifference, and use of force investigation. In addition, the program reviews legal standards applicable to internal affairs investigations and sexual harassment, knowledge of legal standards and best practices in protecting themselves and their department from liabilities.

Sessions start every thirty (30) days.

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

Phase II – Advanced Supervisory

Liability Ensuring Effective and Constitution Policing

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

Sessions start every sixty (60) days.

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

Ethics

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

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



Putting the Pieces Together – Online

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

FBI-LEEDA offers three courses via distance:

Basic Supervisory Liability, Advanced Supervisory Liability and Distance Learning Ethics.

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

Inquiries for POST credit for these courses should be directed to the FBI-LEEDA office at 877-772-7712 or Frank Woodall at fwoodall@fbileeda.org

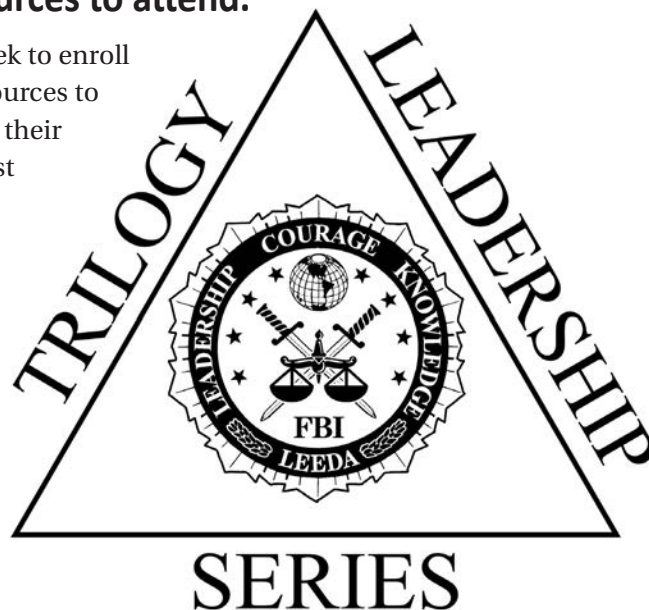
TRIL GY Scholarship

FBI-LEEDA offers a scholarship to assist officers seeking our Trilogy leadership courses but lack agency resources to attend.

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

If you have any questions about the Trilogy Scholarship, please contact us at 877-772-7712 or email us at info@fbileeda.org; please include *“Trilogy Scholarship Request + Class location/date”* in the subject line:

Requirements can be found at:
fbileeda.org/TrilogyScholarship



Congratulations to all of our students who received Trilogy scholarships

FBI-LEEDA Agency Trilogy Award

Congratulations to the Mustang (Oklahoma) Police Department for receiving the FBI-LEEDA Agency Trilogy Award!

FBI-LEEDA bestows this honor on law enforcement agencies whose entire Command Staff have completed the FBI-LEEDA Trilogy Leadership series. The Mustang Police Department was presented this award at a recent City Council meeting by FBI-LEEDA instructor, David Boggs. This award not only reflects the department's commitment to leadership excellence, but also on the support of a great Chief of Police, City Manager, Mayor and City Council. FBI-LEEDA supports law enforcement agencies of all sizes by bringing the best leadership education to law enforcement professionals across the country. We believe that by fulfilling our mission, we are helping not only the law enforcement profession, but communities across the nation.

If you are interested in learning more about our Trilogy Leadership series courses, please visit our website at fbileeda.org.





FBI-LEEDA Instructors



David Allen



Dr. Anthony Batts



Ron Bayne



David Boggs



Sarah Connolly



Dean Crisp



Eric Daigle



Carol Frederick



Michael Gardiner



Dr. Jeff Green



Dr. Michael Gropman



Jennifer Harris



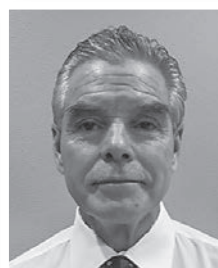
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Larry Horak



Les Kachurek



John King



Joe LeDuc



David Lyons



David McGill



Dr. Neil Moore



Adam Myrick



Mary O'Connor



Judy Pal



Tim Plotts



Louis Quijas



Todd Radford



Mary Rook



A.C. Roper



Stephanie Slater



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Terri Wilfong



Frank Woodall



Keith Bushey
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Contact: Alex Liston, Marketing Programs Manager

7 Campus Drive, Suite 210, Parsippany, New Jersey 20151

Telephone: 609-458-5544

Email: alex.liston@cellebrite.com



Justice Federal Credit Union

Contact: Judy Pollard, Business Development Officer

5175 Parkstone Drive, Suite 200, Chantilly, Virginia 20151

Telephone: 703-480-5300 Ext. 3148

Email: pollardj@jfcu.org



Verizon Wireless

Contact: Tom Ostrosky, Verizon Project Manager,
Public Safety Outreach Program

1 Verizon Way, Basking Ridge, New Jersey 07920

Telephone: 908-227-3732

Email: Thomas.Ostrosky@VerizonWireless.com



GOLD LEVEL CORPORATE PARTNERS



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

FBI-LEEDA Corporate Partners



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: Chief Tom Stone (Ret.), Chairman, Law Enforcement Advisory Board
1200 W. 7th Street, Suite 120, Los Angeles, California 90017
Telephone: 877-435-4832, Mobile: 610-564-4823
Email: tstone@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

Did you know ...



Walt Disney opened his first animation studio, called Laugh-O-Gram Studios, in Kansas City. Mickey Mouse was inspired by a real-life mouse in the building.

April 27-29, 2020 - Save the Date
2020 Conference - Kansas City, MO

Official Merchandise for FBI-LEEDA

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Email: tavaras.richardson@glock.us



Police & Sheriffs Press

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Email: Frank@pasp365.com



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Email: clfletcher@rasportinc.com



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College Credits

Pursuing a degree as an adult is no simple task. Full-time jobs, families, and other responsibilities can make it challenging. At FBI-LEEDA, we are proud to partner with several higher education institutions to help our Trilogy recipients save time and money in pursuit of their educational goals. The cutting-edge leadership curriculum we offer to law enforcement professionals has been recognized by our affiliated institutions for college level credit. Many of these institutions offer tuition discounts, credit for prior learning, accelerated and online courses.

Degree completion can help lead to career advancement, networking opportunities and an increase in salary. Our Trilogy recipients deserve credit where credit is due. These partnerships are meant to help make educational goals a reality for thousands of FBI-LEEDA attendees. The requirements for each program may vary. To learn more about which institutions and programs might be a fit for you, visit our website at:

fbileeda.org



Graduate Credit Programs Available

California University of Pennsylvania (Cal U)

For more information about the Cal U program, contact:



Brian Kohlhepp, Adjunct Faculty
Department Of History, Politics, Society And Law
kohlhepp@calu.edu | (724) 938-4054

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



College of Saint Elizabeth

For more information about their program, contact



James F. Ford, Jr., Ph.D.
Professor of Criminal Justice, Director of Graduate Program
Justice Administration and Public Service
jford@cse.edu | (973) 290-4324



Visit **fbileeda.org** for details and links to these graduate programs

Graduate Credit Programs Available

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

William Watson, MBA General Manager - Husson University - Southern Maine
Director of Internships and Partner Program, Instructor
(207) 874-5801 | watsonw@husson.edu

Marie Hansen, J.D., Ph.D.
Dean, College of Business | Interim Dean, New England School of Communication
(NESCom) (207) 973-1081 | hansenm@husson.edu



Purdue University Global

For more information about the PGU program, contact:



Bryon M. Mills, Director Public Sector National Accounts
bryon.mills@purdueglobal.edu | Tel: (210) 632-2699



Rosemont College

For more information about their program, contact



E. Jay Kolick, Director, Criminal Justice–HLS-EM
Schools of Graduate and Professional Studies
Tel: (610) 527-0200 ext. 2473



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



Visit fbileeda.org for details and links to these graduate programs

FBI-LEEDA POST Approvals by State *(as of September 1, 2019)*

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	X						X	ATA
Arkansas Commission on Law Enforcement Standards & Training	X	X	X								
California Commission on Peace Officer Standards & Training	X	X	X	X	X	X	X	X	X	X	CPT only
Colorado Peace Officer Standards & Training Board	X	X	X	X	X					X	ATA
Connecticut Police Officer Standards & Training Council	X	X	X	X	X	X				X	ATA
Delaware Council on Policing Training	X	X	X	X	X	X	X	X	X	X	ATA
District of Columbia Police Officers Standards & Training Board											
Florida Criminal Justice Standards & Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
Georgia Peace Officers Standards & Training Council	X	X	X	X	X	X				X	ATA
Hawaii	X										ATA
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	X	X	X	X	X	X	X	X	X	X	ATA
Iowa Law Enforcement Academy	X	X	X	X	X	X	X	X			ATA
Kansas Commission on Peace Officers' Standards & Training	X	X	X	X	X	X	X	X	X	X	ATA
Kentucky Law Enforcement Council	X		X	X	X						
Louisiana Peace Officer Standards & Training Council	X	X	X	X	X						ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X	X	X	ATA
Maryland Police & Correctional Training Commissions											
Massachusetts Municipal Police Training Committee	X	X	X	X	X						ATA
Michigan Commission on Law Enforcement Standards	X	X	X	X	X		X	X	X	X	
Minnesota Board of Peace Officer Standards & Training	X	X	X	X	X					X	ATA
Mississippi Office of Standards and Training	X	X	X	X	X		X	X			
Missouri Peace Officer Standards & Training	X	X	X	X	X		X	X	X	X	***
Montana Public Safety Officer Standards & Training	X	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					X	ATA
New Jersey Police Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
New Mexico Law Enforcement Academy Board	X	X	X	X	X	X	X	X	X	X	
New York Municipal Police Training Council	X	X	X	X	X	X	X	X	X	X	ATA
North Carolina Law Enforcement Training & Standards	X	X	X	X	X	X	X	X	X	X	ATA
North Dakota Peace Officer Standards & Training	X	X	X	X	X		X	X	X	X	
Ohio Peace Officer Training Commission	X	X	X	X	X						ATA
Oklahoma Council on Law Enforcement Education & Training	X	X	X	X	X	X	X	X	X		ATA
Oregon Department of Public Safety Standards & Training Certification	X	X	X	X	X	X	X	X	X	X	ATA
Pennsylvania Municipal Police Officers' Education & Training Commission	X	X	X	X	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	X	X	X	X	X	X				X	ATA
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	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	N/A	N/A	N/A	P	ATA
Washington State Criminal Justice Training Commission	X	X	X	X	X	X	X	X		X	ATA
West Virginia Law Enforcement Professional Standards											
Wisconsin Law Enforcement Standards Board	X	X	X	X	X	X	X	X	X	X	ATA
Wyoming Peace Officers Standards & Training Commission	X	X	X	X	X	X	X	X	X	X	ATA

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

*** For MO POST credit please contact the FBI-LEEDA office at 877-772-7712; or email Frank Woodall at fwoodall@fbileeda.org

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

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100% of our Transactions are Reported to Law Enforcement



LIVE VERIFICATION

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



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.

No Search Warrant Needed • No Subpoena Needed • No Cost to your Agency



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April 27-29, 2020



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