



FBI-LEEDA

Issue II - Summer/Fall 2020

INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

Wellness *On and Off Duty*

*Raising the bar to find the balance
between body and mind*

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FBI-LEEDA

INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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President's Letter

The January 2020 issue of *Insighter*, featured articles about “Leading through Change” in 2020. In my previous letter to the Association, I reflected on our accomplishments and our commitment to providing the very best leadership education to law enforcement professionals. I also reviewed some coming changes to our Executive Leadership class to help police leaders face the challenges of the coming year. As I re-read my letter and the articles in the most recent magazine, I realize how essential these messages are, given the unprecedented times we are facing as police professionals.

2020 is going to be a year to remember, but not for the reasons I thought just a few short months ago. 2020 is serving up a series of defining moments for our law enforcement profession, our leaders and for FBI-LEEDA as a leadership education association. As I write this letter, our country is continuing to deal with the effects of the coronavirus pandemic, our law enforcement partners are coming to grips with national events that are shaking the fragile relationships between police and the communities they serve, and police leaders are struggling with one crisis after another.

As the President of FBI-LEEDA, I am paying close attention to how our membership is responding to the nationwide crises and how our police leaders are rising to meet the challenges of our times. As I pause to reflect on the mission of FBI-LEEDA, I am reminded of how for the past 25 years or so, our association has been teaching our police professionals to be excellent leaders for their agencies during times of volatility, uncertainty, complexity, and ambiguity. We reached over 10,000 students in 2019 and thousands in the years prior with lessons on how to lead through change and uncertainty. Those short words, change and uncertainty, say a lot about 2020. But I remain optimistic about our profession and our ability to adapt and overcome adversity. I am inspired that FBI-LEEDA has the very best instructors, teaching the most up-to-date leadership curriculum for so many police professionals around the country.

The first half of 2020 was a time of uncertainty for our Association as we had to face the reality of ceasing our in-person classes for an unknown length of time. Although we were fortunate to complete about 60 classes in January and February, in March, the coronavirus pandemic forced FBI-LEEDA to shut down our in-person class schedule. It was a decision we made to protect the health of our instructors, students and partner agencies. Behind the scenes, our staff in Malvern was ready for the challenges of clearing our class schedule for the coming weeks, moving student registrations and rescheduling classes. I could not be prouder of how our staff has stepped up to these unprecedented challenges. Week after week of our shutdown, our staff answered calls and emails from host agencies and students. Although there was uncertainty as to when we could get back to our in-person class schedule, I was happy to hear that most students did not want to cancel their training. Our students wanted to know when the class would be rescheduled. This is a testament to the strength of our entire association, our instructors and members.

FBI-LEEDA is a leadership education organization, teaching all levels of law enforcement professionals how to be better leaders. A key element of our Trilogy and media relations curriculum focuses on crisis leadership. It would be an understatement to say that 2020 is turning out to be a year where crisis leadership is being tested at all levels of police organizations. It occurs to me that FBI-LEEDA has been having leadership discussions with our students about crisis leadership for many years. I am proud to be associated with FBI-LEEDA. I believe that we are helping to change policing for the better, one leader at a time. There are many challenges facing law enforcement in the coming months and years, but I know that together, we are making communities healthier by developing better police leaders for many generations to come.



Dominic Rizzi, Jr.
President, FBI-LEEDA

A stylized handwritten signature in black ink, appearing to read 'Dom Rizzi Jr'.

Dominic Rizzi, Jr.
President, FBI-LEEDA

The LEEDing Edge

Director of Curriculum and Instruction Report - Summer 2020



Dr. Neil Moore

*Director of Curriculum and
Instruction, FBI-LEEDA*

“May You Live in Interesting Times...”

“May you live in interesting times,” has been attributed to be an ancient Chinese curse meaning may you experience much disorder and trouble in your life. I can find no confirming evidence of its Chinese origin, but I can certainly say that U.S. policing seems to be living in “interesting times.” That said, the ELI curriculum update takes these interesting times into consideration. FBI-LEEDA members and participants in our leadership education, are mindful that SLI, CLI and ELI are all updated on a three-year cycle. We use the input of our learners and the input of our outstanding team of national instructors to guide the improvements and updates in curriculum. That guidance is particularly salient at this moment in history. In my 40 + years in and around the most noble profession in the U.S., there has never been such a turbulent time for our colleagues.

The wisdom of our learners and our instructors is that the ELI curriculum merely needs a refreshment and not a full-scale overhaul. And, so that is what the 2020 version of ELI will entail. The 2015 President’s Task Force Report on 21st Century Policing has become a guide for ELI. We focus on the topics found in that document, rename several of the pillars of that report and guide our learners on a deep dive of six major issues facing U.S. policing from an executive perspective. Here is what to expect.

When our five-day instructors greet the class on Monday, the learners should anticipate introductions and general information and discussion about leadership...a morning of dialogue and discussion. The Five-day will then set up the week using the President’s Task Force Report as a guide, with an FBI-LEEDA twist on several of the topics. Those Five-days, that our learners have come to love, are going to briefly set the stage concerning trust and procedural justice, look more in depth at policy and oversight, a return to the concepts of community policing and let the class know where our path will guide us for the following four and one-half days. This is going to be a full week!

As our Two-day instructors roll in on Tuesday...hang on! A full day of Building Trust and Procedural Justice! These concepts go hand -in-hand and straight to the core of the issues that give rise to our “interesting times.” We expect robust discussion and world -level potential solutions from our learners. The Wednesday classes start off with a refreshed Bias and Diversity session, a minimum amount of the learner material discussing the significance of how the hardwiring of the brain gives everyone a bias and... an “us” versus “them” orientation. Our Two-day instructors finish the day off with Employee Wellness. Our research has found at least two agencies that are taking an all-inclusive approach to physical and mental wellness and we found an agency that has successfully implemented a mandatory physical fitness assessment that has withstood a court challenge. PERF research on this topic confirms that our officers are taking their own lives at a rate 2.4 times higher than officer loss of life by homicide. Suicidal ideation among cops hovers almost 12 percentage points higher than the general population. The ELI modifications here discuss four major categories of stress in policing, critical incident stress management, and early intervention systems. Jack Digliani’s COMPASS model is still in the curriculum, but enhanced with a discussion involving retirement preparation programs, chaplaincy programs and spouse and family programs Our great profession is also beginning to make strides to address PTSI and officer suicide.

Our Five-day facilitators take over again on Thursday with Future Trends and The Personnel Crisis: Recruiting, Hiring and Retention. Future Trends in Policing is an on-going topic that will never drop out of the ELI curriculum and there is a great deal to report and discuss here. As our staff researched

(continued)

new and emerging issues, Recruiting, Hiring and Retention popped up as a #1 on those that follow such things and so one-half day is being devoted to this critical topic. Without a doubt, recruiting, hiring and retention issues are plaguing our nation's police departments. In fact, most current research today places this issue among the top five most pressing facing U.S. policing. This block of instruction in the ELI curriculum is based on the premise that police administrators need to retain the current officers on the payroll (continue to recruit those that are available) and aggressively recruit the newest population that has just emerging on the U.S. landscape. Recruiting, Retention and Hiring, begins by highlighting our current predicament. It then moves to knowing our respective audiences...millennials and Gen Z and finally discusses specific strategies to both recruit and retain the high performing officers in our midst. While our outstanding instructors are facilitating this material, this class is designed to promote a great deal of audience participation; with everyone in the class sharing successful ideas on recruiting and retention in the 21st century.

Finally, ELI wraps after a Friday morning discussion on Emotional and Social Intelligence. Using Daniel Goleman's Four stage model for EI and his two-stage model for SI, we have enhanced the session with brain science that emphasizes the negative impact of amygdala hijacks and how to combat them.

Deep dives, some fun with our instructors and a detailed look at our profession are still what the "cops talking to cops" model is all about. ELI 2020 will help prepare our executive learners to meet the challenge of the 21st century!

Leadership-Courage-Knowledge!

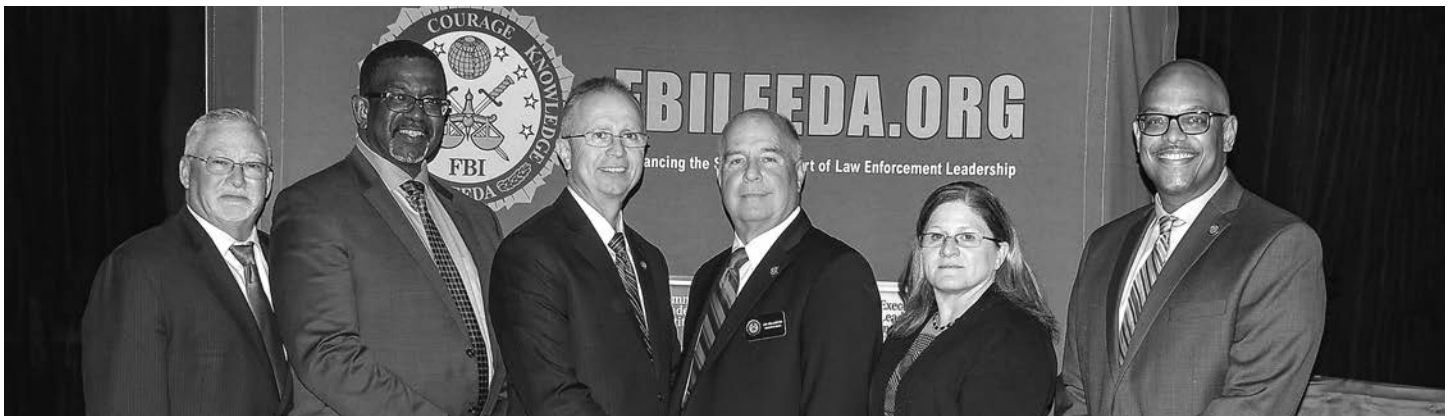
FBI-LEEDA



Dr. Neil Moore

Director of Curriculum and Instruction, FBI-LEEDA

2019-2020 FBI-LEEDA Executive Board

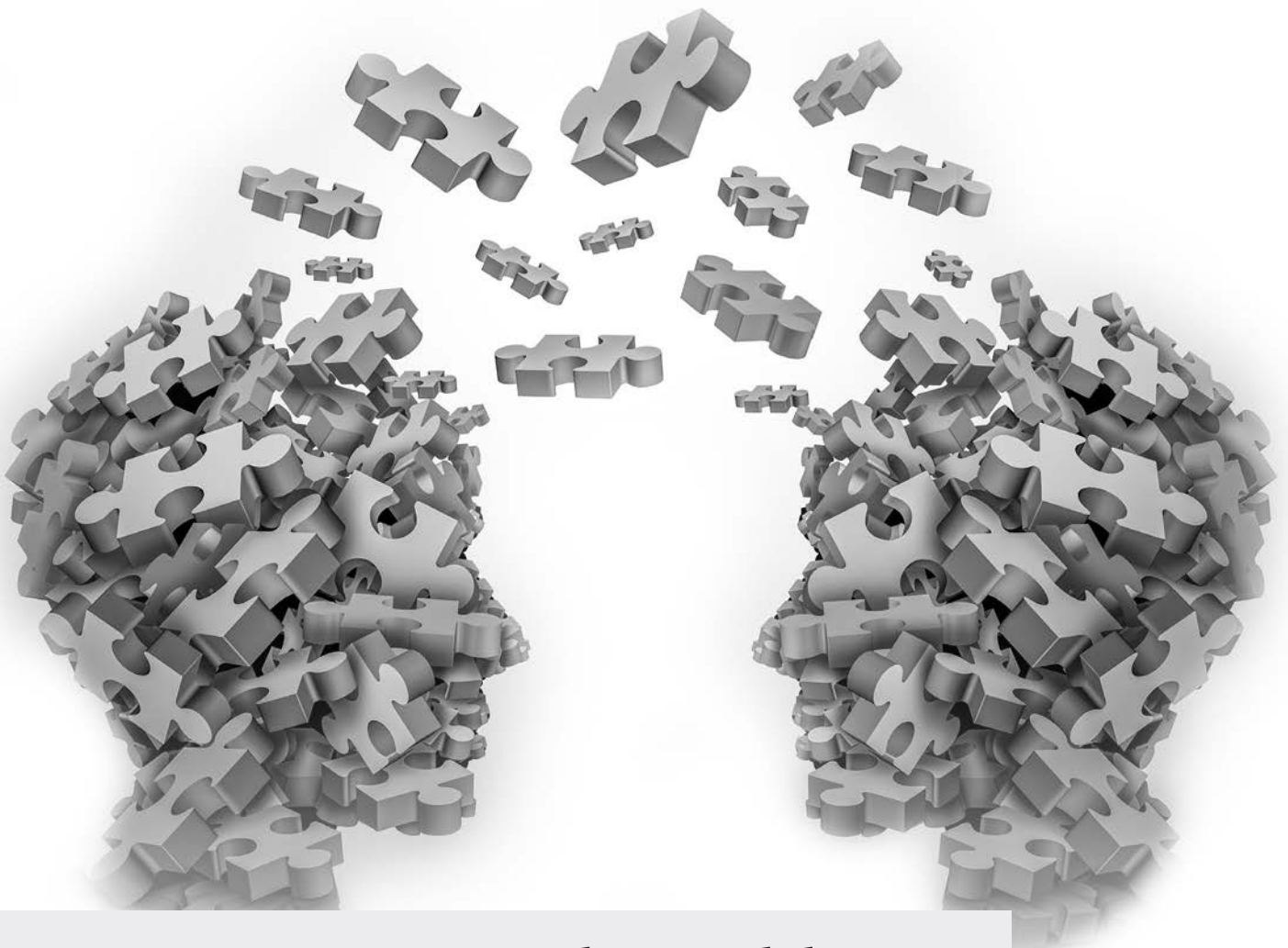


Pictured (l to r): John Horsman, Ira Edwards, Jr., Dominic Rizzi, Jr., Joe Wellington, Donna McNamara and Joel Fitzgerald.



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.



Can We Fix an Inside Problem With an Outside Remedy?

– Thoughts on Leading Organizational Change

— **Jerry Thompson**, FBI-LEEDA Instructor

Capturing this allegory is essential to process what you are about to read. If you can picture what is being described, you can begin to consider what actions need to be taken. Imagine that you have a very severe problem. This problem affects your ability to handle the various duties and responsibilities of your job.

You know this problem causes you distress because you have experienced and dealt with it before. Yet, you don't do anything about it because, in the past, it has always eventually subsided. This problem only happens occasionally, so you don't have enough concern to fully address it. Everyone has problems from time to time. This is not a big deal to you.

Nevertheless, this time there is something different about your problem. You can feel and sense it, but you are still attempting to suppress the signs. You're too sensitive, and it will go away eventually. It doesn't go away. The symptoms become so severe that you finally seek medical help.

(continued)

Upon arriving at the doctor's, they complete an examination. You are prescribed medication accompanied by verbal instructions. You go to the pharmacy to pick up the prescription. The attached label on the package reiterates the same verbal instructions with additional information provided by the pharmacist. You go home and take the prescribed medicine out of the packaging and set it on the top of your head. If you are lying down, you set the medication on top of your forehead and wait for relief in either case.

You phone a friend to share what you are experiencing and ask if they have ever experienced something similar. The friend says, "Hey, I have this medicine that will help; I will be right over." Upon your friend's arrival, they take the medication they brought and start throwing it at you. They wholeheartedly believe that this will help you feel better. As silly and ridiculous as this illustration is, it is a reflection of what our law enforcement experiences within their daily life, relationships, work, family, friends, and world. Why do we continue to work or attempt to remedy an inside problem from the outside?

Law enforcement organizations and this country have more than just a symptom of a problem. George Floyd's death is an indicator of a serious illness. The peaceful protesters are like a doctor, significant other, or close friend pleading for us to stop placing the medication on our heads and foreheads. We need to internally do something about the problem that hasn't and will not go away on its own. Why do we continue to work or attempt to remedy an inside problem from the outside? The internal situations we commonly use to address sicknesses, colds, and illnesses have seldom been eradicated from the outside.

As leaders, we need to ingest the prescribed antidotes and commit to continued use until they work. Sometimes, even when we get prescriptions, the strength or dosage must be adjusted depending on its effectiveness. Sometimes the medication takes time to kick in and there may be side effects we need to address. We may find that we need a different antidote all together.

What today's law enforcement is facing did not happen overnight. Like a severe illness, it does not fix itself overnight.

My purpose in writing this is not to address one particular sickness plaguing our society and law enforcement. As Leaders, if you are participating in the world you can and should be able to think of at least one or two ailments that your individuals and organizations may be dealing with. In most of these cases, something has to be ingested that requires an invasive internal procedure to begin to resolve the problem.

“ It is incumbent
upon leadership to
act. It is not going
to be easy, nor is
everyone affected
allegorically going
to like the taste, but
it is necessary for
the organization's
survival. ”

It is incumbent upon leadership to act! Leadership has to quit procrastinating and begin to complete the required incursive actions to identify and treat the systemic problems affecting our various organizations. The remedy is not going to be easy, nor is it going to be pleasurable, but if we want our organizations to continue to exist, it is essential.

Take a hard look at our leadership and organizations. Thumbs up if there is no illness there. If there is, it requires you as a leader to do what you have to do. I am not saying that everything found has to be immediately eradicated. There are treatments, prescribed methods, policies and procedures, and bargaining rules to be followed and in some cases, implemented.

Understanding the organization is not just one or two of its members, but the many who contribute to the successful carrying out of the organization's mission. It is incumbent upon leadership to act. It is not going to be easy, nor is everyone affected allegorically going to like the taste, but it is necessary for the organization's survival.

I have heard it said that if one part of the body or organization is hurting, the whole organization is affected. People throwing remedies from the outside for our inside situations indicate visible signs of something being wrong. If it is identified, it has to be treated. If there is nothing wrong, why would we take medicine?

Since I have aged and grown a little wiser, I have begun to get an annual physical. For over twenty years, my wonderful wife was throwing that symbolic remedy at me, but I would place it on the top of my head or forehead. Reasoning it away or never cognitively seeing it as necessary. The turning point was watching some close friends find real illnesses in themselves and unfortunately, faced fatal results.

Let's learn from the lessons and experiences of others about taking of necessary action where warranted. If your organization is not sick, no one should expect you to take a medicine that does not apply to ailments you are not experiencing. But regularly scheduled check-ups should be completed to ensure a healthy organizational environment.



Jerry Thompson

William G. Thompson Jr. (Jerry) is an FBI-LEEDA Instructor and 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.

Security Guarding During The Pandemic

— *Elite Interactive Solutions*

Today's COVID-19 pandemic will, unfortunately, be with us for a long while and it will forever transform the way we live, work and shop. While the government CARES Act 2020 and other programs offer some financial relief to businesses forced to shut down, billions of dollars of assets are left unattended with few security guards available to manage the situation.

The impact of 44.2 million additional filings for unemployment further increases the likelihood that once the pandemic is over, the economic risk will result in a higher need for asset protection for the foreseeable future. It is critical that all businesses immediately evaluate their risk profiles and security protocols because a delayed recovery may prove to be a costly vulnerability.

So what can the decision maker do during these troubling times of controlled and unavailable work force? The answer is Remote Guarding by Elite Interactive Solutions ("Elite"). By infusing the latest Artificial Intelligence ("AI") and Machine Learning algorithms with state-of-the-art camera and audio systems, our technology for surveillance will be the global driving force to keep people and property safe. Elite, a true Remote Guarding company, resolves many security issues usually addressed by law enforcement. When an unauthorized offender enters a property, we see them, we describe them, we announce our presence to them, we notify them that law enforcement is on the way - and very often, that alone is enough to send the offenders running before damaging or stealing property. As the industry leader in Remote Guarding, Elite receives priority response and continuously supports law enforcement at the scene from the moment intruders enter the perimeter of a property until the intrusion is resolved. We are always on and always watching.

As many local and federal government entities use systems complete with facial recognition and infrared technology to support first responders in preventing crime, the private sector typically relies on staffed security guards to protect assets. As the pandemic continues to require citizens to shelter in place, the availability and affordability of security guards decreases, leaving many businesses vulnerable to criminal activity. Furthermore,

the staffed security guard solution is less effective than our technology and surveillance capabilities. The operations of Elite's security systems prevent huge financial losses for businesses and their insurers.

The traditional staffed security guard is tasked with one purpose: to observe and report a crime. It is not within the guard's job description to coordinate with law enforcement or get involved in direct confrontation with a potential suspect. Guards can be injured, can sometimes over-react and harm others, and are bound to specific areas of a property. A savvy criminal can ambush or even conspire with a guard to achieve their objectives. This is not to imply that all guards are ineffective; they are often given specific tasks and are limited in response options should the need arise. But Remote Guarding security solutions take ownership of many issues that currently require law enforcement involvement and revolutionize the approach to preventing crime and protecting assets. Instead of just observing, reporting, and passing the buck to law enforcement, Remote Guarding security solutions takes a proactive approach to prevent crime before it has the chance to happen.

How does Remote Guarding offer greater protection against thieves, vagrants, trespassers and active shooters? The Digital Guard is the bridge between the law enforcement community and the public. When an intruder activates a camera system on a prospective site, security agents in a secured command center will view and monitor the intruder's activity. The advanced Artificial Intelligence and Machine Learning algorithm alerts the security agents who can then communicate with the intruder via a strategically positioned speaker system on site and alert law enforcement of a crime in progress. These Elite's highly trained security agents keep their full attention on the scene not only until officers arrive but also throughout the incident.

Law enforcement embraces the Remote Guarding solution because it dramatically improves officer safety. Security agents guide police officers using the digital guards (cameras) as well as audio as they approach suspects. This ensures that officers never walk into the unknown. In addition, responding officers know a call from Elite Interactive Solutions will likely generate a safe arrest attempt. The company's ability to support officer safety and efficiency enhance relationships with local law enforcement. This also benefits the businesses they protect. Because Elite's Remote Guarding state-of-the-art equipment has the capability of recording audio and visual when an incident is occurring, Elite is able to provide law enforcement and clients with a visual record to aid in prosecution. Also, in Remote Guarding systems such as those provided by Elite ISI, each client receives a report every morning of any activity involving their premises during the hours of closure.

(continued)

Here are some testimonials from law enforcement on the efficiency of Elite Interactive systems:

KB

"I initiated my involvement in the remote guarding conversation because law enforcement has been plagued with the historic reality of false alarm calls. During a pandemic, having a decrease of false alarm calls to near zero where remote guarding is used adds component of providing real-time updates greatly enhances the safety of responding officers."

Keith D. Bushey

Board Member, Peace Officers Association of Los Angeles, CA and former Commander of Los Angeles Police Department's Communications Division and Dispatch Center:

KW

"We support the use of remote guarding in our profession not only as a time saving system for ruling out false alarm claims but as a huge safety tool for our responding officers."

Police Chief Ken Winter

Cheyney, Kansas:

MM

"Remote guarding is an innovative combination of advanced technology and traditional man-guarding components that enhances both responses to, and prevention of, criminal activity. Through analytical software, a system of communication, human verification, and the ability to provide real-time information to security agents and law enforcement, remote guarding increases officer safety, provides greater opportunity for offender apprehension, and reduces the burden of false alarms on law enforcement."

Police Chief Mark M. Mathies

Edwardsville, Kansas:

If you'd like to find out more, please reach out to
info@eliteisi.com





2020 Youth Leadership Program Winner

Jacob Carroll, FBI-LEEDA Chapter YLP Winner

“ I believe that
no matter
how much
experience or
knowledge you
have, there is
always more
to learn. ”

My name is Jacob Carroll. I am sixteen years old and will be entering my junior year at Oceanside High School in Rockland, Maine as an honors student and three-sport athlete in the Fall of 2020. This year, I was selected by FBI-LEEDA's to attend the FBINAA's Youth Leadership Program (YLP). It was an honor to be given this opportunity to further develop my leadership skills and work with students who share an interest in law enforcement to make the world a better place. This was my third year of applying and final year of eligibility.

My father has dedicated much of his life to law enforcement. He has always been a major influence on me and the reason I was initially drawn to law enforcement. I can remember looking up to him at a young age and knowing what he did for work and the world. He protected anyone who needed help and kept everyone safe because that is what law enforcement does.

Today, I see men and women in uniform, along with supporters behind the scenes, as heroes. But as a small child, I did not have the appreciation that I have gained recently for the people who stand for good, for justice and peace. Unfortunately, some of today's society believe that law enforcement is “corrupt, untrained, or racist.” I see the men and women who protect as brave and selfless. I see them as compassionate and honest.

These heroes put their lives on the line every day to make a difference, to make the world a better and safer place for every man, woman, and child of every race and ethnicity. They even protect those that hate them. What draws me to law enforcement now includes my father, the heroes in blue that I see on the streets, and the belief that positive change can happen. In these unprecedented times of a pandemic, /I feel that law enforcement is more important now than ever before.

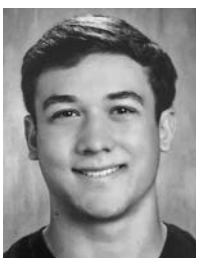
After going through the YLP application process and completing phone interviews, I was told that I had been selected to be FBI-LEEDA's candidate for the 2020 FBI Youth Leadership Program. To say that I was excited would be an understatement. It was my third year of applying, my final chance to get into the YLP was a personal success. I knew that there was a chance that COVID-19 might change my experience, but I never would have guessed how soon.

I am fortunate enough to live in a rural area where the virus arrived later, and the spread was contained. Even though I live in small-town Maine, the virus changed my life. My school was shut down through the end of the school year. Students and teachers were asked to work from home, on school-issued devices. Overnight, the way I communicated with teachers, received and submitted schoolwork, and engaged with my classmates, had changed. Online schooling has worked to meet the needs of COVID-19, but without hands-on, interactive work, I feel that I lost the potential to learn so much more. Sports are canceled and I have lost so much of my schooling experience that impacts my development as a young adult.

The day after I found out I had won the YLP spot, the program was canceled for 2020 due to the virus. I was told that I would have the privilege of attending the YLP in 2021, but, at the time, the cancellation felt like, yet another opportunity lost due to COVID-19. My school was closed, spring sports were canceled, my school trip to Spain was canceled, and the YLP was canceled. To me, the largest impact of COVID-19 has been the opportunities lost.

This experience has taught me to appreciate the little things and to have patience. We took for granted seeing friends and family, running out for a quick errand, and traveling at leisure. When physical interaction was cut off, we had to adapt to a new lifestyle of Zoom meetings and FaceTime. “Normal” changed rapidly.

Taking the time to be grateful for small things in life is a reminder to find hope in what we have. The random moments of laughter and joy with family and friends can still happen. A meal with family (even if via Zoom) will always be better than a meal alone. Taking a walk or jog in fresh air to relax and be at peace is important. The world stopped and people didn't know how to react.



Jacob Carroll

At first, there was unrest, but now patience is more important than ever. There is no longer the “quick run to the store” that there used to be. Lines and waiting are a part of the “new normal.” Everyone is eagerly waiting for “what was” to return. Allowing the world to heal will take time and patience. Patience is the only way a sense of normality will be achieved.

For the 2021 YLP, I can't wait to become an all-around better person. I hope to expand and further develop my leadership skills, meet people my age with similar interests, and to enjoy a once-in-a-lifetime opportunity to create new connections and memories. I believe that no matter how much experience or knowledge you have, there is always more to learn. I look forward to this opportunity to learn more about leadership and myself.

Perform a Career Wellness Checkup

— Heidi Scott Giusto, Ph.D

When the going gets tough, the tough get going. And that doesn't mean the tough get up and leave! Difficult times prompt many people to take proactive steps to safeguard their career. Thankfully, law enforcement professionals have many opportunities to increase their marketability while coping with the COVID-19 pandemic. Use these steps below to give your career a wellness checkup and position yourself for a career move.

1. Get LinkedIn to Work for You

Now is the time for all professionals to optimize their use of LinkedIn. Ensure you use the platform *with purpose*. I encourage my clients to determine their goal for LinkedIn and then create a customized plan to achieve it. Oftentimes, we discuss becoming more active, professionalizing their profile, and posting content and writing comments that demonstrate subject matter expertise.

LinkedIn has launched a profile section called Featured that allows members to highlight selected media and images. It's a tremendous tool; this section even appears before a person's Experience section. (LinkedIn is gradually launching this section, so if you do not see it yet, you will soon.)

Using a professional photo on LinkedIn is imperative. A wonderful tool is [Photofeeler.com](https://www.photofeeler.com). This website allows users to upload a photo and receive anonymous feedback from others. The only action a person must take to receive feedback is to give it. Users rate how competent, likeable, and influential a person appears. I have found the results match the feedback I give my clients, but I like that Photofeeler provides objective input from many other users. (In my test, I received feedback from 38 people.)

Review your privacy and account settings. Set your LinkedIn profile to "Public" unless you have a compelling reason to limit who can view your profile; even still, realize nothing is truly private on LinkedIn.

2. Prepare Your Resume and Cover Letter

Your resume and cover letter should make you feel *excited* to talk about your qualifications and accomplishments. If you haven't updated your resume for quite some time, learn modern resume-writing conventions. In short, your resume should be written for two types of readers: computer readers (applicant tracking systems that "read" for keywords) and human readers (busy people who spend approximately 6-10 seconds reviewing the resume before making a decision). Prepare a cover letter template that you can tailor for each application, and do your best to show your fit for the position and company. To aid readability and visual appeal, add formatting elements such as bolding or bullets to both your resume and cover letter.

3. Master Video Conferencing

There will be little room for *not* having this skill after the pandemic. By the time of this publication, I suspect everyone will already have seen the "video conferencing gone wrong" clips of a woman filming herself going to the bathroom and of a man walking around in his underwear. Spare yourself from this embarrassment by learning how to use video conferencing effectively.

But more than just reading about how to use video conferencing software, I urge my clients to practice using it and make sure their software is updated. Practice also makes perfect in terms of learning how to optimize lighting and positioning of the camera. I encourage everyone to learn several platforms such as Zoom, Skype, GoToMeeting, and Google Meet.

4. Pick up the Phone

Reconnecting with colleagues, friends, and family members to see how they are doing allows you to share your situation as well. These can be social calls, but you can also discuss your professional situation and if you're looking to make a career move. Moreover, speaking about an active job campaign reminds your contacts of your situation, and they might be able to help. Even during difficult times, I recommend that clients keep their attitude upbeat and perspective optimistic when communicating. Keeping a gratitude journal can help. These simple journals can make a profound impact on a person's life. I have never met someone who has practiced gratitude in this way and reported that it *wasn't* beneficial.

This is also an optimal time to make new contacts and inquire about informational interviews. I encourage my clients to conduct informational interviews, even now, because no two situations are alike. Some people are incredibly busy as they work from home and ensure their children are doing schoolwork remotely, but others are impatiently waiting for the economy to fully reopen. Or, retirees are being extremely diligent about staying home but also wishing they could do more to help. Given these situations, you can identify opportunities and people you would like to learn more about and then send emails to request informational interviews. The worst that can happen is that you do not get a response.

5. Serve Others

I recently read a LinkedIn post about how interviews in the months ahead will likely include a new question: How did you help during the pandemic? If you are like many law enforcement officers, you might be in a reactive mode, doing whatever needs to be done to deal with the ever-changing environment of a pandemic. As you can, take a moment to jot down the activities you are doing to help to ensure you don't forget them down the road.

Being of service in this time is much more than a CV or resume builder; it also fulfills a basic human need to be needed. Sociologist and counselor Steve Rose, PhD, has written that "the need to be needed is an individual's sense of significance rooted in the sense of being part of a community or cause beyond themselves."* All of us can find purpose and meaning when times are tough—especially by serving others.

Closing Thoughts

Job seekers, especially, can take these steps to help accelerate their job campaign, but these actions are valuable for *any* professional who wants to keep their career healthy and strong.

* Steve Rose, "The Need to Be Needed," <https://steverosephd.com/the-need-to-be-needed/>.



Heidi Giusto

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.

“Difficult times prompt many people to take proactive steps to safeguard their career. Thankfully, law enforcement professionals have many opportunities to increase their marketability while coping with the COVID-19 pandemic.”

Overall Health + Attitude = Resiliency

— Chris D. Lewis

As a young officer in the 1970's, I thought fitness was about being "physically strong". I thought I needed the strength to leap tall buildings in a single bound. I prepared for the physical ability to save my life and to save the lives of others. Many years passed before I fully understood the important connection between physical strength and mental health.

During my tactical team years, I did not leap over a single building and I seldom had to run more than fifty yards during a gun call. What my fitness level did prepare me for was the constant factor that we faced in each operation: stress. Whether arresting a killer, raiding a biker clubhouse, or laying behind cover all night while negotiators talked a gunman into surrendering, there was a constant level of stress.

From intermittent to consistent exposure, stress can have tremendous impacts on our bodies. Maintaining a healthy level of overall physical health can go a long way in helping to create an outlet for some of this stress. A commitment to physical health can make you feel good, along with setting a positive example for those you lead.

When I had brain tumor surgery in 2000, I was determined to live and to return to work in some capacity. After surviving the removal of the early-stage tumor and months of rehabilitation, I did return to part-time duties and eventually a full-time role. My doctor credited my pre-surgery fitness and attitude to my speedy recovery. My resilience and stubbornness prevailed. I truly believe that the human mind is a huge factor in survival and determination.

Emotional and physical fitness are inextricably linked. The ability to deal with the shift work, volatility, and stressors of police work requires a strong body and mind. Those demands don't end with promotion either. The direction the stress comes from may change with promotion, but the stress itself remains constant.

When we're having a down day, we need to focus on things that will help with our mental and physical wellbeing. Regular exercise is a great example of activity that helps with long-term physical health but also releases "feel good" endorphins into your body. Getting outdoors, reading, and committing to rest are additional ways to give back. We as individuals have to find what works best to give back to ourselves both physically and mentally on those days.

Sleep is also an important part of our health. As humans our bodies require rest. Experts suggest that most adults require seven to ten hours of sleep in a day. In policing, the suggested amount of sleep is not always possible. Know your schedule! Plan rest days and make sure your family is aware of them.

“ We cannot be
train wrecks in our
off-duty worlds and
then go to work with
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fortitude.”

Resilience is often related to mindset or attitude. Negative thoughts and not looking for the good in situations or people can lead to struggles with resiliency. Those of an optimistic mindset tend to thrive in resiliency. Pay attention to your mid-set and the mid-sets of people you surround yourself with. Those “glass half full” people are the ones that we must strive to emulate.

The mindset and spirit of a leader will undoubtedly influence the attitude of the team in either a positive or negative way. True leaders do their best to demonstrate positivity even when the chips are down. Managers with defeatist or “the sky is falling” attitude hinder their teams from developing resiliency. Eventually, their followers succumb to their negative outlook and begin to feel that the situation is hopeless. High turnover can be a reaction to this hopelessness.

The need for resiliency transcends our role as leaders. If we are going to remain healthy, engaged, and function effectively at work, we need to remain resilient in our personal lives too. We cannot be train wrecks in our off-duty worlds and then go to work with the expectation of having immense fortitude. It might not be easy, but we owe it to ourselves and to those that count on us to try.

Operational Stress Injuries such as Post Traumatic Stress Disorder, are real and on the rise. Leaders are responsible to have good programs in place to support their teams and the work that they do. Communicating available resources such as Employee Assistance Programs and advocating for the use of them is vital. Leaders need to set a positive example and support/drive the programs. That includes effectively managing any “suck it up” attitudes that may exist among employees at any level.

The help of trained peer support providers and clinicians will give immeasurable support to police agencies. That includes addressing mental health challenges that emerge on and off duty. Everyone, from top to bottom in the organization, needs to know that help exists and where to get it. It takes more courage to seek help than it does to suffer in silence. Employees need to know that they have a safe and supportive place to get help.

Fostering a strong team takes an incredible amount of energy and resilience from a leader. Remember that you won't be able to support those that need you if you aren't supporting yourself first. Stay healthy for your family, for the people you lead, and for yourself. I wish all of you a safe return home from each shift and eventually a well-deserved retirement.



Chris Lewis

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.



Safety and Crisis

— Dr. Neil Moore, FBI-LEEDA Director of Curriculum & Instruction

“ A leader must be visible to the people he leads. He must be self-confident and always maintain a positive attitude... He must exhibit a determination to prevail no matter what the odds or how difficult the situation. He must have and display the will to prevail by his actions, his words, his tone of voice, his appearance, his demeanor, his countenance, and the look in his eyes. He must never give off any hint or evidence that he is uncertain about a positive outcome. ”

— Lt. General Hal Moore

To those in the FBI-LEEDA family, you know many of our outstanding instructors read and use the words of the late Lt. General Hal Moore in several of our Trilogy leadership courses. The quote above talks to Moore’s understanding of leadership demeanor and how leadership demeanor is critical in times of sudden and unanticipated difficulty...times of crisis. Pause and re-read the quote...look at the language General Moore used. Phrases like “...be self-confident,” “...positive attitude,” “...exhibit a determination to prevail,” “...prevail by his actions, his words... his countenance,” confirm that in crisis the leader must be convinced and convey to those in his or her team that we will get through this moment, this hour, this period of time that is causing us distress. True leadership faces its greatest test in crisis moments.

In the leader-follower relationship, moments of crisis foment anxiety regarding the difficulty encountered and often anxiety regarding the leader’s capability to help us prevail through the turmoil. The foundation of trust, so critical in the leader-follower relationship, may be challenged. Uncertainty also has a way a way to make us question our sense of safety. So, part of the leader’s job in times of crisis is to eliminate or diminish uncertainty and establish or re-establish trust. Let’s discuss uncertainty and safety.

Teams do not perform well when they are in a condition of uncertainty. So, what is a leader to do? There are essentially two courses of action here. The gold standard would be to establish “content safety.” Content safety goes to the actual cause of the crisis or discomfort. Say, for instance, your police chief has just announced that she is retiring. You didn’t know that was on the horizon, and at a minimum it unsettles you. You have become relatively comfortable with your

job under the current chief. You know how she operates, how she reacts in good times and bad. If there has been exceptional succession planning in your organization, you will return to your sense of safety, when you hear or see in the same news report announcing the chief's retirement that her successor is the commander that was her executive officer. One chief leaves, the next replaces her and you know them both. No time lag between replacement. Little to no true uncertainty.

If the briefers on the current pandemic were to appear tomorrow and say, "We have discovered the vaccine for this virus, please go to your doctor's office within the next week to obtain your vaccination. Life and business will return to normal within a week." Content Safety! The only problem is that in crisis, we cannot always achieve content safety.

When leaders can't rely on content safety, the fallback position is process safety. Process safety describes the steps (process) we will take to arrive at a safe place from the crisis. It gives your team milestones to look for as we progress toward the resolution of the crisis. Using our police chief retirement scenario from above, we would see process safety utilized when we and the Mayor have no idea at the moment of retirement who the new chief will be. Most of us will experience a reasonably intense period of uncertainty under that condition. Here is an example of what process safety might look like in this scenario. Someone from the Mayor's office would release the following information:

"We want to thank Chief Smith for her wonderful direction of the Rattlesnake Falls Police Department for these past four and one-half years. The City of Rattlesnake Falls has appointed Assistant Chief Bill Williams as the interim Chief of Police and will begin immediately to conduct a national search for Chief Smith's successor. Applications for this leadership position will be accepted for the next 45 days. The top five applicants will be determined through an intense screening process. These candidates will then be invited to visit our city. Over a three-day period, they will participate in a community forum, an officer forum with members of the Rattlesnake Falls Police Department, and a police command forum that will include Mayor Taylor. The goal is to have our new chief of police appointed within a five-month process."

Process safety... as a member of the Rattlesnake Falls Police Department, I know the general plan. There are points of confirmation I can track to ensure that the process is working. While it may not be ideal, it does create a certain sense of safety.

The briefings in the current pandemic are, in essence, attempts at process safety. We can observe the opinion of experts on what certain data mean. We can obtain a sense of safety when certain milestones are described. The announcement of the steps to get us to a safe place are part of the process for this unfathomable crisis. Our leaders are visible. And, all of the leaders providing the briefings convey a self-confident and positive attitude. They have and display in the words of Lt. General Moore, "...the will to prevail by...actions, ...words, ...tone of voice, ...appearance, ... demeanor, ...countenance, and the look in their eyes. [They]...never give off any hint or evidence that [they] are uncertain about a positive outcome."

Many of our great instructors talk about the fact that as police leaders, "...your leadership is always on display!" Absolutely! Even more so in times of crisis. Your actions, words and countenance are truly being observed. Respond to that moment, provide safety to those you guide and direct, and let them know you will prevail.



Dr. Neil Moore

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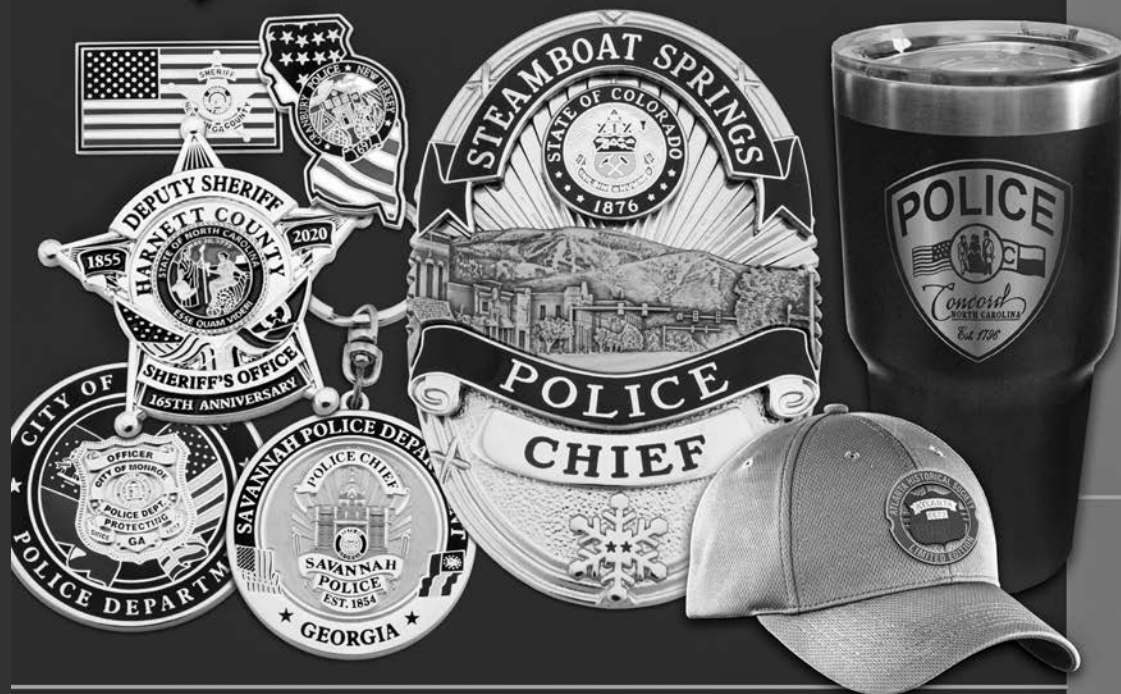
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Dr. T. Neil Moore is a veteran police trainer. He began his police career with the Fort Wayne Police Department in 1977, being promoted to chief in 1988 and served as the department's lead executive for 10 years. As the former director of the Institute for Law Enforcement Administration (ILEA) in Plano, Texas, he directed the delivery of leadership and ethics programs for police supervisors and executives. He holds a bachelor's degree in Criminal Justice from Kent State University, a Master's in Public Affairs degree from Indiana University, and an Ed.D. in Education from Ball State University.



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"This is one of the first classes that I can say held my complete interest the whole time. Training like this should be mandatory for all LE executives. FBI-LEEDA is fortunate to have such a phenomenal instructor (Eric)."

– **D. Riniker**, Linn County Sheriff's Office

"My instructor was awesome! She presented very well and followed up with answers and examples to support the material. Her upbeat personality kept the whole class involved."

– **Allen Alford**, Alexander City Police Department



We would love to hear from you!

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

Occupational Health Risks to Law Enforcement Officers

And the Role of Early Detection

— Chief Todd J. LeDuc, (Ret.), MS, CFO, FIFirE

Researchers from the University of Buffalo conducted the “cardio-metabolic occupational police stress study” (BCOPS study) that demonstrated a strong link between police stress and poor health.



It is important to note that general health risks and diseases are oftentimes compounded by the physical and psychological stress police officers face on a daily basis that leads to chronic health problems and at risk of sudden death. Specific findings of the BCOPS study included elevated rates of obesity, high blood pressure, type 2 diabetes, and resistance to insulin as well as a possible stroke. The BCOPS study also demonstrated an elevated risk for certain cancers after 30 years of service. There was also a correlation to sleep disturbances and elevated association with behavioral health disorders.

Proactive approaches to wellness are an essential component of maintaining good health. Practicing good sleep patterns with an adequate amount of sleep, cool and location for sleep, and avoiding caffeine, alcohol, and electronic devices and television prior to sleep are all key. Adherence to a healthy and balanced diet along with routine exercise is also essential in overall health.

Finally, it can not be understated as to the importance of a law enforcement specific annual medical physical in identifying potential health issues at their early stage and implementing early treatment. Life Scan Wellness Centers provides 40,000 annual public safety comprehensive physicals to law enforcement officers and firefighters exclusively throughout the United States (www.lifescanwellness.com). These exams included comprehensive blood work aimed at early detection of common health risks, an hour-long comprehensive fitness assessment by an exercise physiologist including a stress electrocardiogram, an hour ultrasound examination of the vasculature (carotid arteries and aorta), cardiac function, organs for early detection of cardiac abnormalities and masses, followed by an hour-long public safety specific exam conducted by an advanced registered nurse practitioner. The key to survival is the early identification and management of health risks to avoid often tragic consequences of a line of duty death and disabilities.

Knowing your specific occupational health risks upfront and addressing them through preventative measures, a healthy lifestyle, and addressing modifiable risk factors along with an annual public safety early detection physical all allow for a long career and healthy retirement.



Todd LeDuc

Chief Todd J. LeDuc, (Ret.), MS, CFO, FIFirE recently retired as assistant fire chief of Broward County Sheriff Fire Rescue, FL. after 30 years of service. He now serves as Chief Strategy Officer for Life Scan Wellness Centers, a national provider of comprehensive physicals and early-detection exams. He has served as a member of the International Association of Fire Chief's Safety, Health & Survival Section for well over a decade and is currently Secretary of the Section. He is a peer reviewer for both professional credentialing and agency accreditation. He is editor of the Fire Engineering book, Surviving the Fire Service, and serves on numerous advisory boards and publications. He can be contacted at Todd.LuDuc@lifescanwellness.com

Identifying Strong Leader Potential Within Your Workforce

— Keith D. Bushey

There is no magic process to ensure that individuals who are selected as supervisors, managers, and executives will ultimately attain and exercise successful leadership. This challenge is further exacerbated by the reality that some people reach and remain at a plateau, and do not continue to grow or advance.

Identifying and mentoring those subordinates who appear to have the strongest potential for continued career growth is an organizational responsibility as well as an imperfect professional challenge.

A concept that holds strong potential for identifying persons for leadership positions, it would be that *“the greatest predictor of how someone will perform in the future is how they have performed in the past.”* While most would agree that there is some validity to this popular concept, most would also agree that there are no guarantees of performance levels. There is no true indicator of when and at which point a person may cease to be as effective.

My years of experience in leadership positions have shown me that there are specific characteristics that can be useful indicators in determining future leadership potential. Efforts can be made to mold an individual's leadership potential, but they typically default back to their core personal characteristics. It makes sense to identify personal characteristics early in leadership development for more effective mentoring and promotional processes.

This assessment can also be of value in helping employees find successful paths in their workplace based on their strengths. While the process of identifying characteristics could arguably help mentor all employees, success in helping a struggling person in a critical position transition from manager to a true leader is unlikely from my experiences. I have had several instances where I have failed because I placed good people with questionable skill levels into positions “that they would hopefully grow into,” and it did not happen. Our workplaces are unique where there are often various factors that influence promotional processes. This further increases the importance of recognizing the relationship between core personal characteristics and professional growth potential.

CORE PERSONAL CHARACTERISTICS REFLECTING LEADERSHIP POTENTIAL

Character & Honesty

This goes beyond telling the truth and requires consistent credibility in both deed and spirit. When actions come from the heart and are executed by an active and engaged mind, the outcomes are more likely to withstand the test of time. Employees who reciprocate the respect of their co-workers are likely to possess these traits.

Continuous Sharpening of Communications Skills

A person's ability to lead others and influence events are dependent on successful communication skills. The world is full of bright and intelligent people who possess the highest degrees of intent and commitment but lack the communication skills necessary to make a difference in their professional endeavors.

Conversely, the world also includes people with superb communications skills that possess less-than-optimum personal and professional characteristics! True leaders are performers who excel in oral and written communications.

It is one of my developmental beliefs that written communication skills can dictate a person's ability to see a continued upward accent in the organizational leadership arena. I have witnessed many instances where those with leadership skills have reached and plateau beneath their potential because their written communication skills did not continue to grow in conjunction with their other professional qualities. Those who make statements such as, "I have others who can write for me," are doing themselves and the organization a disservice. Those who reach the upper levels in the leadership arena must communicate in both the organizational and professional realms with strong written communicators.

Organizational Courage

There is a form of courage that is rarer than physical courage. It is the inclination and ability to be forceful and candid with co-workers and superiors. If a person has the awareness and courage to appropriately intervene when necessary, they can prevent serious mistakes from being made. Many can reflect and be candid after the fact, but few can instantly intervene to prevent a problem as it is unfolding. This courage comes with great risk as there may be potential for long-term consequences to the relationships involved.

Unfortunately, there is no way to ensure that candid and forceful input will be supported. Leadership is more art than science, and the art is often imperfect!

Personal & Organizational Loyalty

Seeing a vocation as a profession as opposed to a job is among the factors that set leaders apart from managers. People who commit to both their chosen profession and to the organization are reflecting loyal character traits. A frequent shift in loyalties can tell you a great deal about a person's wisdom and character. These can be treacherous waters with no guarantee of successful navigation. A set of instructions on how to get this right does not exist. Trial and error can be the most frequent educators.

(continued)

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Providing Input in a Fair & Balanced Manner

A critical responsibility of a leader is the evaluation of functions and the subsequent making of decisions. Leaders need unbiased and accurate information. The input of a biased, slanted, or tainted nature can create flaws in the decision-making process.

The only appropriate manner in which a person should influence their leader is through fair and balanced input; free of bias, personal motive, or emotion. An employee who lobbies their leader runs the risk of becoming a problem.

Reasonable Inclination to Help Others Succeed

There is no set formula for recognizing the perfect balance between reasonable self-interests and the appropriate degrees of support of others. However, smart people will recognize the appropriate balance when they see it.

Routinely Doing Kind Things for Other People

I believe that a valid indication of character is a person's tendency to routinely do considerate things for others with no intension of personal gain.

The employee who provides baseball cards to the janitor's kid is my kind of person.

Demonstrates Genuine Sincerity & Appreciation

Genuine sincerity can be hard to detect, but not impossible. Many of my peers have held a position of strong leadership and revealed painful recollections of former protégés for whom they invested time, mentored, and helped succeed but whose reciprocal good evaporated. When leadership changes and allies are no longer in a position to influence upward career trajectory, attitudes can change.

Over and above the pain of such professional betrayal is the real issue of genuine sincerity versus perceived loyalty.

Beyond the issue of indifference, most of the individuals in my life who demonstrated such "selective sincerity" also turned out to be less effective in positions of responsibility than I originally would have hoped. They fall into the category of mistakes that I have made in my career.

Identifying the trait of genuine versus superficial sincerity is not easily done, but some behaviors might serve as indicators. Almost all employees show goodwill and warmth towards senior leadership, but their overall interaction with persons at the lower levels and social spectrums can be telling. Pay attention to people's interactions outside of the CEO. Clerical staff, maintenance personnel, and contractors tend to see the real side of insincere employees.

Also important are the levels of interactions with others for whom there is little or no likelihood of professional association. Are the interactions perfunctorily cordial or of a manner that reflects sincere respect for all other persons?

Active Listening & Carefully Evaluating

There is a big difference between a "good listener" and an "active listener." Listening carefully and digesting what is being said, with brief interjections for clarification, bodes well for leadership potential. People who do more talking than listening seldom make good leaders. These types of behaviors are almost always recognized by peers and others in the lower levels of the organization.

Routinely Plays a Role in Both Preventing & Solving Problems

Employees who prevent problems before others even recognize the existence of a problem is worthy of keeping your eye on. This inclination is often based on the very valuable trait of "looking over the hori-

zon.” The inclination and ability of a leader to recognize and plan for the potential multiple consequences of anticipated actions before taking those actions is an extraordinarily valuable asset.

Standing Tall in the Face of Personal Adversity

Being professionally kicked to the curb and subjected to withering criticism can be demoralizing. It isn't uncommon for some to slip into obscurity and often become marginal employees.

Men and women of extraordinary character pick themselves up, dust themselves off, and continue to march. The only person who can take away the reality of a strong character is the person involved. Those who continue to “lean forward” and demonstrate strong character will be the long-term winners, both organizationally and in the minds of others.

Performing Credibly in the Face of Organizational Adversity

The perfect organization or the perfect leader does not exist. All organizations are unique and different. The fact is that there are times when workplaces don't function well and where the person in charge is neither qualified or worthy. Troublesome situations of this nature are fraught with career-ending land mines and challenges. While hunkering down and staying out of the line of fire typically does little for the organization, initiative, and efforts to move forward can have serious repercussions as well. Employees who can credibly navigate these types of troubled journeys are demonstrating valuable skills.

SUMMARY

In writing this article I did something that I have never done before. I did not review related literature and I did not seek the perspective or opinion of others. I intended to do a “brain drain” of my perspective. I did not want to dilute my primary thoughts with contamination from others. Upon completion of the article, I see that I achieved my goal! Without being critical of other writings on identifying leadership potential, I found that my perspective is somewhat different from the thoughts of others on the subject.

This new practice gives the reader additional perspective from someone who has spent a great deal of time in the leadership trenches and who among successes has also made every personnel-related mistake that can be made. I am not the least bit critical of the perspective of others. My perspective is a product of my experiences, primarily in the public and military sectors. While I am comfortable with my knowledge and performance these days, both came at a healthy and painful price earlier in my career.

No one person possesses all the wisdom necessary to be the perfect leader. By availing ourselves of the opinions and experiences of others, we continue to grow and nurture our perspectives of how best to lead. To that end, I hope that my thoughts on identifying potential leaders in the workforce will be helpful to those now in the leadership arenas.



Keith D. Bushey

Keith Bushey retired from the Los Angeles Police Department as a commander, from the San Bernardino County Sheriff's Department as a deputy chief and the United States Marine Corps Reserve as a colonel. Other law enforcement experience includes having served as a Los Angeles County Deputy Sheriff, a State of California deputy game warden, and as the Marshal of San Bernardino County. He is an instructor emeritus for the FBI Law Enforcement Executive Development Association and has lectured and written extensively in the areas of leadership, management, and ethics. His entire eight booklet Leadership Series is in the public domain and may be downloaded without cost from KeithBushey.com.

Cellebrite Helps Law Enforcement Agencies Manage Digital Evidence and Solve Investigations More Quickly

— **Mark Gambill**, Executive Vice President, Cellebrite

Like the world and industries all around us, crime is leveraging technology and finding more and more ways to utilize digital tools. But while criminals will not hesitate to take advantage of a wide variety of digital devices and information sources, they may also fall victim to them by leaving digital footprints.

The key for law enforcement is to maintain an ability to find these digital prints by leveraging the latest in technology and tools. For example, there are currently over 5 billion mobile devices in use worldwide. In the past, mobile storage was limited to just a few gigabytes. Today's phones, however, have storage capacities as high as 1 terabyte. Law enforcement officers and investigators must be well-equipped to collect such large quantities of digital data efficiently in the field and then immediately gain access to the information.

Additionally, agencies must then quickly analyze this digital evidence while ensuring the information is distributed and shared with all relevant parties across their networks. The goal remains the same - to solve cases quickly and keep our complex and connected world safe.

Digital data has become critical for law enforcement working to solve cases. According to a recent study, less than 50% of cases involve fingerprints and DNA analysis, while a full 90% of investigations include smartphones and cloud applications as a key source of evidence. Criminals' digital footprints, including stored images and social media posts on devices, are increasingly helping officers solve cases. Two-thirds of agency managers around the globe state that digital investigations play "a very high role" in keeping communities safe, as noted in Cellebrite's 2020 Digital Intelligence Industry Benchmark Report. Over the past three years, 82% of these agency leaders have observed major growth in the role of digital data, as well as the need to train staff on the new tools.

As the global leader in digital intelligence solutions for the public sector, Cellebrite is proud to provide law enforcement an integrated suite of services and solutions to access, manage, and analyze digital data to solve crimes and help keep communities safe. In the last year alone, Cellebrite's DI technology helped nearly 8,000 organizations in the public and private sectors around the world solve over 5 million cases.

The following are details from multiple law enforcement investigations that highlight the significance of digital intelligence, ranging from child exploitation to cyber fraud:

Sexual Predator Brought to Justice

According to a recent Cellebrite case study titled “Digital Intelligence Proves Critical in Solving Child-Exploitation Case,” Lieutenant Corey Davis from the Glastonbury, CT police department received information alleging that a male suspect had images and video footage of a female child being sexually exploited. After obtaining a search warrant, Lt. Davis and his officers, in collaboration with federal agents, searched the home of 63-year-old James Riberger. They found child pornography on multiple electronic devices, including over 2,000 pornographic pictures, 17,000 images of child erotica, and 20 videos.

Recognizing the need for image recognition software to identify the victims in the images, Lt. Davis contacted the National Center for Missing & Exploited Children (NCMEC), which serves as a national clearinghouse and resource center for information about missing and exploited children. As NCMEC is a partner of Cellebrite, a Cellebrite technical team soon joined Davis in Glastonbury and used its digital intelligence solutions to sort through the 50 devices containing 35TB of data seized from Ripberger’s home.

Using Cellebrite’s digital access and analytics solutions to unlock, analyze, and manage the data, Lt. Davis’ team was able to narrow down the number of relevant devices and find additional files of child exploitation. The team was then able to parse through the content, leveraging nudity and face filters, in addition to image-face matching with multiple sources, to associate media with the victims. Cellebrite’s tools allowed the law enforcement team to revamp the investigation by leveraging multiple data sources to map out and visualize the case in a simple and effective way.

By working together with NCMEC, Homeland Security Investigations, Cellebrite, and the Connecticut Center for Digital Investigation, the Glastonbury police department was able to indict Ripberger in December of the same year. The findings led to a sentence of over 12 years. Without the help of Cellebrite’s Digital Intelligence tools, the investigators involved in the case would not have been able to quickly sort, review, and analyze the data from multiple digital sources in such a short time frame. The efficiency gained by using Cellebrite’s Digital Intelligence solutions helped close the case in less than a year.

WhatsApp Messages Help Convict Murderer

In a 2018 case, digital intelligence tools in the field helped Cleveland, England police officers extract WhatsApp messages that enabled them to convict Jonathan Joseph Robinson of murder. Robinson had a history of domestic violence and murdered his ex-wife Laura Harrison during a custody battle over their two young children.

After committing the crime and leaving Harrison to die in her home, Robinson had texted images of the victim’s stab wounds to his mother. Although the department was dealing with a substantial backlog, the Cleveland officers utilized Cellebrite’s InField Ki-
osk solution to swiftly access the images and messages that helped lead to the arrest and conviction of Robinson.

These cases highlight the critical importance of collecting all of the potential digital evidence at the scene of the crime, especially in light of multiple data types and devices. Indeed, 67% of agency management believes that having tools that address mobility technology is important for their long-term digital evidence strategy.

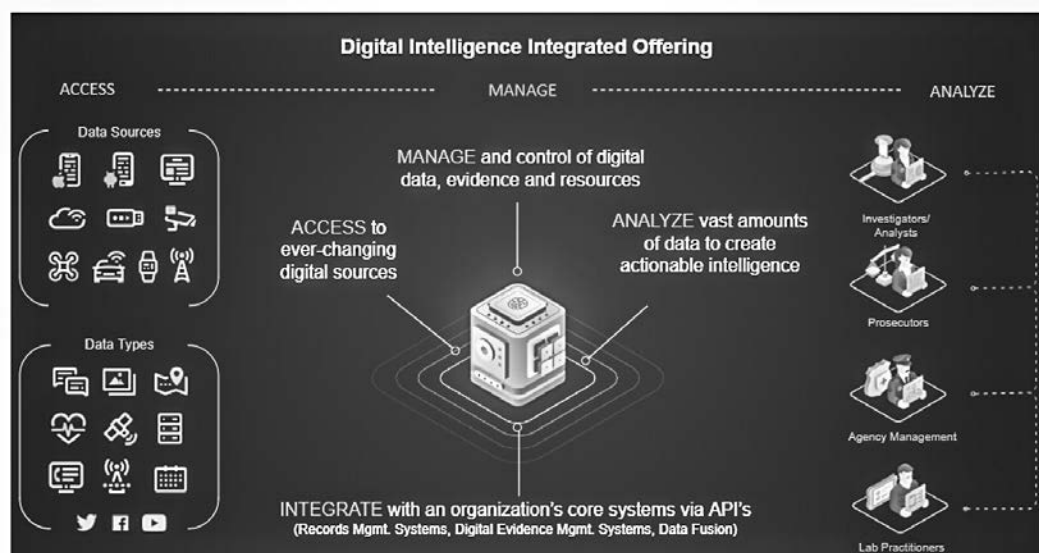
“ Our suite of innovative software solutions help agencies to access, manage, control, and leverage data to solve more cases, which keeps our communities safe. ”

Digital Intelligence Connects the Dots to Catch Global ATM Hackers

Sometimes, however, the ability to cross-reference a broader range of digital evidence, including other police reports, is needed -- especially in cases of cyber fraud. For example, the Taipei Criminal Investigation Bureau (TCIB) was able to catch global ATM hackers by analyzing data from communication networks, CCTV images, video biometrics in addition to other data sources. The department initially received an eyewitness report of an unattended \$2,000 'cash out' performed by two suspicious men at an ATM. In a matter of hours, it was then discovered that over 40 ATMs had been robbed using the same malware. With the help of Cellebrite's DI tools, the investigative team was able to quickly access, analyze, and review multiple sources, such as mobile devices, the Cloud, computers, and telecommunications records. TCIB was able to break operational barriers and get the right information to the right users to crack the case using multiple evidence sources, which is nearly impossible to accomplish manually while achieving the same efficiency gains.

While having access to and leveraging integrated Digital Intelligence solutions has proven to be effective, law enforcement still faces major hurdles. Budgets and overtime constraints limit agency efficiency, especially when you combine that with the growing number of digital devices and data sources that need to be examined in the majority of cases. Examiners currently face an average three-month backlog of 89 devices per station that need to be unlocked, investigated, and leveraged to solve cases. To address these challenges, investigators must utilize sophisticated analytical tools that leverage AI to help sort through the mountains of incoming data, and agencies need to invest in systems that will help unify and organize disparate data so their teams can view all relevant data types and sources mapped out simply and logically.

Collaboration across the investigative workflow is key. To address the growing complexity of crime investigations and security challenges in the digital era, Cellebrite is proud to serve as a trusted advisor to agencies and offers solutions, services, and training that help law enforcement transform each stage of the investigative workflow. Our suite of innovative software solutions help agencies to access, manage, control, and leverage data to solve more cases, which keeps our communities safe.



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Fitness for Duty Evaluations: The Essentials Every Agency Leader Must Know

— Larry Barton, Ph.D.

In my 16 years of teaching leadership programs, the most frustrating topic for law enforcement leaders to navigate was the fitness for duty evaluations (FFDE) for officers and commanders who may pose a risk to themselves and others.

This article is intended to highlight important clarity in considering whether such an evaluation is important and includes my interview with Dr. Alan Friedman. Alan conducts well over 130 evaluations for police agencies nationwide each year and is on the faculty of the Feinberg School of Medicine at Northwestern University. When I have a particularly complicated case involving an officer who may have suicidal ideation, or who exhibits noteworthy psychiatric or behavioral disorders, Alan is my “go-to” specialist. With this article, he will hopefully become one for you, too.

Before the interview, here are a few suggestions. When a complicated case arises, review or update the list of credible evaluators who are located in your jurisdiction or one who can provide virtually in the COVID environment. If you do not have an FFDE specialist on speed dial, contact the licensing board for psychologists in your jurisdiction, national groups such as the American Psychological Association (APA), or peers in area agencies. The years of experience and the number of evaluations that a professional has performed for police agencies, vs. the private sector, is paramount: find someone who understands the rigor and demands of law enforcement, union complexities, and related nuances.

When you find a potentially good fit, you will be asking the evaluator to do the following as they interview different experts:

- *Verify the CV, validating credentials to ensure they are not fraudulent.*
- *Contact state licensing boards for disciplinary actions.*
- *Review insurance coverage to ensure the evaluator has limits of coverage consistent with others in that region.*
- *Review the general experience of the evaluator: how many years have they been providing reports? Can they provide a sample report so you have the assurance that their insights are consistent with those you would expect? What types of threat assessments have they done, and which industries have they supported?*
- *Can they outline a general concept of their fee structure for interviews, administering and evaluating personality test reports, pre and post evaluation consultations, and any additional psychological testing or collateral interviews with supervisors and others that may be needed?*

“ Find someone
who understands
the rigor and
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related nuances. ”

- *What is their general estimate of how quickly they can be deployed during a busy and non-busy time in their practice and who is their professional alternative if they are not available?*
- *Ensure that they are doctoral-level providers and not a licensed social worker- the person must be a psychologist, psychiatrist, or general physician- and my experience has been that the best qualified are in that specific order of priority.*
- *Interview the expert for at least 45 minutes without compensation to determine if they are genuinely committed to the effort; in this interview, they would articulate their backgrounds and area of expertise and the project captain can ensure that they are trained and experienced in evaluating individuals at risk for self-harm, homicide and femicide, and other inappropriate behaviors in the workplace.*
- *Ask specific questions regarding their awareness of state and federal laws as it pertains to the workplace topics including privacy regulations.*
- *Enquire if they are familiar with the return to work agreements and to what degree they have helped employers craft those agreements including reasonable accommodation requests from employees at risk.*

Knowing What to Ask

Be sure that the law enforcement officer being interviewed knows they must sign a substantial amount of paperwork before they meet with the clinician in person or via video, and that they understand the nuances of the medical and other releases they are signing. Have your agency's legal counsel review these documents in advance to ensure they meet your needs and not only that of the clinician conducting the interview.

Remember that the evaluator you engage in is not there to treat your employee; they are not there to provide insight or recommendations on their mental or medical status; they are not there to prescribe or diagnose in any way.

Their role is to evaluate the emotional and psychological temperature of the officer, to identify whether the employee is reasonable and responsive to questions about why they were sent for an evaluation and the evaluator will ideally, in addition to their professional line of questioning, administer a third party personality inventory to independently determine if their professional conclusions are validated by that instrument.

(continued)

Q. Alan, there is some confusion among chiefs regarding a clinical psychologist and a psychiatrist. Can you please help us understand how the training and qualifications generally differ for each?

A. Sure, psychologists typically have a doctoral degree such as a Ph.D. or a Psy.D. (Doctor of Psychology), and psychiatrists have a medical degree with a specialty in psychiatry. Typically, clinical psychologists and psychiatrists, usually forensic psychiatrists, conduct FFDEs provided that they have the proper training and supervised experience for evaluating individuals in employment settings. It is important that the evaluator has the highest educational degree, such as a Ph.D., Psy.D., or M.D., because it reflects the richest level of university training. Beyond the clinical acumen doctoral-trained evaluators possess, you can be assured that should a claim ever

involve a plaintiff's attorney, experts on the other side of the case or claim will hire the most educated and credentialed clinicians for credibility purposes.

Clinical psychologists with either a Ph.D. or a Psy.D. degree typically have trained within a university or with a professional school of psychology. Both degrees involve intense clinical training with rigorous supervision in multiple clinical and forensic settings, such as hospitals, emergency room departments, mental health clinics, university mental health clinics, correctional settings, and numerous other contexts, providing training with diversified populations. Typically, the Ph.D. clinical psychologist has additional rigorous training in research methodology and studies statistics and research design to better understand the scientific literature in peer-reviewed journals.

Psychologists differ from psychiatrists in significant ways in terms of their training. Psychiatrists, like psychologists, are trained to provide psychotherapy and assessments, but they are not typically trained in the administration, scoring, and interpretation of psychological tests. They do, however, have medical training that includes an understanding of psychopharmacology allowing them to prescribe various psychiatric medications to treat mental disorders such as psychoses, anxiety and depressive conditions, personality disorders, and trauma-related disorders among others.

However, it should also be noted that in the last several years, certain jurisdictions such as Illinois, Louisiana, and New Mexico have granted psychologists privileges to prescribe psychotropic medications if they have additional training in clinical pharmacology and other medical conditions. They must complete many hours of didactic training and supervised practice in prescribing medications as well as passing a board recognized national examination.

The most important differentiator is not only the provider's degree but their years of experience and proven competence in providing evaluations that are free of clinical errors, ethical in nature, and considerate of the many important privacy laws that intersect with clinical fitness for duty evaluations.

Q. Most employers I have worked with use a psychologist such as you to conduct an FFDE. Can you explain why that is the case when there are other options?

A. Most employers use psychologists because of the diversity of their training in multiple settings such as mental health clinics, hospitals, prisons, business and industrial settings, university mental health clinics, as well as their broad course of study and training which typically takes five to seven years to complete after their bachelor's degree. Most states also require anywhere from a one to two-year-long internship to gain licensure.

During their graduate education, those pursuing a doctorate in psychology study courses in personality development, psychopathology, psychological research methods, treatment approaches, psychological theories, cognitive therapies, and behavioral therapies. They also have extensive training in the psychological assessment of individuals using psychological instruments. The title "psychologist" can only be used by an individual who completed the mandatory education, training, and state licensure requirements. While some clinicians use informal titles such as "counselor" or "therapist", such as licensed clinical social workers, these professionals do not have the amount of training that a psychologist possesses.

Q. I realize that some websites promote the same day, “rapid-fire turnaround” fitness for duty evaluations - and sometimes I will tell a client to be careful if the company sounds like they’re a dry cleaner with same day service. It bothers me horribly. What piece of advice do you recommend for employers who find themselves in this new territory?

A. Larry, your suspicions are valid. A “rapid-fire turnaround” should always be avoided as an FFDE requires a thorough and sometimes lengthy process of not only interviewing an employee in-depth, sometimes on more than one occasion, but also collecting documents, reviewing personnel records, sometimes reviewing police or medical records, such as psychiatric treatment notes, and reviewing affidavits to make appropriate clinical recommendations and dispositions.

Additionally, multiple consultations with an employer are important to grasp the various contextual elements completely.

When indicated, the administration of psychological tests requires the scoring and interpretation of instruments which can take time for receiving and analyzing the results, but the time wait is worth it because the results can reveal very important information to the psychologist about the need for further investigation as well as assisting in generat-

ing reasonable accommodations and, in some cases, certain treatment indications and a possible return to work agreement provisions.

While most police agencies have their employee on paid administrative leave during the evaluation, and hence there is an inherent pressure to obtain answers from the evaluator, it is important not to sacrifice accuracy for speed. In some cases, rapid assessments are indicated, such as when there have been suicidal and/or homicidal threats, so a clinical decision about safety can be made. But even then, it is critical to collect the correct information and to be prudent in not making determinations too rapidly.

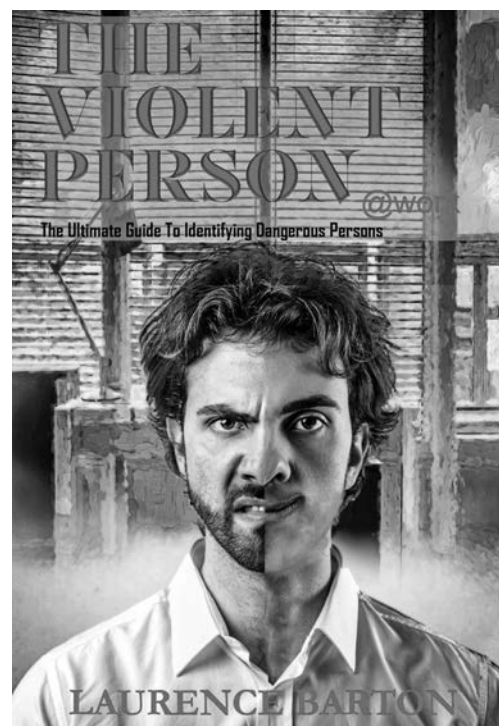
Q. Personality tests - let’s go there. In my new book, I write considerably about the Minnesota Multiphasic Personality Inventory-2 (MMPI-2) that is widely used by many agencies, but there are alternatives. What is your insight for a chief?

A. Psychologists globally have access to a wide array of psychological tests that measure both normal and abnormal functions. The utility of these instruments lies in their ability to inform the psychologist of areas of significant interest not always apparent from an interview or history. The findings can create a “road map” indicating different directions for the psychologist to further explore. The tests typically have measures built in to inform the psychologist whether the test taker is answering honestly and candidly or defensively which can suppress the scales designed to

measure problematic personality traits, or even psychological disorders, possibly associated with a bona fide disability.

There are dozens of tests on the marketplace from which psychologists can choose, but the most important factor in test selection is the degree of reliability and validity that constitutes a solid psychometric foundation for the test of choice. The training and experience of the psychologist usually dictate the choice of test. Common personality instruments, other than the “gold standard” MMPI-2, include the Psychological Assessment Inventory (PAI), the Millon Clinical Multiaxial Inventory (MCMI-IV), and the 16 Personality Factor Questionnaire (16 PF). For special populations involving public safety personnel, such as police officers, the Matrix-Predictive Uniform Law Enforcement Selection Evaluation Inventory (M-PULSE) is often used for selecting police candidates but is also utilized for fitness for duty evaluations with law enforcement officers.

(continued)



Q. Police agencies are often confused by what a finding of “fit for duty” or “unfit for duty” may mean. Can you explain the differences and the various nuances of the findings that can emerge from fitness for duty examination?

A. Typically, when an officer or administrative employee is referred for a fitness for duty evaluation, the employer is most interested in knowing if the employee can perform the essential functions of their job safely and whether the person may present some type of imminent risk of harm to themselves and/or to others. In the U.S. for example, The Americans with Disabilities Act of 1990 (ADA) requires that when making a disability-related inquiry or conducting a psychological examination of an incumbent employee, the employer must meet a fact-specific, individualized threshold; namely, that the questions or examination be “job-related and consistent with business necessity.”

In general, the ADA regards this threshold as having been met when an employer has a reasonable belief, based upon objective evidence, that the employee's ability to perform their essential job functions will be impaired by a medical or psychological condition and/or the employee might pose a direct threat in connection with their psychological/medical condition. Keeping in mind that the evaluation must revolve around the job duties of the employee, and making certain that the evaluation is directly related to the “business necessity” of the employer, the evaluation must be supported by documentable evidence in its findings.

A finding of “unfit for duty” means both (a) that the examiner found that the employee is suffering from some type of identifiable medical or psychological condition that is causally related to the reported behaviors that may be fairly described as threatening of physical or psychological harm (direct threat) or which precludes the employee from performing the essential functions required for their employment position in question (business necessity); and (b) that the employee is only considered to have a “disability” if he or she has a physical or mental impairment that substantially limits one or more major life activities, such as work.

A finding of “fit for duty” means both (a) that the examiner could identify no discernable medical or psychological condition of the incumbent employee that was believed to be causally related to the reported behaviors that may be fairly described as threatening of physical or psychological harm (direct threat) or which precludes the employee from performing the essential functions required for their employment position in question (business necessity), and (b) that the employee is not considered to have a “disability” if he or she does not have a physical or mental impairment that substantially limits one or more major life activities or a record of such impairment.

It should be noted that a finding of “unfit for duty” does not typically address the possibility of future remediation or recovery from the underlying condition, except where explicitly indicated. In general, no treatment plans or diagnoses are reported for unfit employees since such information is considered protected health information under the Minimum Necessary Rule of HIPAA.

A finding of “fit for duty” does not mean that the employee's reported or admitted behavior in a specific situation was permissible or benign. In other words, “fit for duty” does not necessarily mean “suitable for duty”. It should be noted that fit for duty employees are directly responsible and answerable for their conduct and behavior and may be subject to discipline as is permitted under personnel rules and regulations such as discharge, fines, suspensions, retraining, demotions, and the like.

Traits or behaviors like irritability, chronic lateness, social conflict, and poor judgment are not, in themselves, to be considered mental impairments, although they may or may not be aspects of mental impairments. Additionally, not all persons with mental conditions are persons with qualified disabilities under the ADA. In general, short-term conditions, current drug abuse or alcoholism, and certain sexual difficulties, among others, or conditions that do not substantially limit one or more major life activities, are not considered qualified disabilities.

Occasionally an examiner will render a finding of “indeterminate fitness for duty” which means that the examiner could not determine if the employee was fit or unfit for duty. This typically results when the employee does not exert honest, realistic, and appropriate cooperation and effort in the evaluation procedure or process. In such a case, a simple statement will appear that no such conclusion regarding fitness could be made as a result of the examination. In many contexts, the employer then can view this lack of cooperation as an act of insubordination and discipline the employee accordingly.

Q. In my practice, I support many companies that have worker councils or unions. Is it permissible for the employee to bring into the fitness for duty interview a third party observer, such as an attorney or a union representative?

A. Third-Party Observation (TPO) involves the direct or indirect presence of a person other than the employee. Whether viewing the examination through a one-way mirror or sitting in the room, the presence of a TPO can corrupt the process of fair and objective evaluation, as the examinee is likely to be influenced (as is the examiner) in ways that cannot be easily measured. There are not only clinical considerations regarding the impact of TPOs but also ethical standards that can be compromised in such a situation.

For example, the disclosure of protected health information during an interview in the presence of a third-party observer raises many questions as to how that information will remain protected. And the administration of psychological tests requires specific security precautions by the psychologist to protect the psychological test questions. Occasionally, an employee may choose to take notes or even record the interview, but permission to do so should be decided upon in advance and rests upon multiple factors.

In general, most fitness evaluations are performed without the contaminating presence of any third party and we rarely have had this issue come up as an impediment to conducting an evaluation. Interviewing and testing should be conducted in a distraction-free environment. The National Academy of Neuropsychology and other some other organizations advise that Third Party Observation is inconsistent with psychological guidelines and practices as it threatens the integrity of the clinical interview as well as the validity, reliability, and interpretation of test scores. My position, and that of many colleagues, is to avoid allowing the presence of third-party observers.



Larry Barton

*Dr. Larry Barton is an instructor for The FBI Academy and author of the new book, *The Violent Person @ Work*, available on Amazon and elsewhere. This interview is adapted from that book. He is Distinguished Professor of Crisis Management and Public Safety at the University of Central Florida and can be contacted at larry@larrybarton.com Dr. Alan Friedman is a licensed clinical psychologist and can be reached at draf48@aol.com*

It's Good to Hear ...



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— Joel Jose, Englewood Police Department

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— Lieutenant Jeff Dirkse, Stanislaus County Sheriff's Office



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Solving a Cold Case with Thomson Reuters CLEAR

— *Thomson Reuters*

Mary Kay Heese was last seen just after 5 pm on March 25, 1969, standing in the streets of Wahoo, Nebraska, about 5 blocks from her home. The 17-year-old high school junior was alone. Later that night, her parents reported her as missing.

Early the next morning, a local farmer spotted schoolbooks scattered across a county road outside of town. He notified law enforcement, and a short time later the teen's body was discovered in a roadside ditch.

Investigators determined Mary Kay had been driven out of town and potentially murdered. An autopsy revealed a struggle had taken place, and a sharp instrument had been used as the murder weapon. She died of multiple stab wounds to the torso. Investigators gathered evidence and conducted interviews, and citizens called in multiple tips, but the murder weapon was never recovered, and no arrests were made.

Fifty years later, the case remained unsolved.

A Criminal Investigator Takes The Case

The unsolved murder of Mary Kay Heese has cast a dark cloud over Wahoo, Nebraska for as long as anyone can remember.

When the county attorney asked Green to conduct a top-to-bottom review of the case, he set off across Nebraska to round up the original reports from various state agencies that had worked on the investigation. Before long, he had generated an extensive list of potential witnesses, many of whom now lived out of state.

He plugged the bits of information he had into Thomson Reuters CLEAR—sometimes just a name or a nickname, or the name of a parent or sibling, or a vehicle, or a former address or old job.

One by one, he tracked down the current location and contact information for all but 3 of the witnesses he had identified. CLEAR also revealed some witnesses thought to be deceased were still alive. He even located an individual who was working in a diamond mine in Tanzania, Africa.

The Investigator Uses CLEAR To Locate The Suspect

Green was making good progress in the case, but there was one hitch. Back in Wahoo, someone had heard the suspect identified in the original investigation had died.

When he ran the suspect's name and Social Security number through CLEAR, he immediately learned the suspect was still alive and had recently moved.

Back in 1969, an associate of the suspect used one witness as an alibi, claiming he had been out on a date with her the night of the murder. When Green interviewed her 50 years later, she said her parents would never have allowed her to be out on a school night after 8 pm. In fact, she had never dated the guy. Green discovered the original investigators never actually spoke with her about what the suspect's associate had said.

The information Green collected from CLEAR, combined with the witness testimony, will allow him to forward the unsolved murder case, along with a current witness list, to the Nebraska Attorney General for possible future prosecution.

"Without CLEAR, this case would have gone nowhere, I can honestly say that."

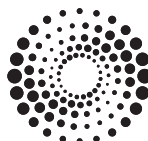
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It's Good to Hear ...



In January of 2020, I attended the FBI-LEEDA Supervisor Leadership Institute course in Minnesota. I am currently a Detective Sergeant with the Brookings Police Department Criminal Investigations Division in Brookings, South Dakota. I have been in law enforcement for 17 years, and in a formal leadership role for 11 years.

We do not have a leadership training program for the supervisors in our department. Many years ago, a close friend and mentor highly recommended that I attend an FBI-LEEDA leadership course. My department along with our City manager saw the need for leadership training and committed to sending all five Brookings Police Sergeants to the FBI-LEEDA courses. After the SLI, the other sergeants and I were highly motivated to complete the FBI-LEEDA Trilogy and send future supervisors to FBI-LEEDA classes.

Throughout the courses, we were challenged to find things that we could put in our 'toolbox' for our personal and professional life. I found a balance between lessons that I had already implemented into my life and new perspectives to address things I didn't even see as issues prior to the course. The instructors talked about being intentional and knowing your people. There is value in becoming a 'cop's cop'. I am fortunate that my mentor attended these courses years ago and modeled it before me. I realized during this training that my mentor was and is a 'cop's cop', a notion that challenges me as a veteran to be the best leader I can to those around me.

Part of the training was keeping a leadership log. This was a journal of nuggets learned from the instructors and class discussions. I was not a fan at first, but my leadership log sits on my desk and I turn to my notes often. I have never been so motivated to keep good notes. I appreciated the recommended leadership reading by FBI-LEEDA. I believe true leadership is something that requires a commitment to continued education.

The FBI-LEEDA instructors were engaging and knowledgeable about the topics covered. Chief Soler was articulate and magnetic. His presentation drew your attention and it was obvious that he believes in what he is doing! The information was timely, relevant, and immediately applicable. I have been to many trainings in my career and feel that FBI-LEEDA's is one of the best I have ever attended. I highly recommend this training for prospective, new, and veteran supervisors. I believe the FBI-LEEDA training has had lasting impacts on our department.



– Sgt. Joel Perry
Brookings Police Department CID, Brookings SD

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I am convinced that the skills amassed throughout this program were largely responsible for my appointment to Chief of Police. From all-inclusive budgeting practices to reformist community engagement ideologies, I have successfully applied those principles toward the transformation of an agency starved for change. I passionately endorse the LEPSL program.”

- **John Myrsiades**
Chief of Police, Plymouth Township (PA)

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Creative Engagement

— *Stephanie Slater, FBI-LEEDA Instructor*

“You put such joy into the heart of my friend, who is 98 years old. He saluted you by waving his American Flag. We were the last one on your route. Thank you for your service.”

That was a comment posted on the Boynton Beach (Florida) Police Department Facebook page under a video of a parade of police, fire, and city vehicles driving through a neighborhood with lights, sirens, waves, and smiles. At a time when an invisible “bad guy” has obstructed our ability to even hug our loved ones, the power behind a smile means more now than ever.

Law enforcement agencies nationwide have done some marvelous things during this pandemic crisis to bring smiles to the faces of their community members. And behind the scenes are the public information officers (PIO) organizing, filming, and crafting messages meant to bring joy and hope to share on social media.

The role of the law enforcement public information officer during this pandemic has varied based on agencies and locations. Some public safety PIOs have been on the frontlines of crisis communications messaging for their cities, while others have assisted with the sharing of information from other agencies leading the charge in their jurisdiction.

“Continue to build relationships with your community by informing, empowering, and engaging with them. That’s what “in this together” really means.”

One clear and common message among all law enforcement PIOs has been that of unity. Those who have taken FBI-LEEDA's Media and Public Relations course will remember the phrase, "we believe what we see before what we hear." We discuss it in great detail as it pertains to the image and branding of your agency.

It's very easy for a PIO to use a hashtag to say we're #inthistogether. A strategic PIO shows it.

Here are a few great examples of law enforcement agencies nationwide really showing their communities that we are in this together:

The Fort Myers (Florida) Police Department honored healthcare workers at Lee Memorial Hospital by positioning their patrol cars in the shape of a heart. The police department's "thank you" warmed the hearts of millions as the image was shared nationwide.

» FMPD: <https://www.facebook.com/fmpolice/posts/10158431846787948>

Go to the Facebook pages of sheriff and police departments nationwide and you're likely to find photos and videos posted of parades celebrating milestones. Even in the pouring rain, motorcycle officers from the Hamden (Connecticut) Police Department led a birthday parade for a 100-year-old World War II veteran.

» LINK TO: <https://www.facebook.com/watch/?v=171018300939044>

The Bernalillo County Sheriff's Department in California has participated in more than two dozen birthday and graduation parades, each one bringing such joy to a member of their community. They've shared all of the videos on their YouTube channel, garnering thousands of views (and no doubt smiles, too).

» LINK TO: https://www.youtube.com/channel/UCvTKJrM1MMjT5anc_oHtqLg

In South Portland, Maine, a high school resource officer shared his musical talents with the community, writing and performing a song about the pandemic in his patrol car. Officer Al Giusto's song, the "Disinfectant Blues," reminds us to wash our hands, wear gloves, and be nice while showing a different side of a police officer.

And in the spirit of everything that is so incredibly cool about Miami, a band comprised of police officers from five agencies performed a roof-top concert that was live-streamed on social media and has now been viewed more than one million times. The InBlue Band is comprised of police officers from the City of Miami, Miami-Dade, Coral Gables, Doral, and Miami Beach police departments.

» LINK TO: <https://www.facebook.com/MiamiPoliceDepartment/videos/198806121542257/>



Stephanie Slater

As we continue to navigate policing in uncharted territory, remember that nothing has changed about the way we serve our communities. Continue to build relationships with your community by informing, empowering, and engaging with them. That's what "in this together" really means.

Stephanie Slater is the public information officer for the Boynton Beach (Florida) Police Department and an instructor of FBI-LEEDA's Media and Public Relations course. She can be reached at stephaniehslater@gmail.com or 561-703-7145.

HONOR &



Thank You To Our First Responders



PHOTO CREDIT: © Jim Lambert / Shutterstock.com

FBI-LEEDA Agency Trilogy Award

Congratulations Ingram (TX) Police Department

On January 7, 2020, Director James Franklin (Frank) Woodall (Ret.) presented the Ingram Police Department with the FBI-LEEDA Agency Trilogy Award. The Ingram Police Department is the 4th law enforcement agency in the nation to have obtained this award and the 1st law enforcement agency in Texas.



The FBI-LEEDA Agency Trilogy Award is awarded to agencies whose command staff have all attended the FBI-LEEDA Leadership programs. This award not only reflects the departments commitment to leadership education, but also the support from senior law enforcement officials, city officials, and the community. The FBI-LEEDA Trilogy Leadership series encompasses three flagship development programs; Supervisor Leadership Institute, Command Leadership Institute, and the Executive Leadership Institute. All command staff personnel with the Ingram Police Department completed these in-depth courses, which are designed to educate law enforcement personnel on leadership, education, community initiatives, and management.

Why choose FBI-LEEDA Trilogy for your training program?

FBI-LEEDA's Trilogy program is a series of three core education programs that provide mid to upper-level leaders, intensive instruction in the latest management concepts and practices faced by today's law enforcement professionals. Taught by executive level law enforcement experts, they help engage and prepare participants for command level positions.

**Supervisor Leadership Institute | Command Leadership Institute |
Executive Leadership Institute**

Any individual who has successfully completed the Trilogy program will receive the FBI-LEEDA Trilogy Award, a uniform ribbon and a Trilogy pin, with recognition made during our Annual Conference.

If you have questions about the FBI-LEEDA Trilogy, please contact us.



City's Traffic Ordinance Does Not Violate First Amendment

— Eric Daigle, Esq.

As we head into another election cycle and continue to deal with homelessness and panhandling concerns in our respective jurisdictions, I thought this recent case, *Evans vs Sandy City*, out of the 10th Circuit may provide some guidance on First Amendment concerns.

Clearly, officers must take a citizen's First Amendment liberties into account when planning a police response to a planned demonstration as well as those day-to-day interactions with so-called panhandlers and impromptu demonstrations. Hopefully, your agency has a directive that clearly lays out agency procedures and protocols for addressing these incidents.

FACTS

In 2016 the Sandy City, Utah city council adopted an ordinance making it illegal for any person to remain on an unpaved median or any median less than 36 inches in width “for any period of time”. The Plaintiff – Steve-Ray Evans received four citations for standing on various medians that met the requirements of the ordinance.

Evans brought suit under 42 USC Section 1983 in Federal District Court claiming that the ordinance was a violation of his First Amendment protections in that it targeted panhandling. Evans sought damages and an injunction prohibiting the city from enforcing the ordinance. The district court denied the request for an injunction and granted the City's motion for summary judgment finding that the ordinance met reasonable time, place and manner restrictions as required under the law. Evans then appealed the ruling to the 10th Circuit Court of Appeals.

Tenth Circuit Findings

While the Supreme Court has determined that “the solicitation of charitable contributions is recognized as protected speech” *Cornelius v. NAACP Legal Def. & Educ. Fund., Inc.*, 473 U.S. 788 (1985), neither the Supreme Court nor the 10th Circuit has determined that the specific act of panhandling is “protected speech” under the First Amendment. The court then assumed, without deciding that the speech was protected but quickly observed, that the ordinance in question made no reference to panhandling.

The court then conducted a typical First Amendment analysis that reviews (1) the nature of the forum at issue and (2) whether the ordinance meets reasonable time, place and manner restrictions.

With respect to the first question, the courts have traditionally divided areas into three categories – (1) a traditional public forum; (2) a designated public forum; and (3) a nonpublic forum. Traditional public forums are those areas where assembly and free speech has tradi-

“ How officers respond to these incidents, and command staff developing plans for scheduled events, are cautioned to tread cautiously and understand the risks and exposure to liability that comes with First Amendment-related activities.”

tionally occurred. Designated Public forums are areas not traditionally open to the public but designated for such purpose by governmental action. And, of course, nonpublic forums are those areas that don't qualify as a public or designated forum. Evans claimed the median was a traditional public forum while the City argued that it was a non-public forum. The court did not identify the type of forum, claiming that, either way, the ordinance met reasonable time, place and manner restrictions.

First, the ordinance was content neutral. The court noted that a police captain supporting the ordinance testified at a city council meeting that the ordinance was written to limit a dangerous condition on narrow medians where there had been "several close calls" between drivers and pedestrians. Evans argued that the ordinance had an inordinate effect on panhandlers, but the court was unpersuaded, stating that the ordinance could be content neutral even if it had an "incidental" effect on the activity.

Secondly, the court determined that the ordinance met a significant governmental interest in that it was narrowly tailored to address public safety concerns over the possibility that pedestrians could be struck by vehicles.

Finally, the restriction must "leave open ample alternative channels for communication or information". In this case, the ordinance left open medians that were paved and wider than 36 inches as well as sidewalks and city parks. As such, the ordinance met appropriate First Amendment requirements and the 10th Circuit affirmed the district court's ruling.

WRAP UP

Certainly, it is not uncommon for officers and agency heads to find themselves in the middle of two competing interests – one group who wants homeless people and panhandlers "off the streets" and other groups who believe there should be no limits on curtailing such conduct. Likewise, demonstrations of one political view are quickly met by opposition groups in this era of instant messaging and social media. How officers respond to these incidents, and command staff developing plans for scheduled events, are cautioned to tread cautiously and understand the risks and exposure to liability that comes with First Amendment- related activities.

In several past articles we have mentioned the Department of Justice publication - *Recommendations for First Amendment-Protected Events for State and Local Law Enforcement Agencies*. This publication provides guidelines in preparing, planning, managing and responding to events that have First Amendment implications. At DLG we recommend this publication to our clients and follow these guidelines in the DLG directives dealing with crowd control and management.

¹ *Evans v Sandy City*, 928 F3d 1171 (2019)



Eric Daigle

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

Wellness On and Off Duty

— **Nicholas Greco**, M.S., BCETS, CATSM, FAAETS
President, C3 Education & Research, Inc.,
Board Member Blue H.E.L.P.



Now more than ever, the importance of wellness, both on and off duty, for law enforcement officers, is critical. On top of the daily stress of the job, officers are dealing with the current pandemic and social unrest across the nation.

Many officers are working 12-hour shifts, have had time off canceled, and many have said they have never felt so hated, tired, worn out, underappreciated, and defeated. Their feelings and concerns are not new to those of us working and training in the law enforcement world nor is the need for officers to be able to balance their health and wellness, on and off the job.

Failure to find the necessary balance is what drives higher rates of stress, burnout, and cumulative traumas. Another unfortunate effect is officer suicides, which have outnumbered line of duty deaths for the last four years. All too often, officers suffer silently from the cumulative effects of repeated exposure to traumatic events. We can no longer ignore the realities and stress of the job, especially now. Agencies can and must implement effective training to mitigate stress, reduce the cumulative effects of trauma, and bring suicide awareness and prevention to their department. Mental and physical health go hand in hand. Officer wellness encompasses both the mind and the body. A healthy mind = a healthy officer. I want to share with you some ways you can manage your stress and promote a healthier lifestyle for yourself and those around you.

The first thing you can do is talk, yep, it is as simple as that. Talk with those you trust. Start with a good friend or your spouse or partner, but involve them. Remember, you can't carry the weight all by yourself nor should you. Even if you don't feel like talking, simply being near someone you love, the non-verbal closeness can be enough to get you reconnected. Asking your spouse, partner, loved one to sit next to you as you watch a funny TV program or just stare out over the deck has immense returns for your mental well-being. As we all are bombarded with media, and as many of you are face-to-face with the public, limit your media exposure. Shut off the news, get off Twitter, Facebook, LE blogs, and truly disconnect from the world around you. Set aside times in the day when you will check the news but don't constantly check throughout the day as this can raise stress levels. When you do get your news, only go to reliable sources. Do not feed into rumors and social media. The world will not stop, but you need to separate yourself from negativity.

Meditation, deep breathing, and Yoga can have significant benefits. Simply taking two minutes of quiet time can make a world of difference in helping you to stop and take a step back. If that is not for you, then escape with some relaxing music. If you have a home gym or a gym at the department, pump some iron, run on the treadmill, hit the heavy bag, whatever but get out there and burn off some steam in a healthy way. If you don't have the time, are too tired, then take a brisk 20-minute walk. Even 5 minutes walking outside could be beneficial to your perspective.

Sleep is often mentioned and just as often overlooked. However, proper sleep is restorative and promotes both physical and mental health. Ideally, you should try to get 7-9 hours of sleep a night. Another healthy option is to cut back on the high caffeine power drinks and weight gaining sodas. Water is an optimal choice and you can flavor it with sliced fruit, cucumbers, or even some non-caffeinated drink additives. Resist the temptations to overeat, smoke, and drink alcohol to excess. Try to eat healthy as much as you can as well. Processed, high fat, high carb foods are not good for your health. Fruits, vegetables, grains, and lean meats are good for your immune system as well as maintaining steady energy levels, both on and off the job.

Many of you have pets, and the power of pets is immense. Research has consistently shown that the mere act of petting an animal can reduce stress levels, blood pressure, and help a person's mood. Do not block out your family, make time to spend with your family, and reconnect with them. They need you as much as you need them to get through this. If you do find yourself unable to talk with friends or family or simply want to seek out greater peace in your life, make an appointment with your EAP, talk to your Peer Support Team, or with a therapist who has experience working with law enforcement officers.

Remember, you are human, you have limitations, you are not invincible, and you will make mistakes. By resting, recharging, and centering yourself, you not only help yourself but others around you as well.

“ By resting,
recharging, and
centering yourself,
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around you
as well. ”



Nicholas Greco, IV

Nicholas Greco IV, M.S., B.C.E.T.S., C.A.T.S.M., F.A.A.E.T.S., is President and Founder of C3 Education and Research, Inc. Nick has over 20 years of experience training civilians and law enforcement. He has directed, managed, and presented on over 350 training programs globally across various topics including depression, bipolar disorder, schizophrenia, verbal de-escalation techniques, post-traumatic stress disorder, burnout, and vicarious traumatization. Nick has authored over 300 book reviews and has authored or co-authored over 35 articles in psychiatry and psychology. Nick can be reached at by visiting his website <http://www.c3educationandresearch.com/> or emailing him directly at psychcomm@yahoo.com



FBI-LEEDA College Scholarship Program

Each year, the FBI-LEEDA scholarship program has offered five \$1,000 scholarships. The scholarships are awarded at the Annual Executive Education Conference. Unfortunately, the FBI-LEEDA 29th Annual Executive Education Conference intended to be held this past April in Kansas City, Missouri had to be canceled due to the Coronavirus. We know that this pandemic has created difficult challenges for college students. In an effort to better support students, FBI-LEEDA will be doubling our number of \$1,000.00 scholarships offered to 10 winners.

This year's 10 winners will be announced in the late summer 2020. Thank you for your patience and understanding as we have expanded our candidate search. The FBI-LEEDA Scholarship Program is no longer accepting new 2020 applications. The application for the 2021-2022 academic year is now open. The guidelines for eligibility are listed below.

Basics

- Applications for the 2021-2022 academic school year are now being accepted. Your application must be postmarked by **March 26, 2021** to be considered. FBI-LEEDA selects final candidates based on the following criteria:
 - *Eligibility* • *Quality of application* • *Commitment to leadership*

Eligibility

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

Provisions

- An individual may receive only one scholarship award of \$1,000 per year from FBI-LEEDA.
- An applicant may re-apply each year providing eligibility requirements are fulfilled.
- FBI-LEEDA will make the scholarship award payment to the recipient's school.

How to Apply

- Applicant must provide the following items:
- *Application* • *Transcript* • *High school verification form*
 - *Answers to essay questions* • *Documentation of acceptance to college/university*

Send your completed application to:

FBI-LEEDA, Inc. Attention: Donna Stone
5 Great Valley Parkway, Suite 359 Malvern, PA 19355

****Applications Must Be Postmarked by March 26, 2021****

If you have questions about the FBI-LEEDA College Scholarship Program feel free to contact Donna Stone at dstone@fbileeda.org.

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FBI-LEEDA Regional Representative Program Update

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

As the Coronavirus has affected everything in our world over the last few months, so has been the case with our regional programs. Normally our team of Regional Representatives travel to each of the command colleges and regional LEEDS programs around the country and share information about FBI-LEEDA to the attendees. Before the shutdown, just three programs (Washington, Oregon and South Carolina) were held. COVID-19 forced eight program cancellations for 2020 and four others rescheduled for the Fall. The remaining programs will go as scheduled.

The revised schedule of Command Colleges can be found at fbileeda.org/page/LEEDS. All programs are subject to change or cancellation due to the coronavirus. If you are interested in attending a session, reach out to your local FBI Field Office training coordinator to confirm the session.

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 ND
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IA MO AR)

Chief Harry Gurin

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(Covering CA
NV AZ
HI AK)

Chief Mark Pazin

*California Office of Emergency Services (OES),
mark.pazin@calOES.ca.gov*

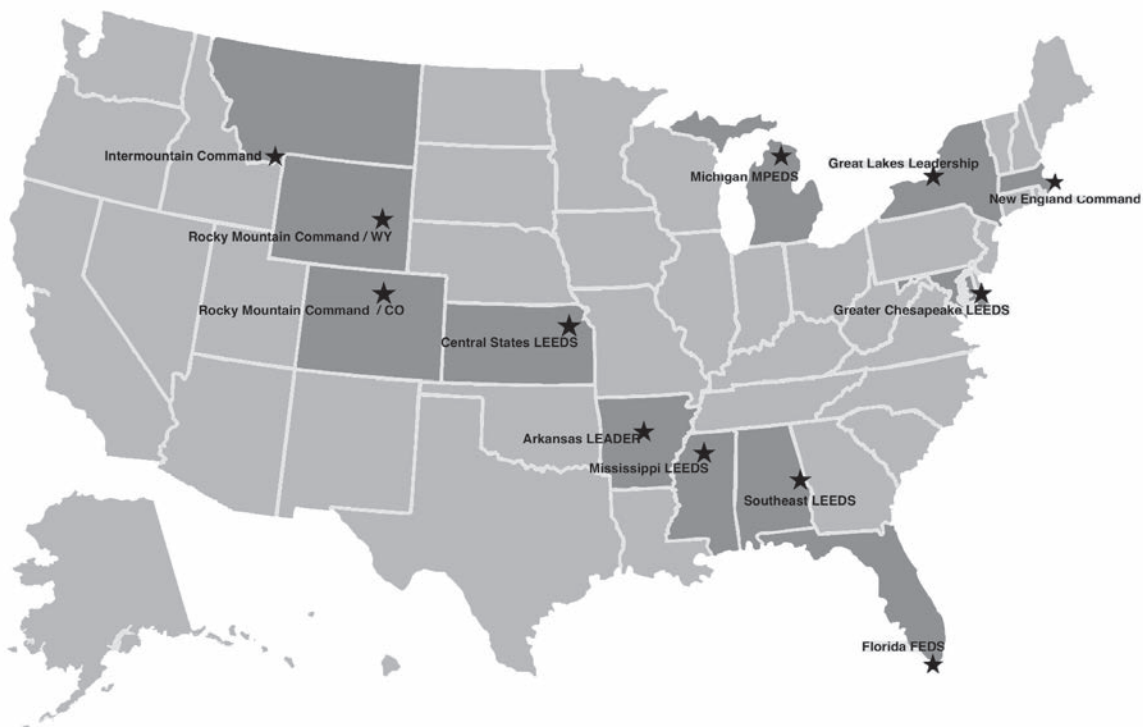
(Covering TX
LA)

Assistant Director (Ret.) J. Frank Woodall

Texas Department of Public Safety, colwoodall@att.net

Program Coordinator: Mark Sullivan

FBI-LEEDA, msullivan@fbileeda.org



Spirituality, the Foundational Dimension of Holistic Officer Wellness

— *Les Kachurek, FBI-LEEDA Instructor*

Since the late 1960s, law enforcement leaders across the United States have strategically implemented numerous philosophical and programmatic initiatives in many diverse communities. The advents of community-oriented policing, problem-oriented policing, team policing, values-based policing, quality-of-life policing, intelligence-led policing, and fair, impartial policing have identified community-specific needs to be collaboratively addressed by police and community stakeholders.

Many of these endeavors achieved the laudable goals of diminished opportunities for the commission of a crime, reduced crime and fear of crime, and fewer allegations of unconstitutional policing. Thus, as designed, these approaches may have significantly contributed to increased community wellness. However, none of these sought to improve the wellness of officers, as they largely failed to address the adverse impact of continual toxic exposures and persistent conflict on their performance, vitality, and longevity.

Many current law enforcement leaders deserve praise for proactively addressing officers' physical, mental, and emotional wellness. By following best practices, most organizations properly educate and train their personnel, issue ballistic vests and other personal protective equipment, and have taken a proactive approach to seatbelt usage, infectious disease control, and other safety-related practices. It's commonplace for law enforcement organizations to hold stress debriefings following critical incidents, to have properly trained peer and family counselors, and to have practitioners available for marriage, financial, and addiction-related counseling and treatment.

Many have invested in gymnasiums and have incentivized physical fitness. Some have creatively arranged for periodic complimentary or low-cost biometric screening or diagnostic scans. Others provide healthy meals and beverages, discourage tobacco usage, and even have formal guidelines for on-duty rest periods. While praiseworthy, these approaches are incomplete, as they guide officers into short-term survival mode, as opposed to lifelong prosperity.

Integrity-based policing, or IBP, is a leadership philosophy designed to replace the traditional mission-centered organizational culture - what the organization strives to do - with a purpose-driven culture - the reason the organization exists - where all sworn and civilian support staff contributes to, espouse, and uphold common aspirational values and a shared purpose.

IPB cultivates the often-overlooked fourth dimension of wellness, human spirituality, as the foundation for the physical, mental, and emotional dimensions of wellness, as related to law

enforcement planning and preparation. Spirituality, as the practice of nurturing the human spiritual dimension throughout officers' lives, affects the most critical aspects of practice, performance, vitality, and longevity. This is ascribed to spirituality protecting and nurturing officers' inner selves – the beliefs, values, and convictions that give meaning and purpose to law enforcement and provide a personal source of hope and strength. Hence, human spirituality is truly the very core of holistic officer and civilian employee wellness.

As I embrace the high honor and distinct privilege of facilitating the FBI-LEEDA Trilogy series of leadership classes across the United States and Canada, executive, command, and supervisory leaders have been consistently intrigued by our classroom discussions on spirituality as the foundation of an officer and civilian employee wellness. However, many have expressed trepidation about even broaching the subject within their respective organizations. Concerns usually focus on a misunderstanding of the definition of spirituality, to potential violations of the establishment clause of the First Amendment. Regarding the former, spirituality deals with one's connection within and with others; the development of a personal value system and the search for meaning and purpose in life. For some, this takes the form of prayer, meditation, or a belief in a higher power. For others, it is found in nature, music, art, yoga, mindfulness, or a secular community. Hence, it's inherently personal, subjective, and contextual.

In addressing the latter, the course, Spirituality in Policing, has been offered at the FBI National Academy for many years. As the creator of the FBI's Project Beyond Survival Toward Officer Wellness, it was vetted by the Department of Justice's legal counsel and determined to be First Amendment compliant.

I began my law enforcement career in a large city noted for violent crime. During the first few years, I was the first responder and preliminary investigator at ninety-nine homicide scenes, including three in one tour of duty. The irrationality of the evils I experienced, compounded by the demands of policing in general, exacerbated life's normal problems and challenges. As was common during that era, the organization allocated few resources toward officer wellness. At best, a perfunctory effort was made toward checking boxes in the dimensions of physical, mental, and emotional wellness. There were many times that I felt physically, mentally, and emotionally energized. However, as someone who embraced spirituality, I developed healthy coping mechanisms that built resilience and revitalized my physical, mental, and emotional states.

Since that organization was largely reactive instead of preventive, and not committed to IPB and holistic wellness, many of my colleagues developed unhealthy coping mechanisms. These maladaptive behaviors included inordinately high incidences of alcohol and drug abuse, apathy, cynicism, domestic discord, organizational dissonance, manifest administrative and criminal

“ I developed healthy coping mechanisms that built resilience and revitalized my physical, mental, and emotional states. ”

(continued)

misconduct, mental and emotional disorders, physical illness, personal crises of faith, and tragically - suicide. Of course, the concomitant impact on the community culminated in a lack of public trust, inordinate civil litigation, the United States Department of Justice intervention, and intense media scrutiny.

As I eventually ascended through the command and executive ranks, I had the honor of attending and graduating from the FBI National Academy. There, I had the good fortune of being selected to participate in Project Beyond Survival Toward Officer Wellness. Thus, I had exposure to some of the most brilliant, committed law enforcement, academic, medical, and spiritual practitioners from across the globe. Years of extensive research and experimentation revealed that spirituality benefits law enforcement practitioners, organizations, and community stakeholders in seven primary ways:

1. *Spirituality nourishes the inner being of officers and civilian support staff, inoculating, protecting, and refreshing them from dangerous levels of multiple stressors.*
2. *Spirituality unleashes vitality by re-engaging officers and civilian support staff in the spirit of the law.*
3. *Spirituality heals the deepest, most invisible trauma of wounded law enforcement practitioners.*
4. *Spirituality provides an antidote for the toxicity of evil, thereby promoting wellness beyond survival.*
5. *Spirituality nurtures longevity in law enforcement.*
6. *Spirituality enhances intuitive policing, emotional intelligence, and stress management.*
7. *Spirituality, according to recent clinical evidence, strengthens brain functions, improving decision making both on and off duty.*

As a command-level academy and organizational training director, I collaborated and consulted with numerous internal and external partners to integrate holistic spiritual wellness into entry-level, civilian, sworn, and supervisory professional development initiatives. As a co-founder of a police employee assistance program, holistic spiritual wellness was conspicuously woven into every area.

Eventually, as a police chief, I enlisted the assistance of others to orchestrate the transformation of two organizations from traditional mission-centered, to purpose-driven, integrity-based learning organizations. Holistic, spiritual wellness interfaced with every facet of the operation and played a crucial role in the overall transformation.

The current coronavirus pandemic has created unprecedented challenges for law enforcement organizations and practitioners, the impact of which may not be fully realized for years. Therefore, I urge all law enforcement leaders to allocate the necessary resources to ensure the holistic wellness of their followers is a top priority. Only then, will these selfless heroes not merely survive, but achieve holistic wellness and prosperity during their careers, and throughout retirement.

This article is based on excerpts from the slide show and corresponding presentations, 'Spirituality in Policing: Body Armor for the Soul, Fifth Edition,' Copyright Les Kachurek, Incorporated, 2005, 2007, 2011, 2014, 2016. The author permits FBI-LEEDA to print this article in the Insider Magazine, including permission to edit it accordingly.



Les Kachurek

Retired Police Chief Les Kachurek instructs all Trilogy classes on behalf of FBI-LEEDA. He is the author of the book, 'The Police Learning Organization; A Values-Oriented, Ten-Minute Daily Best Practice for Reducing Personal Risk and Organizational Liability,' Newman Springs Publishing, Red Bank, New Jersey. Copyright Les Kachurek, 2018. [ISBN 978-1-64096-283-5] Les holds Bachelor of Science and Master of Science degrees in Criminal Justice from Southwest University in Kenner, Louisiana. He also holds a Master of Business Administration and Master of Arts in Organizational Management degrees from Southwest University. Les graduated from the 216th Session of the FBI National Academy and received the FBI-LEEDA Trilogy award in 2015.

It's Good to Hear ...



TESTIMONIAL FROM AN EXECUTIVE LEADERSHIP INSTITUTE ATTENDEE

"FBI-LEEDA is the difference between being a good and being great! Everyone who is serious about law enforcement leadership needs to take these courses."

– **Lt. Marcus Dennard**, City of South Fulton Police Department



TESTIMONIAL FROM AN EXECUTIVE LEADERSHIP INSTITUTE ATTENDEE

"I think the value of this course cannot be stressed enough. It is a great investment and I would encourage participation by all law enforcement, especially senior staff."

– **J. Powell**, Glynn County Police Department



TESTIMONIAL FROM AN EXECUTIVE LEADERSHIP INSTITUTE ATTENDEE

"FBI-LEEDA puts on awesome classes! The instructors are very knowledgeable and passionate. I highly recommend all of the Trilogy classes!"

– **Andrew Noblett**, Milton Police Department



We would love to hear from you!

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



Save the Date!

April 26-28, 2021



Creative Change in Your Agency

— FBI-LEEDA Staff

If you have an opportunity to meet FBI-LEEDA instructor, Sarah Connolly and her partner, you may find an unconscious smile growing across your face. Your blood pressure may lower and that upcoming afternoon call that has been nagging at you may loosen its grip. Sarah and Penny have this effect on people.

Penny is a two-year-old mini Goldendoodle therapy dog for first responders. She has completed 150 hours of training and has been certified by the American Kennel Club. Sarah and Penny support officer health & wellness within police agencies and the community.

Sarah is Penny's handler, partner, and dog mom. Sarah teaches Media and Public Relations courses for FBI-LEEDA and is a former Communications Strategist of the Baltimore County Police Department. Prior to these roles, she served for 20-years with the Baltimore Police Department, which is where she first brought Penny onboard. Sarah designed a creative coping program to support emotional wellness for officers.

After research and discussions with experts, Sarah submitted a proposal to her department for a therapy dog to support first responders and the community during times of distress. With the progressive support of her senior command staff, Sarah's request was approved. This meant she would need to find the right dog, get it certified, and she would have to become a handler. What started as an overwhelming dream, took shape when Sarah met Penny. "Penny creates a bridge for officers to let their guard down and have open conversations. She is a work diva and loves what she does," says Connolly.

Bringing an animal into an agency is not an overnight process. Sarah had to make sure that all of the department was comfortable with Penny. Penny's hypoallergenic coat, size, breed, and disposition were all factors in making sure she was the right dog for the job. She had time to connect with each individual in the office. Penny brings comfort and affection to an agency.

When Sarah transitioned from Baltimore PD to Baltimore County, she had to set clear expectations. "You know I come with a dog, right?", Connolly explained in her interview. Penny and Sarah are a package deal. This is an asset to any agency and its officers.

"The service officers provide comes at a cost to their physical and mental health. They are not machines that just keep running without recovery. We need to humanize our officers. As agencies, we must recognize our responsibility to the overall health and wellness of our people. Let's end the negative stigma around mental health and educate officers on how to take care of themselves," Connolly stated.

“ Penny creates a
bridge for officers
to let their guard
down and have open
conversations. She is
a work diva and loves
what she does. ”



Sarah recommends that if any member of an agency or department is looking to make suggestions for positive change, do the research! Create a proposal and show the value the change could bring to your team and community. Find examples from agencies that have successfully implemented such programs. Reach out to other agencies to gather information and put together a well thought out plan.

“I am grateful for the opportunity to create a safe space with Penny for officers to tell their stories. We are 110% a team and it is a privilege to work with her. I could not be successful without the amazing support of my former chiefs. I have been fortunate to have worked with fantastic leaders who constantly looked for new ways to impact, empower, and support their teams,” says Connolly.

With great police leadership and the creativity of brilliant officers, we can positively shift the way law enforcement cares for its officers and the communities they serve. Sarah and Penny are a shining example of those efforts.

Update:

Penny recently gave birth to six puppies!

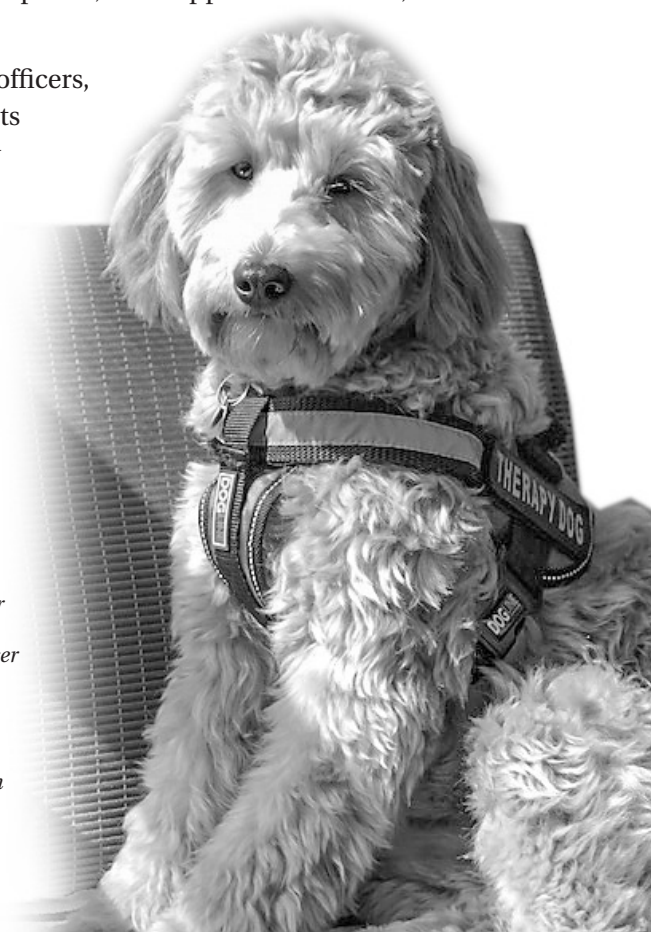


Check out her Instagram
@sweetminipenny



Sarah Connolly

Sarah Connolly joined the FBI-LEEDA team in June 2019 as a Media and Public Relations instructor. Her most recent position was a Communications Strategist with the Baltimore County Police Department. She is also a 20-year veteran of the Baltimore Police Department where she served as the Deputy Director of Officer Safety and Wellness. As a graduate of the Police Executive Leadership Program, Sarah received her master's degree in Management from Johns Hopkins University, a bachelor's degree in Sociology from Gordon College and a certificate in Criminal Justice Leadership from University of Maryland University College.



Grip And Grow Method: 4 Ways To Help Yourself In Troubling Times

— Mark Bondanza, FBI-LEEDA Trilogy Graduate

In these times we must, “get a grip and grow.” One of the most difficult things to imagine is being out of our comfort zone. You may find yourself in a layoff, a downsize, or even isolated due to the coronavirus. Whatever the circumstances, a mental battle that is about to take place in your body and mind. Keep this in mind, “you are going to be ok.” Remember “faith is the substance of things hoped for, the evidence of things not (yet) seen.”

I have coach people through difficult times. I frequently suggest four ways you can keep it together while you are seeking stability. The GRIP and GROW Method.

Physical Health

As the potential stress builds, you will need an outlet. Even if you do not belong to a gym, you can still get plenty of exercise. Consider the following avenues: Walking around the mall (during winter months) is a great way to get your steps in while listening to a podcast, sermon, or music. If this does not seem like a comfortable option, then map out a comfortable outdoor course or even hit the treadmill. Don't forget to stretch, eat low-fat meals/snacks, and drink plenty of water. All of these things are simple tips to keep stress down and control up.

Mental Health

You can not avoid all battles of the mind during this time. The key is to prepare early and stick to the plan. Commit to learning or brushing up on something you have a passion for during this “down-time”. Daily learning can include reading a book, watching a “how-to” video, or even going back to school. In addition to learning, there is another part of mental health that I call “bringing your thoughts under captivity.”

Although this is tied to your emotional health, I wanted to mention it with mental health because you can sometimes drift toward negative feelings, thoughts, and the dreaded “what-ifs”! Bringing your mind under control and replacing negative thoughts with positive ones can be a game-changer. Mental growth during this time can lead to great creativity and passionate work if you dig deep enough.

Emotional Health

The one we hate to talk about, but we all feel it. It's that moment of vulnerability that people hide behind because of the allusive “shame” it can bring on. The reality is that we all need help keeping a grip on reality. We also need to know it is ok to talk it out with people that we trust. We all know what it's like riding on an emotional rollercoaster. One minute we are up and next we are down. The twists and turns can be exhausting.

“ The jolt of the bumper car is part of the ride. Smile, you are going to be okay. ”

I recommend replacing the rollercoaster with a bumper car. We can never fully remove the emotional stress from our lives, but we can change our perspective to lessen the stress levels. We can actually replace our negative thoughts with positive ones in a simple way to "ground" us in reality and keep things moving. The jolt of the bumper car is part of the ride. Smile, you are going to be okay. Lastly, and I am convinced most importantly...

Spiritual Health

Hold on! Before you stop reading, hear me out. By spiritual I mean to partake in a meaningful practice to help you root your life during this time. Reading the Bible, prayer, and serving others have made a huge difference for many. For you, it may be meditation, yoga, fasting, or journaling. Spending time "growing your roots." It is going to help you get stronger and improve your overall outlook. Some call this hope while others feel it helps to build resilience. No matter how you view it, do it!

The GRIP and GROW method is not the be-all-end-all, but I am certain it can help you get through difficult times. Many find the visual below helpful in breaking it down. Divide a blank piece of paper into fours. Title each of the four sections according to the suggested tips. From there you can list some different ways to fulfill that particular discipline each day that works for you. The more time you can spend in each box, the better. Keeping in mind some days will require more attention to one discipline over another. That is ok. Be well and keep going!

Spiritual <ul style="list-style-type: none"> • Prayer • Meditation • Reading • Serving • Reading 	Physical <ul style="list-style-type: none"> • Exercise • Stretch • Breathing • Walk • Run • Lift weights • Yoga
Mental <ul style="list-style-type: none"> • Logic • Developing • Creative thinking/writing • Strategic Planning • Reading/learning • Play 	Emotional <ul style="list-style-type: none"> • Awareness • Exacting/Controlling • Directing and shedding • Imploring/exploring



Mark Bodanza

Mark Bodanza is a 20-year law enforcement professional as well as the Pastor of a local church in the Tri-State area. He is an FBI-LEEDA Trilogy graduate and is a Union Leader 40 Under 40 Alumnus.

We Are Here To Support Law Enforcement In The Fight Against Insurance Crime

— *James Berry, Chief of Staff, National Insurance Crime Bureau*

The National Insurance Crime Bureau knows relationships are essential when investigating insurance crime. We have planted deep roots with law enforcement organizations, public agencies, and prosecutors who place unprecedented trust in our ability to detect, deter, and stop insurance crimes.

INVESTIGATIVE AGENTS

Our corporate headquarters are in Des Plaines, Ill., and we have offices nationwide staffed with more than 190 experienced fraud and theft investigators, known as special agents. We work with representatives from member company claims and special investigation unit groups and law enforcement agency professionals, to investigate suspicious insurance claims and support civil and criminal prosecutive actions. Our special agents provide a broad range of criminal investigative services, focusing their efforts on organized groups intent on systematically defrauding the insurance industry and ultimately taking hard-earned cash out of the American people's pockets.

NO-COST SUPPORT FOR LAW ENFORCEMENT AGENCIES

NICB provides no-cost support to law enforcement agencies in many ways, through all of our five core functions. Our investigative efforts focus on multi-claim, multi-carrier investigations of significant criminal activity, including:

MEDICAL FRAUD

- *Provider fraud and corrupt enterprises*
- *Staged accident rings*

COMMERCIAL FRAUD

- *Slip-Falls*
- *Heavy Equipment*
- *Cargo*

VEHICLE FRAUD

- *Cloned vehicles*
- *Body/chop shops*
- *Interdiction and repatriation of stolen vehicles*

HELP ACROSS AGENCIES AND COMPANIES

NICB agents serve as a liaison between law enforcement agencies and the insurance industry to expedite insurance fraud and theft investigations. NICB agents can assist with:

- *Obtaining claim data*
- *Financial and material support of law enforcement operations*
- *Transactions provided through NLETS*
- *Analytical resources; cell phone analysis*
- *Forensic vehicle analysis using the Berla iVe Ecosystem*
- *Key Fob reads*
- *Case preparation*
- *Regional task forces and dialogue meetings*
- *International fraud issues*

ISO CLAIMSEARCH® —YOUR ONLINE SOURCE FOR ROUTINE INQUIRIES

Law enforcement, criminal justice, and regulatory agency personnel may obtain online access to ISO ClaimSearch, the insurance industry's "All Claim Database." This database includes claims data on property, casualty, and automobile claims, including physical damage, theft, and salvage information. In addition, to law enforcement qualifies for access to a mirror image of NCIC data including purge records, SVIN, and NICB ForeWARN Alerts. Running online inquiries from your computer, such as querying vehicle identifiers or accessing vehicle claim history, could speed up your investigative process. NICB Technical Support can help with this setup. The NICB agent is an invaluable asset to our investigative unit.

Check NICB out on Justice Connect!

NO-COST, IN-PERSON TRAINING FOR LAW ENFORCEMENT

Many of NICB's training solutions for law enforcement agencies are provided free-of-charge. Our Training Department works with thousands of law enforcement officers every year. Experienced NICB agents, most of whom formerly worked in law enforcement, deliver in-person classroom training nationwide, covering a wide variety of topics. The training focuses on enhancing law enforcement's deterrence effect (through arrest and prosecution) by training responding officers and investigators.

BASIC FRAUD EDUCATION

We provide entry-level fraud training, so new officers understand what NICB is and how the organization's resources can help them in their investigations.

INSURANCE INDUSTRY INSIGHT

NICB shares information on what various insurance industry terms mean and how the insurance industry handles the claim processes and types of evidentiary information in claims files.

ONLINE DEMAND COURSES FOR LAW ENFORCEMENT AVAILABLE 24/7

NICB offers online insurance fraud training to law enforcement professionals free-of-charge at NICBTraining.org. These online courses will help you to spot the indicators of insurance crime. On the website, you can also download reference documents and watch educational streaming videos.

LAW ENFORCEMENT-SPECIFIC MATERIALS IN HAND

The NICB Learning & Development produces law enforcement related publications on various topics to help you in your investigations. Available to you are pocket guides, investigative guides, and numerous NICB indicators of fraud sheets.

INVESTIGATIVE ASSISTANCE (IA) GROUP

The NICB Investigative Assistance (IA) Group is the 24/7 contact center for law enforcement agency inquiries for identification information and vehicle theft.

The IA Group can assist with:

- *Secondary vehicle identifier locations;*
- *Build-up/cross-reference of partial VINs and component parts;*
- *Identifying stolen or burned vehicles;*
- *Vehicle shipping and assembly information on pre-1981 vehicles;*
- *Searching for information on vehicles or people that may have been involved in major crimes or insurance fraud schemes.*



Training Camden: Three Steps to Creating a Protector Culture

— *Jack Hoban, President of Resolution Group International, and
Bruce J. Gourlie, Director of Security at RWJBarnabas Health*

Hundreds of LEOs have been through our basic Ethical Protector course. While we have scores of positive testimonials from our students, we usually train only a few officers in each of many different organizations. Our influence has been more wide than deep. But there was one department that was different.

We were both involved in a large training program several years ago that tested our theories in, what was at the time, the most dangerous city in America. It was a unique opportunity. We were tasked with helping shape the culture and skills of the new Camden County Police Department (CCPD) virtually from scratch. The previous city police department had been disbanded due an inability to control the high crime rate, poor relations with the community and cost overruns.

The new chief, a forward-thinking leader named Scott Thomson, had approached us to discuss how we could lead the training of the new department. The goal was to make the officers in this “start-up” department ethically driven, effective communicators and tactically proficient in a very challenging environment.

Over the many months we were there we trained all the officers in tactics, de-escalation skills and community policing methodologies, some adapted from the Marines’ effective “winning hearts and mind” efforts overseas. At the core of the training was respect – respect for the sanctity of life. Whose life? Self and others. Which others? All others. Including the criminals, if possible. Wherever our officers went, everyone would be safer because they were there. That ethic, of a life-protector, drove the new tactical philosophy and communication techniques. “Ethics drives tactics, tactics drive techniques,” was the motto.

After our training concluded, we were anxious to see if the new philosophies and methodologies would stick. Could CCPD sustain the transition? Would the lives of the officers and citizens of Camden continue to improve? Or would the culture revert to the old days of out-of-control crime and poor community relations?

We are happy to say that the culture has remained true to the ethical protector (or guardian, as they now call it) culture. Today, Camden is often cited in the news as a model of effective community policing, and crime is way down. Making the officers think of themselves as “protectors,” along with deploying new de-escalation tactics, saved a life almost right away.

The credit, of course, rightfully goes to the men and women of the Camden County Police Department who have created and maintained the new culture and to their courageous and visionary leadership. While our roles have ended, we think it would be helpful for other departments intrigued by the dramatic transformation in Camden to learn about the unique methodology that was used to get the change started. We were intimately involved with that.

There were several things that appeared to work that any police leader could try:

1. DEMONSTRATE TOP-DOWN SUPPORT AND BUY-IN AT ALL LEVELS

It was Chief Thomson who made a 100% commitment to the new program. Granted, he was able to start with a fairly “clean slate,” as the new CCPD had a fresh start with many new young officers. But there is no way you can create a new culture (or change one) without everyone, particularly the leadership, being fully engaged.

Chief Thomson started by introducing us to all the leadership and emphasizing that the ethical protector culture would be the number one priority in the department. Then we scheduled “port and starboard” training for the entire department where we gave every officer a one-hour overview of the new program. It was mandated everyone be trained, including the captains and deputy chiefs. Everyone. Often police leadership tries to introduce a new program, but the actual training gets foisted on the rank and file while the leadership remains in their offices. Camden didn’t do that.

2. SELECT AND EMPOWER EFFECTIVE MENTORS

Concurrent with the program overview training, we asked Chief Thomson to select his 20 most respected and charismatic officers – not the most highly ranked, necessarily, but the ones most looked up to by their peers.

His first choice was the training officer who was a former Marine and a “walk-on-water” field cop. Together we selected the next 19. Some were lieutenants, some were sergeants, but many were patrol officers, several with combat experience overseas. They came in all flavors – genders, races and job descriptions.

They were given two special “mentor courses” and we held bi-monthly mentor meetings to practice the new de-escalation and tactical skills. But most important, we told stories. We talked about our own mentors and how they had impacted our lives. Stories of respectful behavior and heroism we had witnessed were shared. And we celebrated them.

In addition to setting the example for all officers and being available 24-7, the mentors selected certain individuals in the department who they felt connected to and could “take under their wing.”

We also talked about officers who needed specific guidance, and we made sure someone would willingly mentor that person.

We are not big fans of traditional “train-the-trainer” programs. No matter how “vital” the information being passed, the idea that a few days (or hours!) of training qualifies a person to teach others, much less make the lessons stick, is mostly delusional. People need mentorship and sustainment to learn something, especially if the goal is to create a whole new positive attitude about their job.

The next step was having the mentors assist our staff in teaching a three-day Ethical Protector course to the rest of the department – 25 officers at a time. The training included ethics, communication and de-escalation skills (we used the Verbal Defense & Influence methodology) and tactical skills.

Every training day also consisted of a PT session where the participants – mentors and officers alike – worked on fitness and shared adversity. There we bonded and had some fun. Personality clashes evaporated. We were “one team – one fight” all the way.

(continued)

“ Our goal was to make officers in a “start-up” department ethically driven, effective communicators and tactically proficient.”

3. SUSTAIN THE MOMENTUM

The training was great for morale, and the officers' response was overwhelmingly positive. But we worried about how to sustain the momentum.

The mentor program was one way: make sure the mentors followed up with the officers and informally answered any questions they might have about the tactics or de-escalation techniques. But we realized that we needed a "practice" that could be done, daily so the training wouldn't wear off, and the culture would feed on itself and keep evolving in a positive way. This is not easy. The life of a police officer can be very busy and stressful anywhere, but especially in a dangerous city like Camden. Hours are long, and the pay is not always great. It's hard to schedule anything but state-mandated training. Keeping physically fit is also a challenge. But once a culture is established, it can be self-reinforcing.

One suggestion to use is a tool called CAP, which stands for clarify, activate and practice:

Clarify: This first step consists of just one thing: re-affirming our self-concept as a protector or guardian of life, no matter what.

Activate: Moral behavior can be effectively inspired through the emotions. Consistently activate the protector self-concept by sharing stories. And the officers of Camden – perhaps of every city – have stories of heroism and selflessness to spare. Tell them.

Practice: Put everything all together with quick reviews of the tactical and verbal skills as a daily practice. This is a commitment but can realistically be done in 5 or 10 minutes at role call and be led by whichever mentors happen to be on shift. Instead of saying "Be safe," we recommend saying something like, "Remember, everyone is safer in your presence." Then call on someone to give their favorite anecdote about a friend or colleague (or even talk about a timely story from the news) that epitomizes the image of an ethical protector. Then do one physical activity. It could be a gun retention move, or the unholstering and re-holstering of your firearm 10 times in a row with eyes closed, or 10 push-ups or deep squats. It doesn't have to take long – just a couple of minutes – but do it every roll call, and don't leave out the physical part. Don't just talk! Eventually it will become part of the culture, and that's when the important changes start.

With some motivation, a plan and a sustainment methodology you can improve the morale and effectiveness of your officers, as well as positively impact your officers' tactical and communication skills. The ethical protector philosophy also has a good chance of helping you improve your relationship with the community you are sworn to serve. Police departments are under intense scrutiny by the media, having a department of real ethical protectors is a story you'll want them to tell.



Jack E. Hoban

Jack E. Hoban is president of Resolution Group International, subject matter expert for Combative and Warrior Ethics for the Marine Corps Martial Arts Program, and trains police officers in de-escalation skills. Bruce J. Gourlie is a former U.S. Army infantry officer, a retired FBI Assistant Special Agent-in-Charge for Intelligence and currently the director of security in a large healthcare system.

Congratulations

FBI-LEEDA would like to thank and acknowledge our learning partners and host agencies for their commitment to law enforcement leadership excellence.



SUPERVISOR LEADERSHIP INSTITUTE HOST AGENCIES

Abington Police Department and Chief Patrick Molloy, January 2020 – Abington, PA
Alton Police Department and Chief Johnathan B. Flores, January 2020 – Alton, TX
Asheville Police Department and Chief Chris Bailey, February 2020 – Asheville, NC
Cardinal Criminal Justice Academy and Executive Director Kip Vickers, March 2020 – Salem, VA
Chandler Police Department and Chief Sean Duggan, February 2020 – Chandler, AZ
Chicopee Police Department and Chief William R. Jebb, January 2020 – Chicopee, MA
College Park Police Department and Chief Ferman Williford, February 2020 – College Park, GA
Collin County Sheriff's Office (McKinney) and Sheriff Jim Skinner, February 2020 – McKinney, TX
Colorado State Patrol (Golden) and Chief Matthew Packard, February 2020 – Golden, CO
Concord Police Department and Chief Gary J. Gacek, January 2020 – Concord, NC
Duxbury Police Department and Chief Stephen R. McDonald, January 2020 – Duxbury, MA
Eden Prairie Police Department and Chief Greg Weber, January 2020 – Edina, MN
Federal Reserve Police and Chief Percy Averette, December 2019 – Atlanta, GA
Gilford Police Department and Chief Anthony Bean Burpee, March 2020 – Gilford, NH
Greenfield Community College Criminal Justice Department/Greenfield Community College Police Department and Coordinator David Lanoie and Chief Alex Wiltz, January 2020 – Greenfield, MA
Jupiter Police Department and Chief Daniel Kerr, January 2020 – Jupiter, FL
Kansas City Missouri Police Department and Chief Richard Smith, January 2020 – Kansas City, MO
Lafayette Parish Sheriff's Office and Sheriff Mark Garber, February 2020 – Scott, LA
Los Angeles Police Department, February 2020 – Los Angeles, CA
Maricopa County Sheriff's Office and Sheriff Paul Penzone, January 2020 – Phoenix, AZ
Martin County Sheriff's Office (Stuart) and Sheriff William D. Snyder, March 2020 – Stuart, FL
Municipal Police Training Committee and Interim Exec. Dir. Robert J. Ferullo, March 2020 – Westfield, MA
Painesville Police Department and Chief Daniel J. Waterman, February 2020 – Painesville, OH
Palatine Police Department and Chief David Daigle, December 2019 – Palatine, IL
Palm Bay Police Department and Chief Neilson Moya, January 2020 – Palm Bay, FL
Palm Beach County Sheriff's Office and Sheriff Ric Bradshaw, January 2020 – West Palm Beach, FL
Passaic County Sheriff's Office (Wayne) and Sheriff Richard H. Berdnik, February 2020 – Wayne, NJ
Polk County Sheriff's Office (Des Moines) and Sheriff Kevin J. Schneider, December 2019 – Des Moines, IA
POST/Greater Metro Training Region and Chief David King, January 2020 – Parker, CO
Sahuarita Police Department and Chief John D. Noland, December 2019 – Sahuarita, AZ
Santa Ana Police Department and Chief David Valentin, December 2019 – Santa Ana, CA
Santa Clara County Sheriff's Office and Sheriff Laurie Smith, March 2020 – San Jose, CA
Skyline Regional Criminal Justice Academy and Exec. Dir. Tommie Bower, January 2020 – Middletown, VA
Southern University at New Orleans Police Dept. and Chief Bruce Adams, December 2019 – New Orleans, LA
Spokane County Sheriff's Office and Sheriff Ozzie Knezovich, January 2020 – Spokane, WA
Spring Branch ISD Police Department and Chief Bruce Dareing, March 2020 – Houston, TX
St. Charles County Police Department and Chief David Todd, December 2019 – O'Fallon, MO
Texas Department of Public Safety (Austin) and Chief Ren Earl Bowie, March 2020 – Austin, TX
Virginia Beach Police Department and Chief James Cervera, February 2020 – Virginia Beach, VA
York County Sheriff's Office and Sheriff Kevin R. Tolson, February 2020 – Rock Hill, SC



COMMAND LEADERSHIP INSTITUTE HOST AGENCIES

Abington Police Department and Chief Patrick Molloy, March 2020 – Abington, PA
Alton Police Department and Chief Jonathan B. Flores, March 2020 – Alton, TX
Barnstable Police Department and Municipal Police Training Committee and Chief Matthew Sonnabend, January 2020 – Hyannis, MA
Concord Police Department and Chief Gary J. Gacek, March 2020 – Concord, NC
Durham Police Department and Captain Demetrius Mock, December 2019 – Durham, NC
Durham Tech Police Department and Chief Dawn Tevepaugh, January 2020 – Durham, NC
Essex Police Department and Chief Rick Garey, March 2020 – Essex Junction, VT
FBI Milwaukee Field Office and SAC Robert Hughes, February 2020 – St. Francis, WI
Florham Park Police Department and Chief Joseph Orlando, January 2020 – Florham Park, NJ
Germantown Police Department and Chief Richard Hall, February 2020 – Germantown, TN
Kanawha County Sheriff's Office and Sheriff Michael Y. Rutherford, December 2019 – Charleston, WV
Kansas City Missouri Police Department and Chief Richard Smith, February 2020 – Kansas City, MO
Lamar University Police Department and Chief Hector Flores, February 2020 – Beaumont, TX
Leon County Sheriff's Office and Sheriff Walt McNeil, January 2020 – Tallahassee, FL
Maricopa County Sheriff's Office and Sheriff Paul Penzone, February 2020 – Phoenix, AZ
North Miami Beach Police Department and Chief William Hernandez, January 2020 – North Miami Beach, FL
Oklahoma City Community College Police Dept. and Chief Dab Piazza, November 2019 – Oklahoma City, OK
Palatine Police Department and Chief David Daigle, February 2020 – Palatine, IL
Palm Beach County Sheriff's Office and Sheriff Ric Bradshaw, March 2020 – West Palm Beach, FL
Pueblo Police Department and Chief Troy Davenport, December 2019 – Pueblo, CO
Sedgwick County Sheriff's Office and Sheriff Jeff Easter, January 2020 – Wichita, KS
Tufts University Police Department and Gerard Coletta, Interim Director of Public Safety/Chief of Police, January 2020 – Medford, MA
Whatcom County Sheriff's Office and Sheriff Bill Elfo, March 2020 – Bellingham, WA



EXECUTIVE LEADERSHIP INSTITUTE HOST AGENCIES

Birmingham Police Department and Chief Patrick D. Smith, February 2020 – Birmingham, AL
Braintree Police Department Municipal Police Training Committee and Chief Paul Shastany, December 2019 – Braintree, MA
City of Greer Police Department and Chief Matt Hamby, January 2020 – Greer, SC
College Park Police Department and Chief Ferman Williford, November 2019 – College Park, GA
Durham Police Department and Chief Cerelyn "C.J." Davis, February 2020 – Durham, NC
Eagle Police Department and Chief J. Staufer, March 2020 – Eagle, CO
Espanola Police Department and Deputy Chief Roger P. Jimenez, December 2019 – Hernandez, NM
Germantown Police Department and Chief Richard Hall, February 2020 – Germantown, TN
Grafton Police Department, Municipal Police Training Committee and Chief Norman Crepeau, Jr., December 2019 – Grafton, MA
Greene County Sheriff's Office and Sheriff Jim Arnott, December 2019 – Springfield, MO
Lea County Sheriff's Office Sheriff and Corey Helton, December 2019 – Lovington, NM
Mt. Lebanon Police Department and Chief Aaron Lauth, March 2020 – Pittsburgh, PA
Municipal Police Training Committee and Robert Ferullo, February 2020 – Greenfield, MA
Oklahoma City Community College Police Department and Chief Dan Piazza, January 2020 – Oklahoma City, OK
San Luis Valley Training Foundation and Wendy Sewell, February 2020 – Alamosa, CO
South Texas College Department of Public Safety and Chief Paul Varville, December 2019 – Pharr, TX
Southwest Florida Public Service Academy and Todd Everly, February 2020 – Fort Myers, FL
St. Johns County Sheriff's Office and Sheriff David B. Shoar, January 2020 – St. Augustine, FL
Temple Terrace Police Department and Chief Ken Albano, December 2019 – Temple Terrace, FL
Texas City Police Department and Chief Joe Stanton, January 2020 – Texas City, TX
Texas Department of Public Safety and Chief Ren Earl Bowie, February 2020 – Austin, TX
Wake County Sheriff's Office and Training Director George Barns, December 2019 – Raleigh, NC
Wheaton College Department of Public Safety and Assistant Director Katrina Thompson, December 2019 – Norton, MA



MEDIA & PUBLIC RELATIONS HOST AGENCIES

Asheville Police Department and Chief Chris Bailey, March 2020 – Asheville, NC
DuPont Police Department and Chief Doug Newman, March 2020 – DuPont, WA
Eastern Missouri Police Academy and Dr. Thomas Leasor, December 2019 – St. Peters, MO
Hanover Township Police Department and Chief Mark Roddy, December 2019 – Whippany, NJ
Irvine Police Department and Chief Mike Hamel, January 2020 – Irvine, CA
Lexington Police Department and Chief Mark Sink, February 2020 – Lexington, NC
Municipal Police Training Committee and Interim Exec. Dir. Robert J. Ferullo, March 2020 – Northampton, MA
Wheaton College Department of Public Safety and Chief Bob Norris, January 2020 – Norton, MA



MASTER PUBLIC INFORMATION OFFICER HOST AGENCIES

Humble ISD Police Department and Chief S. Cook, December 2019 – Humble, TX
Niles Police Department and Chief Luis C. Tigera, January 2020 – Niles, IL
LaVergne Police Department and Chief Mike Walker, January 2020 – LaVergne, TN



INTERNAL AFFAIRS INVESTIGATIONS HOST AGENCIES

San Luis Valley Law Enforcement Training Foundation and Wendy Sewell, January 2020 – Alamosa, CO
Delaware Department of Correction and Commissioner Perry Phelps, December 2019 – Dover, DE
Mercer County Police Academy and Director Marty Masseroni, December 2019 – Lawrenceville, NJ
Peters Township Police Department and Chief Douglas E. Grimes, February 2020 – McMurray, PA
Portland Police Bureau and Chief Danielle M. Outlaw, January 2020 – Portland, OR





Save the Date!

April 26-28, 2021

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 \$695.**



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 \$695.**

*** Media & Public Relations and Master Public Information Officer course fee increase to \$745, beginning with 2021 class schedule**



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.



Additional Education Opportunities

Distance Learning Online Courses

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

Phase I – Basic Supervisory Liability

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

Sessions start every thirty (30) days.

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

Phase II – Advanced Supervisory

Liability Ensuring Effective and Constitution Policing

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

Sessions start every sixty (60) days.

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

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.

eTrilogy

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.

**COURSES NOW
AVAILABLE**

First Amendment Liability Issues for Supervisors

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



*Congress OF THE United States
began and held at the City of New-York, on
Wednesday the Fourth of March, one thousand seven hundred and eighty nine
Representatives of a number of the States, having at the time of their adopting the Constitution, expressed a desire
as extending the ground of public confidence in the Government, will best ensure
Representatives of the United States of America, in Congress a
United States, all, many of which articles*

First Amendment Liability Issues for Supervisors

FBI-LEEDA is proud to announce the addition of our First Amendment Liability Issues for Supervisors course to our Distance Learning program. This four-week distance learning course discusses the critical issues facing supervisors.

The newly updated content delivers what supervisors need to know to protect themselves and their agencies. This training will provide an understanding of Freedom of Speech, Freedom of Religion, and Freedom of the Press. The training will also provide attendees operational standards as it relates to crowd management, recording police, social media and seizure of electronics.

This new course along with our Distance Learning Ethics class will be elective courses. The e-Trilogy award will be awarded to any individual who completes the Basic Supervisory Liability, the Advanced Supervisory Liability and one of our elective courses (First Amendment or Ethics). You do not have to complete all four to earn your e-Trilogy award, but we highly recommend taking all!

As with our other Distance Learning courses, this course is an instructor led online training program which gives students the opportunity to receive high quality video training from any location with internet access. Students work through the course on a weekly pace, reviewing lectures, reading assigned papers, taking quizzes, answering forum questions, and participating in forum-based discussions.

For more information about our Online Distance Learning Program, go to
<https://fbileeda.org/page/Distance>

Congratulations Trilogy Graduates



**Supervisor Leadership Institute
Command Leadership Institute
Executive Leadership Institute**

FBI-LEEDA's Trilogy Leadership Series consists of three cutting edge, core education courses taught by executive level law enforcement experts who help to prepare attendees for leadership positions in the latest management concepts and practices faced by today's law enforcement professionals.

Please join us in congratulating the 1869 law enforcement leaders who have received their FBI-LEEDA Trilogy Award since the 2019 conference.

These graduates join over 10,000 leaders who have successfully completed FBI-LEEDA's Trilogy Leadership Series.



TRIL GY Scholarship

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

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

If you have any questions about the Trilogy Scholarship, please contact us at 877-772-7712 or email us at 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





Save the Date!

April 26-28, 2021



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



Larry Horak



Les Kachurek



Anne Kirkpatrick



David Lyons



David McGill



Adam Myrick



Mary O'Connor



Judy Pal



Tim Plotts



Louis Quijas



Todd Radford



Mary Rook



Stephanie Slater



Tom Smith



Emma Swearingen



Luis Soler



Jerry Thompson



John Turner



Sean Whent



Terri Wilfong



Frank Woodall



Keith Bushey
Instructor Emeritus

FBI-LEEDA Corporate Partners

PLATINUM LEVEL CORPORATE PARTNERS



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

Support our Corporate Partners

Leading businesses and technology-based companies who support the law enforcement industry with their expertise and niche products and services.

FBI-LEEDA is funded through membership dues, class fees, and its corporate partnership program, and our annual education conference is funded through registration fees, association funding, and corporate sponsors. Supporting them supports us.

SILVER LEVEL CORPORATE PARTNERS

Cellebrite

Contact: Alex Liston, Marketing Programs Manager
7 Campus Drive, Suite 210, Parsippany, New Jersey 201
Telephone: 609-458-5544
Email: alex.liston@cellebrite.com



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



BRONZE LEVEL CORPORATE PARTNERS

Police and Sheriffs Press

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



SymbolArts

Contact: Scott Burnett, Regional Sales Manager
Telephone: 801-475-6000 ext. 123 • Direct: 801-689-8023
Email: scott@symbolarts.com
www.symbolarts.com



RaSports, Inc.

Contact: Cary Fletcher
707 N. Minnesota St, Ste C, Carson City, Nevada 89703
Telephone: 775-515-4330
Email: clfletcher@rasportinc.com



University of San Diego

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



Thomson Reuters - Clear

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





Membership Resources

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*

Life Membership Benefits

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.

Official Merchandise

Visit the FBI-LEEDA website for quality logo apparel and promotional products from RaSport:

Clothing – Outerwear –

Bags – Accessories –



Visit our website.

Click on the link.



Merchandise

Members' Spotlight

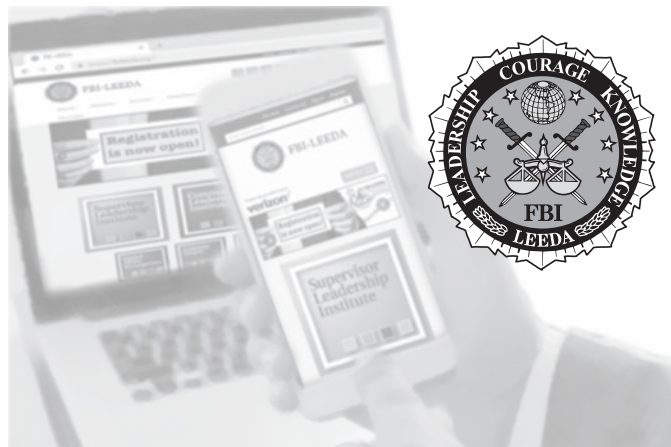
SHARE YOUR EXPERIENCES. GET PUBLISHED.

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.

Visit our website for:

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



www.fbileeda.org

Contact FBI-LEEDA at 877-772-7712 | info@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 Friday, March 26, 2021

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



Educational Opportunities

FBI-LEEDA offers a course tailored to enhance 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
 - First Amendment Liability Issues for Supervisors

Visit our website for course descriptions, locations, fees, and registration information:

www.fbileeda.org

Stay Connected at all Times



Like us on Facebook:
Law Enforcement Executive
Development Association



Follow us on Twitter:
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Follow us on Instagram:
@FBILEEDA



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

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

Graduate Credit Programs Available

Get credit where credit is due.

FBI-LEEDA partners with several institutions that have agreed to offer college level credit for those who have completed the FBI-LEEDA Trilogy Leadership Series. Visit fbileeda.org to learn more about available programs.

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 | jford@cse.edu | (973) 290-4324



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



COLLEGE CREDITS:

Getting Started

Do the Research

Not all universities and programs are created equal. Some programs are geared specifically for working adults that may include online or accelerated options. Some intuitions have discounts for those who are active military or veterans, first responders or have established employer partnerships. Most of this information can be found on an institution's website, but do not be hesitate to reach out to a school's admissions office for more details.

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



University of San Diego

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



Contact: Erik Fritsvold, Ph.D., Program Director
erikf@sandiego.edu | Tel: (619) 260-4580
www.criminaljustice.sandiego.edu



Understanding Credit for Prior Learning (CPL)

Prior learning can range from military training, classes taken at a previous college, continuing education units (such as the FBI-LEEDA's Trilogy credits), or experience-based exams. Credits applied can save you time and money towards your educational goals. Inquire about the CPL credits a school is willing to award you.

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

FBI-LEEDA POST Approvals by State *(as of July 1, 2020)*

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

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

*** For MO POST credit please contact the FBI-LEEDA office at 877-772-7712; or email 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.

Learn more at: www.ecoatm.com/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 report.



SCREENS PHONES FOR ACTIVE KILL SWITCH

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



CAPTURES SERIAL NUMBER & DEVICE PHOTOS

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



ID VALIDATOR

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



NIST COMPLIANT BIOMETRIC DEVICE

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



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PROUD SUPPORTER



IACP/ecoATM Leadership in Crime Prevention Award



FBI-LEEDA Insider
5 Great Valley Parkway, Suite 359
Malvern, PA 19355

Issue II – Summer/Fall 2020



Learn about

FBI-LEEDA Trilogy



FBI-LEEDA is giving back by offering scholarships for our Trilogy educational courses.

For more info visit
fbileeda.org

SAVE THE DATE

April 26-28, 2021



Registration Opens November