



**FBI-LEEDA**

# **INSIGHTER**

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

# Leading *through* Change



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# FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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## President's Letter

Greetings!

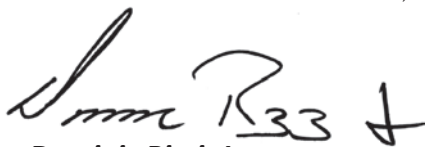
Each year around the end of December, I wonder where the time has gone. How did we jump from the warm days of September to the holidays? The last few months of the year feel like a sprint to the finish. We get so busy finalizing budgets, meeting year-end goals, and implementing procedures, that time seems to slip away.

As President of FBI-LEEDA, I am reminded to slow down and reflect on the amazing things that this association has accomplished throughout the year. It is important to look at how far we have come, take a breath, and continue to use what we have learned to better the year ahead. I recommend you all do the same. We have so much to reflect on and look forward to!

As agencies update their policies, FBI-LEEDA also updates its curriculum and processes. We commit to providing a cutting-edge curriculum by reviewing and modifying our courses regularly to ensure relevancy. The focus of 2019's curriculum review was our Executive Leadership Institute (ELI) course. This course helps leaders understand and combat the top challenges facing executive-level law enforcement. Traditionally, recruitment, hiring, and retention are the top challenge discussions. In review, we found that industry trends showed a need to incorporate bias, diversity and officer wellness training into the course. Our Director of Curriculum, Dr. Neil Moore, has done an amazing job with this development and will go into more depth in the following "LEEDing Edge" section.

This magazine issue is packed with amazing law enforcement leadership articles, many of which are written by those who will be speaking at our 29th Annual Executive Education Conference this April 2020 in Kansas City, Missouri. The conference is a remarkable opportunity for police professionals to gain a valuable toolkit of best practices to bring back to their agencies. We offer an all-inclusive experience of plenary sessions from the top thought-leaders, networking events, and engagements at a modest registration fee. Do not miss out on this event!

It has been my pleasure to serve as President of FBI-LEEDA during a time of such growth. The value our courses bring to law enforcement, the impact our conference and the overall experience of FBI-LEEDA, has made my term the capstone of my law enforcement career. This association is leading positive and sustainable change for law enforcement and I am grateful to be a part of it. The next president will discover a board that truly cares and will have the opportunity to work with our wonderful staff and outstanding instructors. On behalf of all of us at FBI-LEEDA, we wish you a safe, healthy, and happy 2020.



**Dominic Rizzi, Jr.**

*President, FBI-LEEDA*



**Dominic Rizzi, Jr.**  
*President, FBI-LEEDA*



# The LEEDing Edge

Director of Curriculum and Instruction Report - Winter 2020

As FBI-LEEDA participants, you should be mindful to know that our Supervisor, Command, and Executive Leadership Institute courses are updated regularly with your input and the input of our outstanding team of national instructors. We take great pride in knowing that our education is cutting-edge. This can only happen from feedback. We want to know your thoughts on our courses. Good, bad, or indifferent, your insights help our association to provide a top-quality experience.

In the following review, we want to take a slightly deeper look at the upcoming changes for the Executive Leadership Institute (ELI) course for 2020. In early 2020, the ELI will add a block of instruction on Recruiting, Hiring and Retention. Additionally, Bias and Diversity and Officer Wellness will be updated to offer more of the latest thoughts in these critical areas. The ELI Introduction will change slightly, and a day long block of instruction is being developed on the combined topic of Strategic Thinking/Strategic Planning.

When we looked at the 2015 President's Task Force Report on 21st Century Policing, it was distinguished from other national reports on our profession at Pillar Six, Officer Wellness. The very nature of our work has a tendency to hurt and break our colleagues. It is our leadership duty to address this issue and the myriad of issues associated with officer wellness. When we look around the country, we observe many progressive agencies innovating, and using best practices to address the mental, emotional, and physical health of our nation's first line guardians of our cities, counties and states.

The 1988 U.S. Circuit Court of Appeals for the District of Columbia reminded all police executives (*Parker v. District of Columbia*, 1988, 850 F.2d 708) that there is an obligation to ensure that the officers we put in the field are physically up to the task of dealing with violent physical encounters. Our catalyst for discussing physical, mental and emotional health issues is not done for the legal ramifications. Addressing these issues is done because it is the right way to treat the women and men who do this critical work. The rewrite of the ELI Officer Wellness material will confirm the leadership "duty of care" in this area.

The hypervigilance concept, so eloquently described by Kevin Gilmartin, remains a part of this instruction as does the four factors for reducing hypervigilance. Research also discovered a model physical fitness assessment test that has withstood court scrutiny on several occasions. That model could be easily replicated in just about any setting. Those assessment test details, and developmental background are included in the officer wellness section dealing with physical wellness.

Finally, as we are nearing the quarter century mark of the 21st century, we are becoming more open about the emotional and mental health toll taken on the officers of our nation. Very good 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.

*(continued)*



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

Without a doubt, recruiting, hiring and retention issues are plaguing our nation's police departments. In fact, most current research today places this among the top five most pressing issues facing U.S. policing. This block of instruction in the ELI curriculum is based on the premise that police administrators need to retain the millennial officers on the payroll, continue to recruit those that are available, and aggressively recruit the generation Z population that has just emerged on the U.S. landscape. 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.

We will continue to listen to our instructors and classroom leaders to ensure we are bringing current and best practice issues to the fore.

**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.

# Serving in a New Age:

## Law Enforcement Training Must Focus on Building Greater Community Relations

— **Quentin Williams**, Founder and CEO of *Dedication to Community*

When I was in the fifth grade during the mid 1970s, my favorite television show was S.W.A.T. My friends and I often ran through the wooded areas near my apartment building in Yonkers, New York and pretended that we were staking out bad guys as members of the elite S.W.A.T. law enforcement team. I loved that show.

As I grew older, I saw the reality of police work up close. The cocaine epidemic infiltrated my neighborhood and decimated the lives of our community members. It seemed like everyone in my circle was impacted by the diseased culture of using and distributing this highly addictive drug.

That's when I noticed an extreme shift in the dynamic between law enforcement and my community. Cops became "warriors" who were focused on the War on Drugs - as opposed to the relationship-building "guardians" who had previously patrolled our neighborhood, many times, on foot.

The pendulum must swing back to those days of eye-to-eye contact, handshakes, and hugs. Our committed law enforcement officers must get out of their heated and air-conditioned cars to talk to folks up close. There are many families who would welcome local cops to join them for a meal in their homes.

Police officers are an integral part of communities. They are our leaders, our boots on the ground, and our role models. Not all officers fully comprehend their roles as front-line leaders in communities. They may not understand that their leadership is necessary on the front-end to prevent escalated incidents from occurring. Not all officers are keenly aware that deposits need to be made before any withdrawals can be satisfied.

It is of paramount importance for our industry to engage in willful, creative, and new-age education methodologies that construct the framework for heightened community engagement. Reinforcing these practices - i.e., relationship-building - by our police agencies through comprehensive training creates a safer and more efficient law enforcement industry and society at-large.



Quentin Williams

We have to build genuine and sustainable relationships because these are our communities, law enforcement included. It's not about "us vs. them." It's about one community, and this philosophy must be reinforced as we train law enforcement officers in our new age of service.

*Quentin Williams is an attorney, author, prolific international speaker, former FBI agent and former federal prosecutor. Williams currently serves as an industry adviser, business strategist, crisis management consultant and legal expert with a wealth of knowledge and experience in wide-ranging areas of business, including the sports and entertainment industries. For more information about Quentin and his not-for-profit organization's work, please visit [www.DedicationToCommunity.org](http://www.DedicationToCommunity.org).*

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“ It is of paramount importance for our industry to engage in willful, creative, and new-age education methodologies that construct the framework for heightened community engagement. ”

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# Pillars of Support for a Mass Casualty Event

— *Chief Jim Cervera, Virginia Beach Police Department and  
Judy Pal, FBI-LEEDA Instructor*

On May 31, 2019, the City of Virginia Beach experienced its worst nightmare. Twelve people were fatally shot, four other city employees and a police officer were wounded when a city employee opened fire in the government complex. The shooter was killed by responding officers.

The worst time to have to develop relationships or partnerships is during a crisis. We refer to the ‘pillars of support’ that aid in responding to critical incidents: elected officials, community, media, and staff are all instrumental parts of a department’s success. If any of those ‘pillars’ are not solid or steady, an incident like the one in Virginia Beach can result in failure.

While it would be easy to recount the day and the heroic deeds of our officers and other responders, which will be burned into our collective minds forever, this article focuses on some of the reasons we were able to begin the healing process. The shift from victims to survivors resulted from our communication efforts with the four legs of our support well before, during, and after the incident: Developing positive relationships took time, energy, patience, and demonstrated expertise and knowledge.

As community leaders, the elected officials are instrumental in leading community recovery. The information provided is essential to those efforts. When establishing relationships with elected

officials, speak from a position of knowledge of your profession – which means, keep learning! Be in charge, while remaining respectful of others' opinions and ideas. Be humble without being emotional and understand that this is not about you – it's about the men and women of your agency and the community that you swore to serve and protect.

When the shooting in Virginia Beach occurred, communication with our community went into high gear. During and after the event, residents looked to City officials for information, security and comfort. It was important to be seen and attend memorials and post-events to offer condolences, answer questions and, as best we could, provide some solace to those involved.

Events like these draw massive attention and the media's desire for information was, as usual, insatiable. We focused on providing as much information as quickly as possible and worked closely with the City to monitor social media to help quell and manage rumors. Managing disinformation was a full-time job.

One of the most important, and often-overlooked, relationship in such incidents is the one with staff. Officers ran toward gunfire. They put themselves in danger to protect others. As is what always happens after this type of incident, questions began to swirl almost immediately: Did we respond fast enough? Were there enough safety measures in place to thwart this type of attack? Did the police do enough? It's imperative for officers and other first responders to hear from their chief and City officials to help process the situation. Addressing officers personally, issuing video statements, and privately and publicly praising their efforts are some ways to accomplish this. While there is still much work to do in Virginia Beach, the four pillars of relationships we built before the incident helped us on the path to healing.



Chief Jim Cervera

*Jim joined the Virginia Beach Police Department in 1978 and was promoted through the ranks. He was appointed Chief of Police in September 2010. He has been instrumental in developing and implementing the city's gang prevention program. He is a leader in community policing and holds positions with a number of organizations. Jim earned a Bachelor of Arts degree in Criminal Justice from St. Leo University and a Master of Public Administration degree from Old Dominion University. Jim also graduated from the FBI National Academy 171 session in Quantico, VA.*



Judy Pal

*With more than 30 years' experience, Judy Pal has served in management and public relations positions for public safety, government, and the professional sports and entertainment industry in both Canada and the United States. Prior to embarking on a full time teaching and consulting career, she served as an Assistant Commissioner with the NYPD, Director of Operations for the FBI Law Enforcement Executive Development Association (FBI LEEDA), Chief of Staff with the Baltimore and Milwaukee Police Departments, and was a member of the command staff of the Atlanta, Savannah and Halifax (Canada) police departments. Pal holds a Master of Public Relations from Mount Saint Vincent University and earned her Certificate in Police Leadership from Dalhousie University, both in Canada.*

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success. ”

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# Supervisor Leadership Institute

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



**Allentown Police Department and  
Chief Tony Alsleben**

August 2019 – Allentown, PA



**Aurora Police Department and  
Chief Kristen Ziman**

September 2019 – Aurora, IL



**Bartlesville Police Department and  
Chief Tracy Roles**

August 2019 – Bartlesville, OK



**Beaverton Police Department and  
Chief James Monger**

September 2019 – Beaverton, OR





**Boise Police Department and Chief William Bones**

October 2019 – Boise, ID



**Municipal Police Training Committee at Branstable Police Department and Chief Matthew Sonnabend**

October 2019 – Hyannis, MA



**Carolina Beach Police Department and Chief Chris Spivey**

November 2019 – Carolina Beach, NC



**Castle Hills Police Department and Chief Johnny Siemens**

July 2019 – San Antonio, TX

# Course Graduates – Supervisor Leadership Institute



***City of Greer Police Department  
and Chief Matt Hamby***

*August 2019 – Greer, SC*



***Clarke County Sheriff's Office and  
Sheriff Ira Edwards, Jr.***

*November 2019 – Athens, GA*



***Clay County Sheriff's Office and  
Sheriff Darryl Daniels***

*August 2019 – Orange Park, FL*



***Durham Tech Police Department  
and Chief Dawn Tevepau***

*October 2019 – Durham, NC*





**Escambia County Sheriff's Office  
and Sheriff David Morgan**

November 2019 – Pensacola, FL



**Espanola Police Department and  
Deputy Chief Roger P. Jimenez**

August 2019 – Hernandez, NM



**Germantown Police Department  
and Chief Richard L. Hall**

October 2019 – Germantown, TN



**Greene County Sheriff's Office and  
Sheriff Jim Arnott**

July 2019 – Springfield, MO



**Hanover Township Police  
Department and Chief Mark Roddy**

November 2019 – Whippany, NJ



# Course Graduates – Supervisor Leadership Institute



***Kanawha County Sheriff's Office  
and Sheriff Michael Y. Rutherford***

*October 2019 – Charleston, WV*



***League City Police Department and  
Chief Gary Ratliff***

*August 2019 – League City, TX*



***Los Angeles Police Department and  
Chief Michael Moore***

*September 2019 – Los Angeles, CA*



***Los Angeles Police Department and  
Chief Michael Moore***

*November 2019 – Los Angeles, CA*



**Maricopa County Sheriff's Office  
and Sheriff Paul Penzone**  
November 2019 – Phoenix, AZ



**North Miami Beach Police  
Department and  
Chief William Hernandez**  
September 2019 – North Miami Beach, FL



**Orem Police Department  
and Chief Gary Giles**  
November 2019 – Orem, UT



**FBI Milwaukee Field Office and SAC Robert Hughes**  
October 2019 – St. Francis, WI



**Montgomery County Precinct 3 Constable's Office  
and Constable Ryan Gable**  
November 2019 – Conroe, TX

# Followership: An Essential Component of Leadership

— Chief Luis Soler, FBI-LEEDA Instructor

Leadership is a word most are familiar with. It is a concept that is ingrained into officers' minds from the time they enter the law enforcement profession. For many officers, leadership becomes even more important as they progress through the ranks.

They may seek leadership training, books, articles, and listen to lectures. It seems as though current and future law enforcement leaders are bombarded with the concept of leadership to the extent that it becomes synonymous with success. Merriam-Webster defines leadership as “the power or ability to lead other people.”<sup>[1]</sup> In other words, a leader is someone who can influence others. Many people and training programs focus on this definition and leadership training teaches trainees how to become better leaders by successfully influencing others.

Officers know that leadership matters and that great leadership will result in motivated employees and better productivity for their organizations. The truth is that while leadership does matter, there is more at play. There is another component that is commonly overlooked: in order to be a leader, one must have followers.

Many organizations spend time and money to make sure their executives, managers, and supervisors have the latest and greatest leadership skills training possible. According to the Society for Human Resource Management, in 2013, U.S. organizations boosted leadership development spending by an average of 14 percent, totaling an estimated \$15.5 billion dollars.<sup>[2]</sup> This reflects a culture that many organizations have adopted: a leadership centered culture.

When was the last time you attended a class on followership or read an article about followers rather than leaders? Most people have not done either. A lack of followership knowledge and understanding can create problems for organizations, such as tension among staff and an unnecessary waste of energy.<sup>[3]</sup> In a world of leadership, how important is followership?

Followership is important enough that the U.S. military has incorporated it into its leadership training approach.<sup>[4]</sup> The military has a three-pronged process to develop leaders. First, they identify those people with the skills and traits of good leaders. Second, they teach those people leadership skills. Third, they teach them about followership. If this practice is being conducted in organizations where rank and leadership are of great importance, shouldn't law enforcement consider followership in training as well?

Followership is not a new concept. In November 1988, Robert Kelley wrote “In Praise of Followers” for the prestigious Harvard Business Review. Kelley made the case that in searching for better leaders, organizations tend to lose sight of the people those leaders will lead. Kelley stated, “without his armies, after all, Napoleon was just a man with grandiose ambitions.”<sup>[5]</sup> Even though Napoleon was not a “good” leader based on his personal agendas and ethics, he was



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“ A lack of followership knowledge and understanding can create problems for organizations, such as tension among staff and an unnecessary waste of energy. ”

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a great tactician and an effective leader. Napoleon was able to lead men at the Battle of Waterloo, even though they knew they would face certain doom. One could argue that Napoleon had great leadership skills, but the true source of Napoleon's power came from his followers. The majority of power a leader has does not come from within themselves, but rather from those who follow the leaders.

Individuals both follow and lead every single day. Even those who lead a group or organization, are led by someone else. Police chiefs are leaders of their agencies, but they are also followers of police executives. All police executives have to report to someone like a city or county manager, a mayor, or other elected officials. This dichotomy is something that must be understood in order for leaders to improve and recognize their role as a follower.

According to Kelley, there are five types of followers that are grouped by a combination of their critical thinking behavior and passive or active conduct.

- . *Sheep: passive, uncritical, and lack initiative or sense of responsibility*
- . *Yes People: depend on the leader for inspiration and are aggressively deferential*
- . *Alienated Followers: critical thinkers who are passive and cynical*
- . *Survivor: go with the flow and survive change well*
- . *Effective Followers: independent thinkers and problem-solvers, risk takers, and responsible enough to succeed without strong leadership*

As these descriptions clearly demonstrate, effective followers are the ones that must be cultivated—and the ones leaders should strive to be.<sup>[6]</sup>

An effective follower is distinguished by his or her enthusiasm, intelligence, and self-reliant participation in the pursuit of an organizational goal. Effective followers differ in their motivations for following and in their perceptions of their role as followers. Some choose followership as their primary role at work and serve as team players who take satisfaction in helping to further a cause; an idea; a product; a service; or, more rarely, a person.<sup>[7]</sup> Despite differing motivations, effective followers share a number of characteristics, according to Kelley:

1. *They manage themselves well.*
2. *They are committed to the organization and to a purpose, principle, or person outside themselves.*
3. *They build their competence and focus their efforts for maximum impact.*
4. *They are courageous, honest, and credible.*<sup>[8]</sup>

These four qualities of effective followers are also commonly identified as qualities of effective leaders. Followership and leadership are interdependent, and effective leaders and effective followers will share traits. It is imperative that leaders provide their followers with the right tools and training to become effective followers. Once individuals have become effective followers,

*(continued)*

their development into effective leaders of an organization can be a smoother transition. Conversely, leaders must take the time to recognize that they too are followers and need to work on being effective. They also need to be able to step into the breach and “lead up” if necessary. Leaders must look every now and then to be sure someone’s following them. If no one is behind a leader, he or she is not leading, but merely going for a walk.

## References

[1] Merriam-Webster Dictionary, s.v. “leadership.”

[2] Dori Meinert, “Leadership Development Spending Is Up,” *Executive Briefing*, [ital.]HR Magazine[end] (Jul 22, 2014), <https://www.shrm.org/hr-today/news/hr-magazine/pages/0814-execbrief.aspx> (accessed November 21, 2016).

[3] Marc Hurwitz and Samantha Hurwitz, “Leadership Is Half the Story: A Fresh Look at Followership, Leadership, and Collaboration” (Toronto, ON: University of Toronto Press, 2015), xvii.

[4] *Ibid.*, 33.

[5] Robert Kelley, “In Praise of Followers,” *Harvard Business Review* (November 1988), <https://hbr.org/1988/11/in-praise-of-followers> (accessed November 21, 2016).

[6] *Ibid.*

[7] *Ibid.*

[8] *Ibid.*



Luis Soler

Luis Soler currently is an instructor for FBI-LEEDA. Prior to this, he served as the Chief of Police for Woodland, CA and the City of Crowley, Texas. Soler is a Certified Public Manager (CPM) and holds a bachelor's degree in Business Administration from Cornell University, and a master's degree in Law Enforcement Management and Criminal Justice from Aspen University. He has been a speaker at the IACP's annual conferences in 2015, 2016, and 2017 and has been published in the IACP's Police Chief Magazine, as well as the CA Police Chiefs magazine. Chief Soler is a 2011 recipient of the FBI-LEEDA Leadership Trilogy Award.

## It's Good to Hear ... TESTIMONIAL FROM A MEDIA & PUBLIC RELATIONS COURSE ATTENDEE

“

*“I have attended many trainings in my 28-year career. I have received the FBI- LEEDA Trilogy and can say that this is one of the BEST trainings I've ever attended from instructor to material.”*

**– Linda Watts, Yakima Police Department**

*“I have been in law enforcement for 29 years and been a supervisor for 14 years. This is probably the best course I have ever taken in how to speak to media and public.”*

**– T. Bruun, IA DOT Motor Vehicle Enforcement**

”

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

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

# The First Amendment and Social Media

— Eric Atstupenas

For far too long, law enforcement agencies have confined their constitutional understanding to the Fourth and Fifth Amendments of the United States Constitution, paying little attention to the First Amendment. However, being able to navigate the somewhat turbulent waters of the First Amendment is a requirement, particularly when dealing with social media. What are the two most prevalent social media issues law enforcement faces that requires a level of First Amendment fluency? When officers can be disciplined for what they post on social media and how agencies can moderate their own social media sites with respect to third parties.

On one side of the coin is determining when officers can be disciplined, within the confines of the First Amendment, for what they post online. We know from reading news articles across the country that one of the quickest ways to end your career in public safety today is to post something inappropriate on social media. It is important for agencies and personnel alike to understand the rules of engagement in this realm. For instance, policy and practice should make it clear that a public employee's speech may only be protected under the First Amendment if: the employee was not speaking pursuant to their ordinary job duties; the employee was speaking on a matter of public concern; and or the employee's interests outweigh the interests of the employer. See *Pickering v. Bd. of Educ.*, 391 U.S. 563 (1968); *Connick v. Myers*, 461 U.S. 138, 149 (1983); *Lane v. Franks*, 134 S. Ct. 2369, 2378 (2014); *Garcetti v. Ceballos*, 547 U.S. 410, 418 (2006).

On the other side of the coin is how agencies wade through the First Amendment quagmire of attempting to moderate their own social media sites. Agencies across the globe have discovered the value of establishing a social media presence as a means to enhance investigations, tap into a broader hiring pool, and to improve perception through positive public interaction by interacting directly with users. The trouble many agencies encounter is moderating their own social media pages, particularly when some users, who we colloquially call "haters", "trolls," or "naysayers", attack an agency and or its personnel in an attempt to harass or negatively impact the public perception of the agency. Agencies should be aware of how to craft a content-neutral terms of use policy for their social media sites and how to practice absolute abstinence from engaging in viewpoint discrimination.

It is no longer sufficient for law enforcement agencies to confine their constitutional comfort levels and knowledge base to the Fourth and Fifth Amendments. Rather, in a time when citizens and employees alike are testing the waters of the First Amendment, agencies must be prepared to respond to such challenges in a constitutionally effective manner.



Eric Atstupenas

*Eric Atstupenas serves as the General Counsel for the Massachusetts Chiefs of Police Association. He is licensed to practice law in Massachusetts, Rhode Island and Connecticut. He is a member of the International Association of Chiefs of Police, Legal Officers Section, New England Association of Chiefs of Police, Central Massachusetts Chiefs of Police Association and serves on the Board of Directors for the Municipal Police Institute, Inc.*

“Agencies should be aware of how to craft a content-neutral terms of use policy for their social media sites and how to practice absolute abstinence from engaging in viewpoint discrimination.”





# Supervisor Leadership Institute

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



**Pickerington Police Department  
and The Fairfield County Sheriff's  
Office and Chief Michael D. Taylor  
and Sheriff Dave Phalen**

*August 2019 – Pickerington, OH*



**Rutland City Police Department  
and Chief Brian Kilcullen**

*August 2019 – Rutland, VT*



**Sevierville Police Department  
and Chief Joseph Manning**

*August 2019 – Sevierville, TN*



**South Texas College Department  
of Public Safety and  
Chief Paul Varville**

*August 2019 – Pharr, TX*



**Southwest Florida Public Service Academy and Director Todd Everly**

August 2019 – Fort Myers, FL



**St. Johns County Sheriff's Office and Sheriff David B. Shoar**

August 2019 – St. Augustine, FL



**Tacoma Police Department and Chief Donald Ramsdell**

November 2019 – Tacoma, WA



**Temple Terrace Police Department and Chief Ken Albano**

July 2019 – Temple Terrace, FL



# Course Graduates – Supervisor Leadership Institute



***Texas Department of Public Safety  
and Chief RenEarl Bowie***

*October 2019 – Florence, TX*



***The Institute for Forensic Science  
and Dr. Robert Morgan***

*August 2019 – Lubbock, TX*



***Municipal Police Training  
Committee at Tufts University  
Police Department and  
Chief Kevin Maguire***

*August 2019 – Medford, MA*



***Washburn University Police  
Department and  
Director Chris Enos***

*September 2019 – Topeka, KS*





**Williamson County Sheriff's Office  
and Sheriff Robert Chody**

July 2019 – Hutto, TX



**Winston-Salmen Police Department  
and the Wake Forest University Police  
Department and Chief Catrina Thompson  
and Chief Regina Lawson**

August 2019 – Winston-Salem, NC

## It's Good to Hear ... TESTIMONIALS FROM SUPERVISOR LEADERSHIP INSTITUTE ATTENDEES

“

*“Great class! Made me want to attend more and to get my Trilogy.”*

**– Major Angel Huff, St. Bernard Sheriff's Office**

*“Jeff Green's practical experience combined with his honest and open method of teaching allowed the entire class to connect with him, as well as each other. This promoted open discussion within the class.”*

**– A. Flynn, Scarborough Police Department**

*“I thought the instructor was captivating, interesting, and very knowledgeable of the information he presented. I would highly recommend this course.”*

**– Stephen Rappa, Saugus Police Department**

”

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

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

# Non-Traditional Pathways to Continuing Education

— Heidi Scott Giusto, Ph.D

Continuing education keeps professionals sharp and relevant in their respective fields. Even the most seasoned law enforcement executives can benefit from continuing their education. It helps people make new connections, gain new perspectives, stay on top of trends, set an example by taking initiative for growth, and deepen knowledge and expertise.

While the classroom may be the most obvious and traditional setting for continuing education, there are non-traditional pathways as well. Combined, traditional and non-traditional settings offer professionals nearly limitless ways to tailor their continuing education endeavors. Consider the following range of non-traditional education options.

## Attend Professional Conferences

I recently attended, and presented at, a conference for career services professionals. It was a wonderful experience! Not only did I have the opportunity to meet people who I had only emailed or spoken to previously, but I also made new connections and sharpened my skills. Even as I presented on advanced interview techniques, I learned from other professionals about their techniques for teaching interview preparation. One person who asked me a question during the discussion portion of my session is now a trusted colleague. We share ideas, questions, new insights, and are go-to resources for each other.

## Join Organizations

Joining organizations relevant to your area of professional specialty and/or your community keeps you abreast of the latest trends, findings, issues, and concerns. You can keep your engagement to the bare minimum by only reading regular communications from the organizations such as newsletters or magazines, or you can engage more substantially by attending events, volunteering periodically, or even serving on a committee. Each of these activities lends themselves to learning.

## Network

Building relationships with people who are in the same line of work as you, or in complementary fields, inevitably leads to continuing education. In this way, speaking with others about relevant topics can prove to be informative and mutually beneficial. Networking can occur in formal

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“ Combined, traditional and non-traditional settings offer professionals nearly limitless ways to tailor their continuing education endeavors. ”

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sessions or simply by inviting a colleague or new connection to lunch. Just a sampling of ways to expand your network includes leveraging LinkedIn, attending community events, and engaging in a mentoring relationship.

### **Self-study**

A virtually effortless way to engage in continuing education is to read. Read books and articles on topics that interest you and in which you want to grow your knowledge. This could be something specific like conflict resolution or negotiation, or something broader like leadership development. We live in an age where knowledge is literally at our fingertips—just a click or tap away—so it is possible to learn about any given topic.

Self-studying can also take the form of enrolling in online professional development courses or webinars. Whether their duration occurs over a period of months, weeks, or just an hour (which is common for webinars), the choices are nearly endless. To find these opportunities, examine the offerings from your workplace, organizations you are a member of, and massive open online courses (or MOOCs) through Coursera.

### **Earn an Advanced Degree Online**

If you want to commit to a particular area of interest, consider enrolling in an online advanced degree program. Before doing so, conduct careful research to gather information about the program and potential opportunities for fee reductions or tuition support. And, of course, make sure any substantial commitment, such as a degree program, will benefit your long-term career goals.

### **Closing Thoughts**

Through the many varied options for continuing education that are beyond the traditional classroom setting, every person can truly tailor the direction of their professional development and education.



*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.*





# Command Leadership Institute

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



**Alexandria Police Department and  
Chief Michael L. Brown**

*September 2019 – Alexandria, VA*



**Municipal Police Training  
Committee at Andover Police  
Department and  
Chief Partrick Keefe**

*October 2019 – Andover, MA*



**Aurora Police Department and  
Chief Kristen Ziman**

*October 2019 – Aurora, IL*



**Biddeford Police Department and  
Chief Roger P. Beaupre**

*August 2019 – Biddeford, ME*



***Boulder County Sheriff's Office and Sheriff Joe Pelle***

*November 2019 – Boulder, CO*



***Boynton Beach Police Department and Chief Michael Gregory***

*August 2019 – Boynton Beach, FL*



***Castle Hills Police Department and Chief Johnny Siemens***

*September 2019 – San Antonio, TX*



***Charleston County Sheriff's Office and Sheriff James Al Cannon, Jr.***

*October 2019 – North Charleston, SC*



# Course Graduates – Command Leadership Institute



***City of Greer Police Department  
and Chief Matt Hamby***

*November 2019 – Greer, SC*



***College Park Police Department  
and Chief Ferman Williford***

*August 2019 – College Park, GA*



***Espanola Police Department and  
Rio Arriba County Sheriff's Office  
and Deputy Chief Roger P. Jimenez  
and Sheriff James D. Lujan***

*October 2019 – Hernandez, NM*



***Franklin Police Department and  
Chief Deborah Faulkner***

*September 2019 – Franklin, TN*





**Georgetown Police Department  
and Chief Wayne Nero**

*October 2019 – Georgetown, TX*



**Municipal Police Training  
Committee at Grafton Police  
Department and  
Chief Norman Crepeau, Jr.**

*September 2019 – Grafton, MA*



**Greene County Sheriff's Office and  
Sheriff Jim Arnott**

*September 2019 – Springfield, MO*



**Hamilton Township Police  
Department and Chief Scott Hughes**

*September 2019 – Maimeville, OH*

# Course Graduates – Command Leadership Institute



***Hampton Police Department and  
Chief Richard E. Sawyer***

*September 2019 – Hampton, NH*



***Hesperia Police Department and  
Captain Mike Browne***

*August 2019 – Hesperia, CA*



***Humble ISD Police Department and  
Chief S. Cook***

*August 2019 – Humble, TX*



***Lafayette Police Department and  
Chief Toby Aguillard***

*September 2019 – Lafayette, LA*





***Lea County Sheriff's Office and  
Sheriff Corey Helton***

*August 2019 – Lovington, NM*



***Leesburg Police Department and  
Chief Robert Hicks***

*September 2019 – Leesburg, FL*



***Lewisville Police Department and  
Chief Kevin Deaver***

*August 2019 – Lewisville, TX*



***Lynchburg Police Department and  
Chief Ryan Zuidema***

*September 2019 – Lynchburg, VA*



# Leadership When a LEO Dies in The Line of Duty

— *Larry Barton, Ph.D.*

Many departments have unfortunately experienced the loss of one or more officers in the line of duty. This is especially true for those departments in largely populated communities. As a result, the need to refine established protocols has emerged with regards to the emotional support provided after a loss in the department. Periods of profound sadness and shock in departments can lead to risks and mistakes.

The topic of department loss is rarely spoken about in education and training. There is no guide to manage each loss because each circumstance can vary drastically. The role of FBI-LEEDA is to help to provide resources, comments, and situations that can emerge if one or more officers were to be assaulted in the community. Below are insights that may help Chiefs, as well as senior staff, if profound shock and grief impacts your department.

## **Communicating with the Family**

The first responsibility is to contact the next of kin, preferably in person, as soon as possible. This is best achieved by someone who is familiar with the family. The era of social media has made it challenging for departments to be the first to notify families of a loss. Your time frame to inform and engage loved ones is increasingly thin. A communication plan should be discussed with senior staff to decide who will speak to the family and how the loss will be communicated.

If the next of kin cannot be reached, leaving a voicemail and asking that the head of the family to contact the Chief, is the best option. Be prepared that this may cause alarm. Sharing information with an unknown person could cause more problems and is not ideal but, the message must be delivered.

After the announcement is made, ensure that members of local faith community or trauma counselors are engaged to assist the family as soon as possible. Ask the family how and when they would like to speak with grief counselors. If appropriate, you may offer for a particular commander or department leader to participate in the session.

If the family declines counseling, remind them that your department offers an excellent Employee Assistance Program (EAP) at no cost, that provides confidential grief and recovery counseling. This service is available 24/7. As a law enforcement executive, you may want to speak with the EAP relationship manager directly and emphasize that you expect and need a personal ambassador to visit with the family in their home if they request such.

Burial and service information should be coordinated with the family.

## Supporting Your Staff

As Chief, it is important to ensure that your agencies legal and human resource teams understand the impact of the situation. Accusations may arise in conversations, in and outside of the agency. It is important to remind each officer that you expect them to be respectful during this period of grief.

Internal department communications should include briefings for all shifts and also feature a photograph of the impacted officer(s) on an easel during these briefings. Personalize the loss. The distribution of commemorative items, such as armbands or patches, are acceptable ways to honor the fallen.

Human resources should manage whether mandated or suggested time off should be allowed for certain individuals to ensure the employer meets and exceeds Duty to Care and Duty to Supervise standards. This is especially true for the partner of the officer lost, but also for past partners, close friends, and others.

Agency staff may require individual or group grieving sessions. The EAP can provide expert recovery sessions to those in need. In-person sessions can be more productive than phone sessions. Chiefs may need to advocate for staff by requesting a designated EAP specialist who understands agency loss to conduct onsite sessions. Having an officer from a nearby agency who has experienced a similar loss can help to address recovery and make an incredible influence on impacted officers.

## Actions Required

The email account of the deceased should be redirected to an appropriate person in the agency immediately. In a small but serious number of cases, people may send emails or leave messages for the deceased with potentially useful information. Be sure they are captured by those coordinating an investigation.

The work area, locker, and automobile of the lost officer(s) should not be disturbed in any way until a senior person with a witness has inspected it and approved its disassembly. Personal items should be carefully packaged and returned to the family. Most departments will ask next of kin when they would like to have these items delivered in person by a uniformed officer.

## External Communication

Gather the names of anyone who witnessed or was secondarily involved in the line of duty death, including civilians and fellow officers. These witnesses should be treated with respect. They are more likely to recover from emotional wounds and assist in potential investigations if they feel supported with authentic kindness.

*(continued)*

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“ The way that  
an officer’s life  
and passing are  
managed is the  
hallmark of a true  
law enforcement  
leader. ”

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The agency's Information Technology specialist should begin monitoring social networks for chatter inside and outside of the department regarding the tragedy. In some cases, extremely pertinent information on potential suspects, not yet identified, can emerge on these platforms. They will only be captured if someone is looking for them. The Public Information Officer for the agency should request that the public come forward with any information leading to the arrest and conviction of a perpetrator.

An astounding number of agencies may appear at the funeral services to pay their respects to the lost officer(s). This is testimony of the incredible bond between law enforcement officers. Regrettably, some agencies who travel a long distance are never thanked for making the trip. An affected agency may be dealing with so many aspects of the loss, i.e. a possible ongoing investigation, pending arraignments, that they forget to appreciate the support of others. It is helpful to have a thank you letter signed by the Chief that is handed to each person in an envelope at the service. This effort demonstrates class and shows that you care.

### Final Thoughts

A line of duty death is a terrible tragedy for any department and community. Identifying procedures prior to a loss can ensure that all involved have the support necessary to heal. The foundational principles of the FBI-LEEDA education include an attention to detail, respect for others, and the importance of legally enacting your duties. Let's never forget another aspect to education: thinking and preparing for the worst of days. The way that an officer's life and passing are managed is the hallmark of a true law enforcement leader.



Larry Barton

*Dr. Larry Barton is in his 15th year as an Instructor for The FBI Academy where he teaches crisis management and threat assessment. He is Distinguished Professor of Crisis Management and Public Safety at the University of Central Florida (UCF). He can be contacted at [larry@larrybarton.com](mailto:larry@larrybarton.com)*

## It's Good to Hear ... TESTIMONIAL FROM SUPERVISOR LEADERSHIP INSTITUTE ATTENDEE

“The instructor's ability as a speaker is exceptional! He was able to present the material in such a way to really make you think, learn, and grow as a leader. The Trilogy has been an amazing experience for me, really made a lasting impression on me, and will affect me both professionally and personally.”

— Roy Vasque, Lawrence Police Department

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

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



# NEXT LEVEL

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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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# Next Level Leadership: Addressing Women in Policing

— Terri Wilfong and Mary O'Connor, FBI-LEEDA Instructors

FBI-LEEDA courses promote the exchange of information by offering tremendous leadership training, education, and networking opportunities to police professionals across the nation.

FBI-LEEDA strives to deliver an evolution of our cutting-edge curriculum for law enforcement leaders at the annual executive education conference. We discuss real world issues facing the law enforcement industry to generate important conversations that result in tangible practices.

Many of the female FBI-LEEDA instructors have been noticing a trend while teaching the FBI-LEEDA Trilogy Leadership Series courses. It is not uncommon for the instructors to be approached by female course attendees who are struggling to overcome barriers within their agencies. Women in law enforcement seem to be facing very similar challenges such as a lack in promotional opportunities, mentorship, training opportunities and task specific roles in the agency. Some women also noted that finding balance between family and professional demands are challenging.

The concerns of women in law enforcement were brought up so frequently during the courses that the topic was presented to the FBI-LEEDA staff. FBI-LEEDA Instructors and Executives decided that the barriers facing women in law enforcement created an opportunity for change.

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## “ Women in law

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similar challenges  
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torship, training  
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During the 2019 annual conference, several FBI-LEEDA instructors led a meeting with top thought leaders in the industry to discuss the role of women in law enforcement. The purpose of the meeting was to evaluate the interest from conference attendees to discuss contemporary issues and barriers female officers face. The consensus of the meeting was that numerous agencies are facing challenges in recruiting, retaining and promoting female officers. FBI-LEEDA saw this opportunity and wanted to provide law enforcement professionals with crucial and beneficial training. A new module was included in the Reflective Leadership Institute (RLI) titled “Reflecting on Women Leaders in Policing.” The module on Women in Policing provides strategic steps for agencies to create a culture in which women will be represented in the rank and file.

FBI-LEEDA will be providing law enforcement professionals an overview of the new module during an educational track at the 2020 Conference in Kansas City, Missouri. The track will focus on barriers women face in law enforcement, as well as strategies that can be used in the recruiting, retaining, and promoting women in the profession. The instructors will facilitate a discussion of family-friendly policies that would enhance the balance and well-being of police families. FBI-LEEDA will also dive into ways that agencies can balance the needs of individual female officers and the agency as a whole through coaching, mentoring, and professional development.

Although more and more women are being appointed to high-ranking leadership positions in agencies across the nation, progress can still be done to improve the role of women in policing. As we continue looking at the underrepresentation of women in policing, we may find that this is not solely identified as a gender issue. Our hope is to continue to activate critical thinking skills and develop agency leaders.



Mary O'Connor

*Mary is a 22-year veteran of law enforcement and most recently served as the Assistant Chief of Operations at the Tampa, Florida Police Department, where she retired from in 2016. In the years leading up to her retirement, Mary was instrumental in the development and implementation of new technology that assisted officers in the field to have situational awareness of real-time data that helped them solve crimes quickly and collaborate. Mary has a Bachelor's degree from the University of South Florida and a Master of Business Administration from St. Leo University.*



Terri Wilfong

*Terri Wilfong has 33-years of law enforcement experience. She served in the Jefferson County Sheriff's Department, Kentucky State Police and the Jefferson County Police. Terri was promoted to the rank of Assistant Chief as part of the first executive command staff of the newly created department. Following her career at LMPD she was named as the Chief of Police for the City of Greenville, South Carolina from 2007-2014. Terri has a Bachelor of Science Degree in Justice Administration and a Master's of Science Degree in Justice Administration, both from University of Louisville.*





# Command Leadership Institute

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



***Murfreesboro Police Deptment  
and Chief Michael Bowen***

*August 2019 – Murfreesboro, TN*



***Pickerington Police Department  
and The Fairfield County Sheriff's  
Office and Chief Todd Cheney and  
Sheriff Dave Phalen***

*September 2019 – Pickerington, OH*



***Snohomish County Sheriff's Office  
and Sheriff Ty Trenary***

*September 2019 – Marysville, WA*



***Southwest Florida Public Service  
Academy and Director Todd Everly***

*November 2019 – Fort Myers, FL*



***St. Johns County Sheriff's Office and  
Sheriff David B. Shoar***

*October 2019 – St. Augustine, FL*



***Temple Terrace Police Department  
and Chief Ken Albano***

*October 2019 – Temple Terrace, FL*



***Texas City Police Department and  
Chief Joe Stanton***

*November 2019 – Texas City, TX*



***Texas DPS and Chief RenEarl Bowie***

*November 2019 – Austin, TX*



# Course Graduates – Command Leadership Institute



**Toronto Police Services and  
Chief Mark Suanders**

November 2019 – Toronto, ON



**Washburn University Police  
Department and  
Director Chris Enos**

November 2019 – Topeka, KS

## It's Good to Hear ... TESTIMONIALS FROM COMMAND LEADERSHIP INSTITUTE ATTENDEES

“

*“The FBI-LEEDA courses should be mandated courses for all law enforcement officers.”*

– **Gerald Childress**, Mooresville Police Department

*“The real-life examples that our instructor had been through made this class. As important as it is for the instructor to have credibility it is equally important for the class to have this form of credibility.”*

– **Matthew Zeller**, Boynton Beach Police Department

*“I will say being in law enforcement for 34 years, this was by far one of, if not, the best courses I have taken, and Ron Bayne was the best instructor I have had.”*

– **Kenneth Torreggiani**, NYS DOCCS OSI

”

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

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



Announce Your Candidacy:

# FBI-LEEDA Sergeant at Arms

## JOIN OUR EXECUTIVE BOARD:

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

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

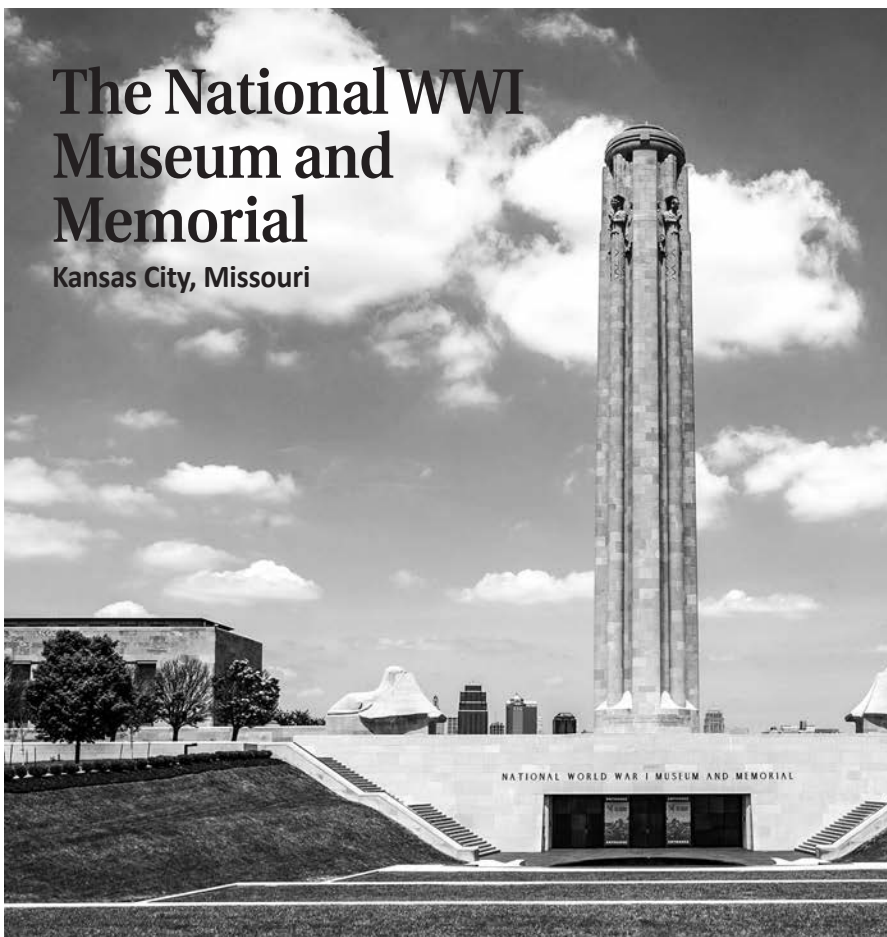
**Deadline to submit your candidacy statement  
is Monday, March 30, 2020**

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



## The National WWI Museum and Memorial

Kansas City, Missouri



**FBI-LEEDA's 29th Annual  
Executive Education Conference**

## Welcome Reception Monday, April 27, 2020

We are excited to offer an amazing evening of history and dining at the National WWI Museum and Memorial. The WWI Museum is America's leading institution dedicated to remembering, interpreting and understanding the Great War (1914-1919) and its enduring impact on the global community. Guests can enjoy interactive displays, thought-provoking films and eyewitness testimonies in a guided tour through one of the largest collections of WWI artifacts in the world. This award-winning museum offers a global perspective of "The War to End All Wars," and includes firsthand accounts from the battlefield and home front alike.

*Photo courtesy of National WWI Museum and Memorial*



Kansas City  
Missouri

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2020

## 29th Annual Executive Education Conference April 27-29, 2020

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FBI-LEEDA is proud to host our annual education-based conference with some of law enforcement's top leaders. We offer cutting-edge plenary sessions from the top thought-leaders in our industry, as well as networking events, dining and engagement at a modest registration fee. The hotel offers attendees and their guests beautiful accommodations with spectacular attractions within walking distance of the Crown Center. There is no annual educational conference in the nation that offers more return on your investment. Attendance is open to all FBI-LEEDA members, along with sworn and professional staff of law enforcement agencies. Guests, spouses/partners, and children are welcome to attend. Registration fees include all meals and networking events.





Register now at [fbileeda2020.org](http://fbileeda2020.org)

1. Register for Conference

**FBI-LEEDA  
Member Delegate . . . . . \$350**

**Non-member  
Delegate / Criminal  
Justice Attendees . . . . . \$425**

**Spouse/Partner**  
*includes all meals, networking  
events and axe throwing event . . . . . \$225*

*Early bird registration rates through 3/16/2020;  
Increases with on-site registration; Walk-in Day  
Pass Registration is available. Visit website for  
details.*

*Conference Location:*  
**Sheraton Kansas City Hotel at Crown Center**  
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2. Reserve Your Room

The conference has secured a favorable hotel room rate at the Sheraton Kansas City Hotel at Crown Center. Reservations may *only be made online* via a special link provided by the Conference in the registration confirmation email (*sent after an attendee has registered and been confirmed*). Confirmed attendees are asked to make their own reservations. Rooms are booked on a first-come basis and subject to availability.

• **Sheraton Kansas City Hotel at Crown Center – \$124\***

The hotel does not provide shuttle service.

The conference education, breakfasts and lunches will all be held at the Sheraton Kansas City Hotel at Crown Center.

*\* (Hotel rate is listed per night, plus tax, and subject to availability)*

*Events:*

- **Welcome Reception at the  
National WWI Museum and Memorial**
- **Sergeant at Arms Reception**
- **Closing Banquet**





# Leadership is Simple

... Just Don't Confuse That With Easy

— **Michael A. Mason**, SVP – Chief Security Officer, Verizon

When I am privileged to be invited to speak on the subject of leadership, I use such opportunities to remind us all, myself included, of all the small pieces of the leadership puzzle that we often overlook. Our focus is often distracted by matters more urgent and more demanding of our immediate attention than the small matters that, nevertheless, represent critical leadership opportunities.

Leaders cannot restrict their attention only to the largest issues confronting them. Often times the issues that become large leadership issues often begin because of a lack of attention to smaller issues that, in the moment, appeared unimportant or were simply ignored.

I believe the view of what constitutes opportunities for clear and decisive leadership is often off-the-mark. If the typical audience is asked to give an example of how their leadership manifested itself yesterday, the presenter is likely to hear a resounding silence. I suspect this is because most believe that leadership must be something of a caliber that saves lives, directs dozens of men and women in a critical investigation, leads a SWAT team in a successful mission or something that has an impact which extends far beyond the instant moment. Whereas those situations can offer great examples of leadership, there are far more opportunities to demonstrate meaningful leadership which occur virtually every day of the week.

In my presentation I will share one or two examples in which I was presented with the opportunity to demonstrate leadership, but failed to deliver. The challenge will be to ask yourself “How many times have I been in a similar scenario and failed to respond appropriately?” The role of leaders includes developing the culture within their sphere of influence. I hope to demonstrate how the culture we help develop is directly tied to the success we achieve. The moments I will discuss are those moments when we walk away from a situation and silently ask ourselves, “Did I handle that the right way?” or “Should I have corrected that individual?” Here's the funny part; just asking either question of ourselves represents our own internal flag telling us what we already know.

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“ I think every good leader must periodically pause and challenge themselves by asking whether they are doing all they can do each day to ensure they represent the person (leader) they believe themselves to be and the leader they want their teams to see. ”

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I think every good leader must periodically pause and challenge themselves by asking whether they are doing all they can do each day to ensure they represent the leader they believe themselves to be and the leader they want their teams to see. Most leaders would agree with the idea that their people are their most important asset, but can we all immediately illustrate how we routinely demonstrate an appreciation of that fact? The challenge I present to myself is whether on a daily basis, I let at least a few members of my team know how important they are to the overall success of our department.

I hope that my presentation will be viewed as an opportunity for the audience to mine a nugget or two of value as we all strive to lead the highly motivated, energetic, and mission-oriented teams we are so privileged to lead in the challenging world in which we reside.



Michael Mason

*Michael A. Mason joined Verizon in January 2008 as the company's Chief Security Officer. Prior to joining Verizon, Mr. Mason was an Executive Assistant Director (EAD) with the Federal Bureau of Investigation, in charge of the Bureau's Criminal, Cyber, Response and Services Branch. Mr. Mason served in the United States Marine Corps from 1980 – 1985 where he achieved the rank of captain. He holds a bachelor's degree in Accounting and an Honorary Doctoral Degree from Illinois Wesleyan University.*



## It's Good to Hear ... TESTIMONIALS FROM INTERNAL AFFAIR INVESTIGATIONS ATTENDEES



*"Best class I have taken in my 21 years of police work. This FBI-LEEDA class provided relevant in-depth coverage on Internal Affairs issues."*

**– Gene Sapino, Delray Beach Police Department**

*"The UOF, OIS & policy courses were very informative. They have given me some ideas to take back to my agency. The presentations made me recognize areas that have not been considered for policies and investigations."*

**– Investigator Careese Cannon, Davidson County Sheriff's Office**



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

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

# FBI-LEEDA Regional Representative Program Update

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

## Thank you to FBI-LEEDA's Regional Representatives!

We have finished another successful year of outreach to the Regional LEEDS and Command Colleges around the country. During the federal fiscal year ending in September, our Reps traveled to all but five of the training sessions held around the country. They collectively covered over 26,000 miles in 17 different states. Through this program, our FBI-LEEDA Reps met with almost 1,800 senior leaders in their respective city, county, state and tribal law enforcement agencies. The Reps shared the benefits of the FBI-LEEDA membership and the many training opportunities.

We would also like to thank some of our past Reps, who have recently retired or otherwise left the program over the last few years:

**Tony Bennett** (Yakima, WA)

**Joel Brumlik** (Winthrop Harbor, IL)

**Mark Goodloe** (Topeka, KS)

**Bruce Hannan** (West Palm Beach, FL)

**Lisa Kumbier** (Brown Deer, WI)

**Steve Molyneaux** (Toronto, ON)

**Joe Monroe** (Lexington, KY)

**Richard Powell** (Wichita, KS)

## FBI-LEEDA Regional Representatives

(Covering ME  
NH MA RI)

**Chief Matt Canfield**

Laconia (NH) Police Department. [mcanfield@laconiapd.org](mailto:mcanfield@laconiapd.org)

(Covering PA  
NJ DE)

**Lieutenant Tim Troxel**

Upper Moreland (PA) Police Department [ttroxel@uppermoreland.org](mailto:ttroxel@uppermoreland.org)

(Covering ND  
SD NE MN  
IA MO AR)

**Chief Harry Gurin**

Peculiar (MO) Police Department, [hgurin@peculiarpd.com](mailto:hgurin@peculiarpd.com)

(Covering CA  
NV AZ  
HI AK)

**Chief Mark Pazin**

California Office of Emergency Services (OES),  
[mark.pazin@calOES.ca.gov](mailto:mark.pazin@calOES.ca.gov)

(Covering TX  
LA)

**Assistant Director (Ret.) J. Frank Woodall**

Texas Department of Public Safety, [colwoodall@att.net](mailto:colwoodall@att.net)

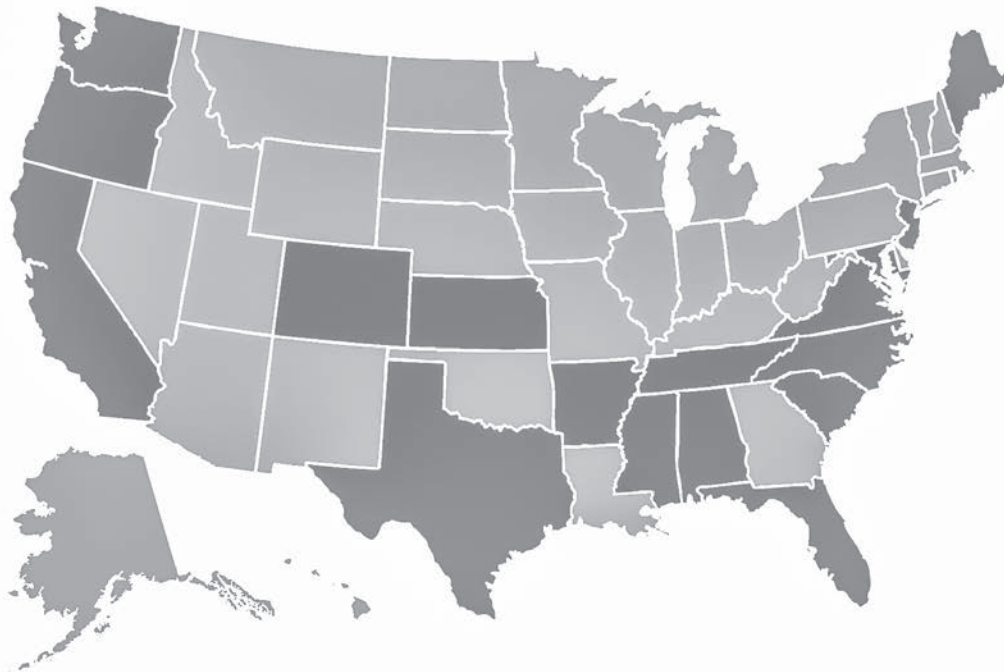
**Program Coordinator: Mark Sullivan**

FBI-LEEDA, [msullivan@fbileeda.org](mailto:msullivan@fbileeda.org)

**Andy Robinson** (York, SC)

**Randy Szukala** (North Tonawanda, NY)

**Mike Wills** (Biloxi, MS)





# Partnering together to combat insurance crime and auto theft



**The National Insurance Crime Bureau (NICB)  
is here for law enforcement as you continue  
to fight theft and insurance fraud in your  
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*NICB's mission is to lead a united effort of insurers, law enforcement agencies and representatives of the public to prevent and combat insurance fraud and crime through data analytics, investigations, learning and development, government affairs and public affairs.*

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*Leading the Fraud Fight*

# Executive Leadership Institute

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



**Alexandria Police Department and  
Chief Michael L. Brown**

*October 2019 – Alexandria, VA*



**Municipal Police Training  
Committee at Grafton Police  
Department and  
Chief Patrick Keefe**

*November 2019 – Chelmsford, MA*



**Boynton Beach Police Department  
and Chief Michael Gregory**

*September 2019 – Boynton Beach, FL*



**Bucks County Law Enforcement  
Training Center and  
Director Richard Vona**

*October 2019 – Doylestown, PA*





***Carolina Beach Police Department  
and Chief Chris Spivey***

*September 2019 – Carolina Beach, NC*



***Castle Hills Police Department and  
Chief Johnny Siemens***

*November 2019 – San Antonio, TX*



***Chandler Police Department and  
Chief Sean Duggan***

*October 2019 – Chandler, AZ*



***Columbia Police Department and  
Cheif W. H. Holbrook***

*August 2019 – Columbia, SC*



# Course Graduates – Executive Leadership Institute



***Cumberland County Sheriff's Office  
and Sheriff Kevin Joyce***

*September 2019 – South Portland, ME*



***Eau Claire Police Department and  
Chief Gerald Staniszewski***

*October 2019 – Eau Claire, WI*



***Eden Prairie Police Department and  
Chief Greg Weber***

*October 2019 – Edina, MN*



***Fort Worth Police Department and  
Interim Chief Edwin Kraus***

*September 2019 – Fort Worth, TX*



**Franklin Police Department and  
Chief Deb Faulkner**

November 2019 – Franklin, TN



**Georgetown Police Department  
and Chief Wayne Nero**

November 2019 – Georgetown, TX



**Hampton Police Department and  
Chief Richard E. Sawyer**

November 2019 – Hampton, NH



**Henrico County Police and  
Chief Humberto I. Cardounel, Jr.**

October 2019 – Henrico, VA



# Challenging Prescribed Outcomes

of Excited Delirium Syndrome

— *Nicole R. Jackson, MD, MPH*

The scenario is not uncommon: an overly aggressive person who is yelling, incoherent and threatening, exhibiting superhuman strength. A violent struggle ensues as law enforcement tries to restrain the assailant. Suddenly, he becomes unresponsive and is later determined to be dead.

This is a textbook case of Excited Delirium Syndrome (ExDS), also known as agitated delirium or acute exhaustive mania, representing a lose-lose situation: one person is dead and at least one person has the death associated with their name. These cases are traumatic for family of the decedent, they are often politically charged, and they serve as a potential media frenzy. However, there is potential to positively alter these outcomes.

ExDS is associated with males of a larger stature with an underlying psychiatric illness and/or intoxication, most commonly on stimulant drugs such as cocaine, methamphetamine, or phencyclidine (PCP). These individuals come to the attention of law enforcement because the symptoms manifested by this condition include hallucinations, confusion, aggression, combativeness, incoherence, and shouting, creating public disturbances that are unable to be quelled. It is believed that those experiencing ExDS have altered circuits in their brains resulting in an increase of multiple neurotransmitters that create elevated body temperatures and sudden death due to heart arrhythmias. This explains the heightened incidence of death in warm, humid climates and in situations of physical exertion. Additionally, being restrained in the prone position, face-down, further increases their work of breathing, making matters worse. Unfortunately, while unintentional in nature, these deaths are classified as homicides because the action and the restraint, while justified, were intended to subdue the assailant.

When I first heard of this syndrome in the context of Forensic Medicine, I immediately recalled a parallel experience repeatedly faced during my early years of medical training. Between rotations in Emergency Medicine, Psychiatry, and Medicine and Surgical wards, health professionals have numerous encounters with agitated and violent patients. A quick shot of a sedative and the restless patient would be subdued and returned safely to their bed while hospital staff and trainees were protected from a physical altercation. While there is no consensus on the best chemical restraint in the field, review of the literature shows ketamine is leading the research

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“ Only as these conversations are had can we potentially reduce the incidence of such sudden, tragic deaths that have negative ramifications for the law enforcement community involved with them. ”

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into delivering such hyperactive, dangerous individuals safely to the Emergency Department for further care. As compared with other pharmaceuticals such as benzodiazepines or haloperidol, ketamine is easier to administer, safer for the recipient, and has a more rapid onset of action. Unlike its competitors, it does not require skilled intravenous administration, but rather a simple muscle stick. Studies have shown it to be safely administered by non-physicians, making it an appealing option for law enforcement. Ketamine is typically effective within three minutes and lasts for 20-30 minutes without the hemodynamic and respiratory side effects of other interventions. Lastly, and importantly, ketamine is highly efficacious with studies showing over a 96% success rate with a single 4-5 mg/kg intramuscular injection.

My literature review found articles on this topic restricted to the medical and legal fields, but I would like to see law enforcement engaged in these discussions. Can the experiences of the medical community be readily transmitted to those of law enforcement? Is there a foreseeable role for implementation of a sedative such as ketamine in the field? Only as these conversations are had can we potentially reduce the incidence of such sudden, tragic deaths that have negative ramifications for the law enforcement community involved with them.



Nicole Jackson

*Dr. Jackson is a Fellow in Forensic Pathology at the Office of the Medical Investigator in Albuquerque, New Mexico. She received her Bachelors degree in psychology from Duke University and her Medical Degree and Master of Public Health in Epidemiology from Tulane University. Her career interests include increasing the visibility of Forensic Pathologists as first responders to threats on our nation's life expectancy and using population-based data to reduce the number of preventable deaths.*

## It's Good to Hear ... TESTIMONIAL FROM COMMAND LEADERSHIP INSTITUTE ATTENDEE

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*“I thoroughly enjoyed the group interaction by getting the ability to learn from both the instructor and other members in the class. Further, the instructor had unbelievable command of the subject matter and was easily one of the best instructors I've ever had in a course. He had an incredible ability to captivate the class while also using video clips and slides to teach.”*

**– M. Breault, Westford Police Department**

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

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

# Executive Leadership Institute

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



***Horry County Police Department  
and Horry-Georgetown Technical  
College and Chief Joseph Hill***

*October 2019 – Conway, SC*



***Lafayette Police Department and  
Chief Toby Aguillard***

*November 2019 – Lafayette, LA*



***Lakewood Police Department and  
Chief Mike Zaro***

*October 2019 – Lakewood, WA*



***Lansdale Police Department and  
Chief Michael Trail***

*September 2019 – Lansdale, PA*





***Lebanon Police Department and  
Chief Mike Justice***

*September 2019 – Lebanon, TN*



***Lewisville Police Department and  
Chief Kevin Deaver***

*October 2019 – Lewisville, TX*



***Manchester Township Police  
Department and Chief Lisa Parker***

*October 2019 – Manchester, NJ*



***Metropolitan Community College  
Public Safety Institute and  
Director Bill Irwin***

*October 2019 – Independence, MO*



# Course Graduates – Executive Leadership Institute



***Murfreesboro Police Department  
and Chief Michael Bowen***

*October 2019 – Murfreesboro, TN*



***Pass Christian Police Department  
and Mississippi Highway Patrol  
and Chief Tim Hendricks and  
Colonel Chris Gillard***

*October 2019 – Pass Christian, MS*



***Pickerington Police Department  
and the Fairfield County Sheriff's  
Office and Chief Todd Cheney and  
Sheriff Dave Phalen***

*October 2019 – Pickerington, OH*



***Spokane County Sheriff's Office and  
Sheriff Ozzie Knezovich***

*September 2019 – Spokane, WA*



**Titusville Police Department and Chief John Lau**

August 2019 – Titusville, FL



**Virginia Beach Police Department and Chief James A. Cevera**

October 2019 – Virginia Beach, VA



**Volusia County Beach Safety and Director Ray Manchester**

August 2019 – Daytona Beach, FL

## It's Good to Hear ... TESTIMONIAL FROM AN EXECUTIVE LEADERSHIP INSTITUTE ATTENDEE

“Great course and information provided to look at the big picture of an organization. This course helps you to understand what goes on behind the scenes. Also, how important it is to review how we are performing/self-reflection.”

– P. Berger, Idaho State Police

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

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

# Use of Force and Mental Illness Policy Development for No Win Situations

— Eric Daigle, Esq..

In the last two years, we have seen a significant increase in the use of force incidents, including deadly force incidents, involving individuals who are mentally ill or incapacitated. Of great concern is that, for responding officers, these incidents are often “no win” situations for the involved officers. The law governing a law enforcement officer’s use of force, specifically Graham v. Connor, is based on the supposition that the subject can comprehend the officer’s commands, and the ability to make rational decisions in response to those commands. What we have learned from our review of these incidents, is that when a subject is incapacitated by mental illness, excited delirium, or alcohol or drug intoxication, the capacity for reasonable decision-making is diminished so that the subject is unable to properly calculate an appropriate response. Officers, however, often have only split seconds to decide as to whether or not to use force against an individual, and many times have limited to no knowledge as to the individual’s mental state or capacity. This leaves the officers in the untenable situation of having to determine, at that moment, the level of force necessary and objectively reasonable to take the subject into custody or protective custody for medical treatment. In fact, in a recent 6<sup>th</sup> Circuit decision in Estate of Corey Hill v. Miracle, the Court stated that applying the *Graham* standards in this situation “was equivalent to a baseball player entering the batter’s box with two strikes already against him.”

These ever-increasing situations have presented a clear challenge to policing over the past five years, and lead to our previous article Mental Illness Response: The Need to Follow Policy and Training. The article reviewed the U.S. Supreme Court’s holding in Sheehan v. City and County of San Francisco, wherein the Court clarified the need for effective training and policy on how a police department handles these high-risk contacts. The question before the Court was whether the Americans with Disabilities Act (ADA) “required law enforcement officers to provide accommodations to an armed, violent, and mentally ill suspect in the course of bringing the suspect into custody.” This is an important question that could have serious consequences for the use of force practices, policy, and training standards. Rather than address this question, however, the Court held that the officers were entitled to Qualified Immunity.

After the Sheehan decision, we recommended that departments develop policies and conduct training that incorporates best practices for an officer’s response to persons with mental illness or incapacitation issues. Whether your agency has adopted the Daigle Law Group Policy Center directive on this subject, or you have drafted your policy and procedure, it is important that you understand key concepts when coming into contact with a person suffering from mental illness, or who is incapacitated.

The latest data suggests that over 30% of police calls for service have some relationship to a mental health issue. Often, law enforcement becomes the final stop for citizens suffering a mental health crisis. Whether or not we are properly trained or equipped to deal with these issues, the bottom line is we will face these sensitive incidents. The most important policy and training objective, when dealing with a person suffering from a mental health crisis, is to **de-escalate** the situation and calm things down when circumstances allow.



Two cases that show some of the progression of the courts on this matter come from the Sixth Circuit (*Roell v. Hamilton County* and *Estate of Corey Hill v. Miracle*.) In *Roell*, the Deputies were faced with an enraged and violent subject, who had smashed a neighbor's window and was causing property damage in the neighbor's yard. When the Deputies attempted to calm Mr. Roell, he charged at them, and a struggle ensued.

Roell was brought to the ground, tased several times, and handcuffed. As he continued to trash about and kick the deputies, they used leg shackles and positioned Roell on his left side. Once restrained, Roell went limp and began to snore. He would wake up, thrash around, then go limp and snore again. Roell did this twice until a deputy noticed that Roell had no pulse and had stopped breathing. CPR was administered until medical personnel arrived. The EMTs were unable to revive Roell and he was pronounced dead in the hospital emergency room. The deputy coroner determined that the cause of Roell's death was "excited delirium due to schizoaffective disorder," and the manner of his death was "natural."

The Sixth Circuit found that that the level of force the deputies used to restrain Roell and to effectuate his arrest did not violate any clearly established law and, therefore, did not violate Roell's 4<sup>th</sup> Amendment rights. The Appellate Court, however, stated that the *Graham* analysis was not an end to their excessive use of force inquiry. The Court stated that it must also analyze whether the "totality of the circumstances justified the particular sort of seizure imposed on Roell." The Court found that while the deputies were unaware that Roell was in a state of excited delirium, Roell's behavior indicated that he was suffering from some sort of mental illness. **The Appellate Court found, therefore, that the deputies were "required to take into account Roell's diminished capacity before using force to restrain him."**

The Appellate Court agreed with the district court's finding that the "fact that Roell's resistance was probably caused by his excited delirium did not preclude the deputies from using a reasonable amount of force to bring him under control." The Appellate Court found that despite Roell's diminished capacity, he had committed a series of property crimes, was a threat to the neighbor and deputies and was actively resisting arrest. The Appellate Court found, therefore, the use of force was necessary based on the totality of the circumstances.

The Appellate Court, however, stated that they did not need to definitively answer the question of whether the degree of force utilized was reasonable because, at the time of the alleged violation, there was no clearly established law that the degree of force used by the deputies violated Roell's 4<sup>th</sup> Amendment rights. The Appellate Court also stated that the necessary question was whether a "reasonable officer would have known that the forcible physical restraint employed in this case against an individual who appeared mentally impaired, yet posed a potential threat to the officers and to others, violated that person's Fourth Amendment rights."

The second case offers an interesting option when evaluating the use of force in criminal and non-criminal situations. In *Estate of Corey Hill v. Miracle*, the Sixth Circuit Court of Appeals held  
(continued)

that a Taser may be used to momentarily subdue a patient, who is actively resisting life-saving treatment, in a medical emergency.

When Mr. Hill suffered from low blood sugar and went into a diabetic emergency, his girlfriend called EMS. Two EMS units with four paramedics arrived, finding Mr. Hill disoriented. Paramedic Streeter tried to talk to him, explaining what he needed to do, but Hill was “agitated and combative.” Hill pulled away from Streeter’s attempt to do a finger prick for blood. Finally, Streeter was successful and found Hill’s blood sugar to be critically low, at 38. (Such a low blood sugar commonly results in combative behavior, confusion and potentially life-threatening seizures.)

Deputies arrived, as was protocol in such medical calls. Deputy Miracle was familiar with the signs of a diabetic emergency, and when he came into the room, he observed the paramedics trying to insert an IV to administer dextrose to raise Hill’s blood sugar, but Hill was resisting. Streeter finally got the catheter inserted, but a “completely disoriented Hill” swung on Streeter, ripping the catheter out and causing a spray of blood. Streeter continued to try to stop the bleeding while the other paramedics tried to hold down Hill.

Miracle, who at this point had not yet used any physical restraints, told Hill to relax, but to no avail. He told Hill that he was going to use his Taser. He then deployed his Taser in drive-stun mode to Hill’s thigh, which caused him to be still long enough for Streeter to get the IV restarted and dextrose into Hill’s bloodstream. As soon as it took effect, Hill immediately “became an angel” and was “very apologetic” for what had happened. Hill appeared to be uninjured and recovering from his diabetic emergency, but was transported for evaluation. His blood sugar, by that point, was normal. A minor puncture wound was visible but did not require treatment.

Hill filed suit against Miracle, under 42 U.S.C. §1983, claiming excessive force for the Taser use. An excessive force claim requires the use of the objective-reasonableness test – “whether the officers’ actions are objectively reasonable in light of the facts and circumstances confronting them, without regard to their underlying intent or motivation.” The District Court, using the Graham factors, found Miracle’s actions unreasonable because Mr. Hill had not committed a crime nor was he resisting arrest. Graham, however, does not easily apply to a medical emergency and, in fact, the court failed to see the proverbial forest for the trees. The Appellate Court noted that it had not previously provided any guidance to the “present atypical situation.”

The closest case in the Sixth Circuit, the Court noted, was *Caie v. West Bloomfield Township*. In that case, the Court held that the use of the Taser against a drug-impaired subject was appropriate. In such cases, the Court agreed that a “more tailored set of factors be considered in the medical-emergency context, always aimed towards the ultimate goal of determining ‘whether the officers’ actions are objectively reasonable in light of the facts and circumstances confronting them.’”

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“ The most important policy and training objective, when dealing with a person suffering from a mental health crisis, is to de-escalate the situation and calm things down when circumstances allow.”

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Where a situation does not fit within the Graham test because the person in question has not committed a crime, is not resisting arrest, and is not directly threatening the officer, the court should ask:

1. *Was the person experiencing a medical emergency that rendered him incapable of making a rational decision under circumstances that posed an immediate threat of serious harm to himself or others?*
2. *Was some degree of force reasonably necessary to ameliorate the immediate threat?*
3. *Was the force used more than reasonably necessary under the circumstances (i.e., was it excessive)?*

If the answers to the first two questions are “yes,” but the answer to the third question is “no,” then the officer is entitled to qualified immunity. Using its new analysis tool, the Appellate Court agreed that Miracle’s actions were, in fact, appropriate, as Hill posed an immediate threat to both himself and others.

Remember, however, these cases are from the Sixth Circuit. Therefore, if you are in the Sixth Circuit the law directly applies to you. For the remainder of the Country, keep in mind that often cases from other districts provide some insight into how your own District Courts may apply the law to similar facts. As many of you know, district courts often look to surrounding districts to determine how they ruled on similar factual scenarios and applied similar rulings to the matters before them. Departments should focus on the lessons learned from the cases discussed herein as we believe you will see them again. An important take away is that officers must take into consideration their knowledge of a subject’s diminished capacity; and, in medical calls, in particular, should consider whether the subject poses an “immediate threat of serious harm to the subject or others” when determining the level of force to be used.

Dealing with citizens in the midst of a mental health crisis is a difficult experience for any police officer. It is important that we take a step back and understand that this citizen is indeed in crisis. Officers need to take the time to first stabilize and calm the situation and then work towards the best course of action for both the citizen and the community. Officers must always keep in mind, however, that protecting the safety of the officers and others is first and foremost in any situation.

1 490 U.S. 386 (1989)

2 2017 WL 1228553 (6th Cir. 2017)

3 135 S.Ct. 1765 (2015)

4 870 F.3d 471 (2017)

5 485 Fed.Appx. 92 (6th Cir. 2012)

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Eric Daigle

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.





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](mailto: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.

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*The Executive Leadership Institute registration fee is \$695.*

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

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**\* 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.

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## 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.**

COMING  
SOON!**First Amendment Liability**

*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](mailto:fwoodall@fbileeda.org)*



# TRILEGE

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](mailto:info@fbileeda.org); please include *"Trilogy Scholarship Request + Class location/date"* in the subject line:

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



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**Congratulations to all of our students who received Trilogy scholarships**

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## FBI-LEEDA Agency Trilogy Award

**Congratulations to the Washburn University Police Department (Topeka, Kansas) for receiving the FBI-LEEDA Agency Trilogy Award**



FBI-LEEDA bestows this honor on law enforcement agencies whose entire Command Staff have completed the FBI-LEEDA Trilogy Leadership series. The Washburn University Police Department continues to strive to create a safe campus environment for students, faculty, and visitors. This award not only reflects the department's commitment to leadership education, but also the support from Senior Law Enforcement Officials, Washburn University, and the community. FBI-LEEDA supports law enforcement agencies of all sizes by bringing the best leadership education to law enforcement professionals across the country. We believe that by fulfilling our mission, we are helping not only the law enforcement profession, but also the communities they serve.

If you are interested in learning more about our Trilogy Leadership series, please visit our website: [www.fbileeda.org](http://www.fbileeda.org).



# Media and Public Relations

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



***Municipal Police Training  
Committee at Braintree Police  
Department and Paul Shastany***

*October 2019 – Braintree, MA*



***Fort Collins Police Services and  
Chief Jeff Swoboda***

*September 2019 – Fort Collins, CO*



***LaVergne Police Department and  
Chief Mike Walker***

*November 2019 – LaVergne, TN*



***Loudoun County Sheriff's Office and  
Sheriff Michael L. Chapman***

*October 2019 – Ashburn, VA*





**Niles Police Department and  
Chief Luis C. Tigera**

October 2019 – Niles, IL



**Norfolk Police Department and  
Chief Larry D. Boone**

October 2019 – Norfolk, VA



**South Texas College Department  
of Public Safety and  
Chief Paul Varville**

September 2019 – Pharr, TX



**Summerville Police Department  
and Chief Jon Rogers**

October 2019 – Summerville, SC



## Course Graduates – Media and Public Relations



***Municipal Police Training  
Committee at Tewksbury Police  
Department and  
Chief Timothy Sheehan***

*September 2019 – Tewksbury, MA*



***Texas City Police Department  
and Chief Joe Stanton***

*August 2019 – Texas City, TX*



***Wake County Sheriff's Office and  
Training Director George Barns***

*October 2019 – Raleigh, NC*



***Washburn University Police  
Department and  
Director Chris Enos***

*August 2019 – Topeka, KS*



***Weatherford Police Department  
and Chief Louis Flowers***

*September 2019 – Weatherford, OK*



# Master Public Information Officer

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



**Andover Police Department and  
Chief Patrick Keefe**

November 2019 – Andover, MA

## It's Good to Hear ...

“

*My name is Mary Edwards and I'm the Public Information Officer for the Town of Summerville, just west of Charleston, SC. I had the pleasure in taking FBI-LEEDA's Media & Public Relations class at the Summerville Police Department. I'm fairly new to the PIO world and I'm always looking for classes and seminars to improve. Stephanie Slater's class was the best training I've received since I started my role as PIO in May 2018. I come from a market 92 television background. I thought that experience had me 100% prepared for the reporters just south of where I'm from in market 90.*

*The flow of the course was great in building for the following lesson and Stephanie's teaching methods were outstanding! She taught the material with real life, big market scenarios. Her lessons on image, branding, and perception put everything I do in perspective. Her experience with the media showed when it came to discussions in crisis communications and mock interviews. She asked us hard hitting questions we were not expecting. She taught us the importance of a CAP and key messages to refer back to in interviews. This is something I will continue to practice.*

*Thank you to FBI-LEEDA for running such a wonderful organization with high quality training and networking opportunities across the country and beyond. FBI-LEEDA stands up to its reputation of class and leadership.*

**– PIO Mary Edwards, Summerville, SC**

”

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

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

# FBI-LEEDA College Scholarship Program

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

**BASICS** – Applications for the 2020-2021 academic school year are now being accepted. Your application must be postmarked by March 27, 2020, to be considered. FBI-LEEDA selects final candidates based on the following criteria:

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

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

## **ELIGIBILITY** –

- You must be enrolled or be accepted by an undergraduate degree 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.

**HOW TO APPLY** – Applicant must provide the following items:

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

Application, essay questions, and high school verification forms are available on the scholarships page of the FBI-LEEDA website: [www.fbileeda.org](http://www.fbileeda.org).

Send your completed application to:

**FBI-LEEDA**  
Executive Board Scholarship Program  
5 Great Valley Parkway, Suite 359  
Malvern, PA 19355



## It's Good to Hear ... TESTIMONIALS FROM EXECUTIVE LEADERSHIP INSTITUTE ATTENDEES

“

*“I think this course added to the others to make the trilogy are truly priceless. It has changed the profession of policing forever.”*

– **A. Berg**, Montana Fish Wildlife and Parks

*“Out of all the courses I have been to, this instructor got to my core and helped to become a better leader at work and in my personal life.”*

– **Student**, Milwaukee Police Department

”

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

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





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# Internal Affairs Investigations

Congratulations to the following course graduates. We would like to thank our hosts and host agencies for their hospitality.



**Anderson Police Department and  
Chief James S. Stewart**

*September 2019 – Anderson, SC*



**Andover Police Department and  
Chief Patrick Keefe**

*October 2019 – Andover, MA*



**Bexar County Sheriff's Office and  
Sheriff Javier Salazar**

*September 2019 – San Antonio, TX*



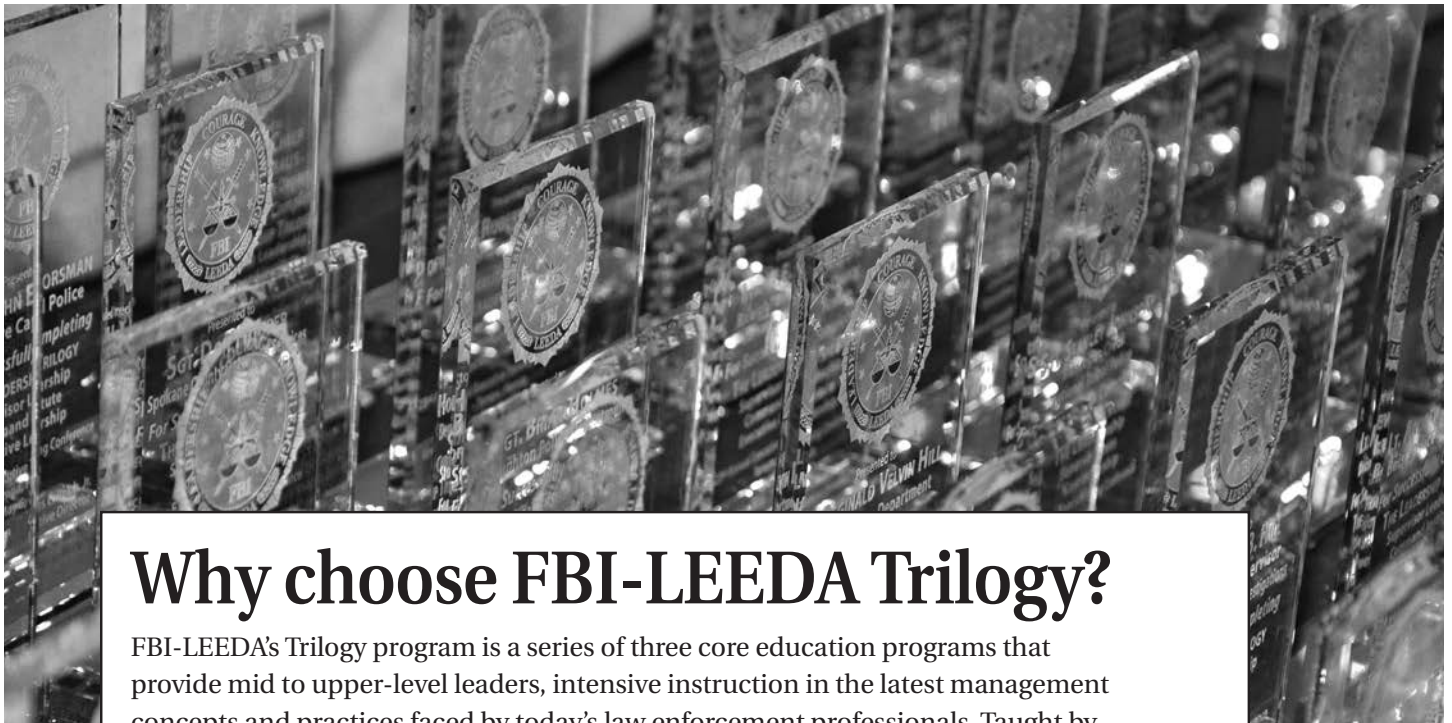
**McPherson Police Department and  
Chief Mikel T. Golden**

*October 2019 – McPherson, KS*



## **Murfreesboro Police Department and Chief Michael Bowen**

*September 2019 – Murfreesboro, TN*



## **Why choose FBI-LEEDA Trilogy?**

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 Trilogy, please contact our office at 877-772-7712 or [fbileeda.org/trilogy](http://fbileeda.org/trilogy)*







# 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



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



Kristen Ziman



Keith Bushey  
*Instructor Emeritus*

## It's Good to Hear ... TESTIMONIAL FROM AN EXECUTIVE LEADERSHIP INSTITUTE ATTENDEE

“

*“The best instructor that I have had in my career (Dean Crisp). Cops teaching cops approach is by far a better method of instruction.”*

*– M. Lopez, Hopkinsville Police Department*

”

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

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

# 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

## It's Good to Hear ... TESTIMONIAL FROM AN MASTER PIO ATTENDEE



*"This training was definitely one of the best training's I have ever taken! It is crucial for all PIOs and especially chiefs and members of the command staff. The crisis response training and tabletop exercises are very valuable to all members of any department at any level. These concepts are difficult and confusion by social media were well explained."*



**– John M. Brown, Boston Police**

### We would love to hear from you!

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



## 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

### Glock, Inc.

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



### 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



### RaSports, Inc.

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



### Thomson Reuters - Clear

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



### SymbolArts

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





# 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*

## 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](mailto:lseiler@fbileeda.org)

We welcome your submission.

## 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 our website for quality logo apparel and promotional products from RaSport:

*Clothing – Outerwear –  
Bags – Accessories –*



Visit our website.

Click on the link. → Merchandise

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

## 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](http://www.fbileeda.org)

Contact FBI-LEEDA at 877-772-7712 | [info@fbileeda.org](mailto:info@fbileeda.org)

## FBI-LEEDA Commemorative Glock

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

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

**For orders please contact:**

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



## 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

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

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

## Stay Connected at all Times



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Development Association



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

Contact FBI-LEEDA at 877-772-7712 | [info@fbileeda.org](mailto:info@fbileeda.org)



# 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 institutions 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 hesitate to reach out to a school's admissions office for more details.

## 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.

## Time and Money

Every institution should have an Admissions Counselor who can review your credits and tell you before enrolling, how long a certificate or degree should take you to complete and how much it will cost. Time may vary based on class offerings and tuition can increase from year to year, but you should have a good idea of the investment you are considering. Search for what works best for your schedule and price point.

## Graduate Credit Programs Available

### California University of Pennsylvania (Cal U)

For more information about the Cal U program, contact:



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

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



### College of Saint Elizabeth

For more information about their program, contact



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



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

# 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](http://fbileeda.org) to learn more about available programs.

## 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](mailto: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](mailto:watsonw@husson.edu)

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



## Purdue University Global

For more information about the PGU program, contact:



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



## Rosemont College

For more information about their program, contact



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



## University of Oklahoma

For more information about the OU program, contact:



**Dr. Todd Wuestewald, Assistant Professor of Criminal Justice**  
*(former chief of the Broken Arrow Police Department)*  
[twuestewald@ou.edu](mailto:twuestewald@ou.edu)



# FBI-LEEDA POST Approvals by State *(as of December 31, 2019)*

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](mailto: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](http://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



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