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Their Successes. Get To Know Them.

FEATURED IN THIS ISSUE:

The Autism Awareness Imperative:
Insights from a Law Enforcement Officer and Parent

— Kenneth Lacey, Lieutenant, Yonkers Police Department, NY
page 10

Situational Awareness in Autism
Meetings Training

— Kate Chuilli, Sergeant, Berklee Police Department (MA)
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Issue I – Winter 2024

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<https://fbileeda2024.org/>

President's Letter

Dear FBI-LEEDA Members,

I wish you all warm greetings on behalf of the FBI-LEEDA Executive Board, our Executive Director, staff, and course instructors. Since my swearing-in at the April conference our entire organization has been working extremely hard to bring you a top-notch cache of courses as well as making improvements overall for the association. Our Executive Board and Executive Director have added a much-needed member to our team with the recent hire of our new COO Michael Robinson. With all the pieces of our Malvern team in place we expect to continue to provide our outstanding leadership training.

FBI-LEEDA has had the opportunity to positively impact the Police profession by holding 464 classes in 2023. These courses educated more than 15,000 students, which includes more than 3,000 Trilogy Award recipients. As police leaders we have faced one challenge after the next during my time on the Executive Board. The main stay of our Association has always been our mission to provide the most cutting edge leadership education for all levels of policing. Our courses have provided current leaders as well as future leaders with the tools police professionals need to lead through all of the challenges and changes, they face. I believe our leadership training is creating better police professionals which is helping to change policing and communities for the better for years to come.

In the coming months we will hold our FBI-LEEDA Executive Training Conference on April 28-May 1, 2024, in San Antonio, Texas. Our plenary sessions will include thought-provoking presentations from industry leading presenters. Stay tuned to our conference website www.fbileeda2024.org for updates on registration, vendors, and special events. I look forward to seeing our membership and their guests for an outstanding three days of networking and instruction.

Thank you for trusting me to serve our Association as President and I hope to see you all in San Antonio.

Best,



Chief Donna McNamara

President, FBI-LEEDA



Donna McNamara
President, FBI-LEEDA



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2023-2024 FBI-LEEDA Executive Board



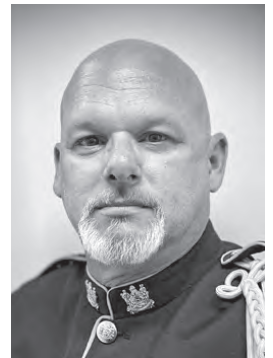
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FBI-LEEDA



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FBI-LEEDA



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.



Steering the Mission



Jacques S. Battiste
Executive Director
FBI-LEEDA

Good afternoon FBI-LEEDA Family,

What a year 2023 has been! After being in place for almost eleven months, I continue to reflect on the growing responsibilities, changes, and positive measures I have encountered by the Board, staff, instructors, partners, and members since accepting the role as your Executive Director. I also continue to marvel at the direction FBI-LEEDA impacts on each of us, professionally and personally!

As each day progresses, we strive to learn more about the common issues we face and how to develop new strategies to address them, rather than relying on what we have always done. Before we can make effective changes and outcomes overall, we must first assess our approaches and make changes to them accordingly. As with technology, equipment, and training, these resources can become obsolete, conflicted, and outdated, we must be prudent in ensuring that safe, effective, and positive policing relies on supplying our officers with the best information and training the field can offer.

Throughout 2023, we have successfully moved the needle forward with keeping relevant training, refreshers and specific topics supplied to our domestic and international law enforcement agencies, sponsors, and corporate partners.

We expect that 2024 will exceed our expectations in many ways. We are preparing to build new courses to address the varying facets of the current law enforcement trends (i.e., leadership, safety, resilience, artificial intelligence, predictive analytics, officer wellness and safety, etc.). Trilogy has been our mainstay since the first iteration of this brand; however, we have found in general that once an officer receives their Trilogy Award, their engagement with FBI-LEEDA starts to wane. Thus, we are intentional in the promotions and marketing of all our courses, as well as taking steps to create a course beyond the Trilogy for our Trilogy Award recipients.

Currently, we are in the process of concluding internal housekeeping at FBI-LEEDA headquarters. Just as our law enforcement leaders are creating and adjusting practices and standards in our communities to promote better service, I am working with our new COO, Michael Robinson, and the staff to provide a better standard of professionalism, core effectiveness and overall viability, with the sole intent on finding better ways to serve our members.

As I reflect on 2023, I will admit that it was immensely challenging at times to navigate uncharted methods of remaining relevant and beneficial to our members; however, it was also encouraging to see how our members, training instructors, and staff rallied to the moment and met challenges head on with persistence and dedication to meet the demands of the policing profession.

This is an incredible industry with resolute, professional people. I am privileged to work with each of you—to say we value your partnership is an understatement.

As we move forward into the incoming year of 2024, we are fast approaching our next annual conference in San Antonio. 2023 Orlando’s FBI-LEEDA national conference was made successful by record attendance numbers, exhibitors and sponsors and superior training schedules for attendees.

This year at the conference, in 2024, we will have new and innovative courses, stellar presenters, and an unprecedented keynote speaker from our new “Uncommon Valor” series! I look forward to seeing each and every one of you in San Antonio for a continued “excellence” experience!

Again, I am enthusiastic about serving as your Executive Director, and welcome all of your suggestions on how to make our incredible organization even better.

Respectfully,
Jacques

A handwritten signature in black ink that reads "Jacques S. Battiste". The signature is fluid and cursive.

Jacques S. Battiste
Executive Director, FBI-LEEDA

“When we know better, we can do better, and even small changes can make vast differences.”

— Chief John Lettney (Thomasville PD)/2023 IACP National President

FBI-LEEDA POST Approvals by State (as of January 2024)

State/Class	SLI	CLI	ELI	IA	MPR	MPO	CDI	DLB	DLA	DLE	DLFA	LI	KEY
Alabama Peace Officers Standards and Training Commission	X	X	X	X	X	X							ATA
Alaska Police Standards Council	X	X	X	X	X	X	X	X	X	X	X	X	
Arizona Peace Officer Standards and Training Board	X	X	X	X	X	X						X	ATA
Arkansas Commission on Law Enforcement Standards and Training	X	X	X										ATA
California Commission on Peace Officer Standards and Training	X	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						X	ATA
Connecticut Police Officer Standards and Training Council	X	X	X	X	X	X	X					X	ATA
Delaware Council on Policing Training	X	X	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	X	X	ATA
Georgia Peace Officers Standards and Training Council	X	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			X	ATA
Illinois Law Enforcement Training and Standards Board	X				X	X							ATA
Indiana Law Enforcement Academy	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Iowa Law Enforcement Academy	X	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	X	X	ATA
Kentucky Law Enforcement Council	X	X	X	X	X								
Louisiana Peace Officer Standards and Training Council	X	X	X	X	X	X							ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Maryland Police and Correctional Training Commissions	X	X	X	X	X	X	X					X	
Massachusetts Municipal Police Training Committee	X	X	X	X	X	X							ATA
Michigan Commission on Law Enforcement Standards	X	X	X	X	X	X		X	X	X	X	X	
Minnesota Board of Peace Officer Standards and Training	X	X	X	X	X	X						X	ATA
Mississippi Office of Standards and Training	X	X	X	X	X	X		X	X				
Missouri Peace Officer Standards and Training	X	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	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						X	ATA
New Jersey Police Training Commission	X	X	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	X	
New York Municipal Police Training Council	X	X	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	X	X	ATA
North Dakota Peace Officer Standards and Training	X	X	X	X	X	X		X	X	X	X	X	
Ohio Peace Officer Training Commission	X	X	X	X	X	X							ATA
Oklahoma Council on Law Enforcement Education and Training	X	X	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	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	X							
South Dakota Law Enforcement Officers Standards and Training Commission	X	X	X	X	X	X	X					X	ATA
Tennessee Peace Officers Standards and Training	X	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	X	X	ATA
Utah Peace Officer Standards and Training	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Vermont Criminal Justice Training Council													
Virginia Department of Criminal Justice Services Standards and Training	X	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			X	ATA
West Virginia Law Enforcement Professional Standards													
Wisconsin Law Enforcement Standards Board	X	X	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	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

Learn more about our new Chief Operating Officer,

Michael D. Robinson, Sr.

My career in public service starting when I was around eighteen years old, I had enlisted in the U.S. Army Reserves to help pay for college, and as the son of a Vietnam Veteran, serving this country was an expectation. Eventually, I would become a commissioned officer through Army ROTC in college, but not until after having the honor of being activated to serve during Desert Shield/Desert Storm. Although my active-duty service was in Ft. Irwin, CA, it really shaped my leadership view on the importance of preparation, understanding the mission and taking care of people. Throughout my career, those three areas have been a major focus for me, and they have helped me face many personal and professional challenges. However, what's been even more important to me, is passing my lessons learned on to others, much like what we do here at FBI-LEEDA.

It's a firm belief of mine, that our careers are not possible without the help of others, whether your family, official and unofficial mentors, impactful supervisors, colleagues, etc. In my case, it was all that and then some. My law enforcement career started in Baltimore, MD and Washington, D.C. I was fresh out of college, newly married, to my college sweetheart Denise, who thank God has kept me around, and we were new parents, early on in our careers, to our sons Michael and Matthew. Initially, this was a lot to take in for a guy from the small town of Dublin, GA. However, I made it through because of the unwavering support from my family and colleagues.

Special Agent

I started my law enforcement career as a Special Agent for the Social Security Administration (SSA), Office of the Inspector General (OIG), which included everything from employee fraud, drug cases, terrorist investigations, elder abuse cases, disability fraud/abuse cases, identity theft, institutional fraud, and on occasions, a few questionable death cases, etc. Early on in my career, I also served on multi-year assignments with the U.S. Secret Service conducting special investigations with the Metro-Area Task Force, investigating federal employees and general fraud cases, a very rewarding experience where local and federal partnerships were paramount to our success. Immediately after the terrorist attacks on September 11, 2001, I was selected for a long-term assignment to serve in the Strategic Information and Operations Center (SIOC) at the Federal Bureau of Investigations (FBI) Headquarters and was later recognized by the Director of the FBI, at the time, for the work done on that assignment.

Program Manager – Assistant Special Agent-In-Charge – Special Agent-In-Charge

Afterwards, I went on to serve as the Program Manager for the Electronic Crimes Team, where I oversaw the SSA/OIG Electronic Crimes Special Agents, and their computer forensics work across the country, where I got the chance to cut my teeth in law enforcement supervision. Shortly thereafter, I had the privilege of serving as an Assistant Special Agent-in-Charge (ASAC) of the Philadelphia Field Division, responsible for oversight of investigations in the states of Pennsylvania and Delaware. I served as an ASAC for about nine months before being appointed the Special Agent-in-Charge (SAC) of the Philadelphia Field Division, where my oversight coverage expanded, now overseeing all criminal, civil, and administrative investigations in the states of Pennsylvania, Delaware, Maryland, Virginia, West Virginia and Washington, D.C.

Assistant Inspector General

I had the honor of serving as a SAC for about six years before receiving an appointment to the Senior Executive Service (SES). My initial SES appointment was serving as the Assistant Inspector General for Technology and Resource Management (AIG-TRM), overseeing the management of the OIG's budget of well over 100 million dollars, all our facilities, information technology, human resources, strategic planning, and fraud hotline management and fugitive enforcement. After about six years as the AIG-TRM,

I was afforded the opportunity to lead our Office of Investigations as the Assistant Inspector General for Investigations (AIGI), overseeing all OIG investigative activities across the United States and its territories related to fraud, waste, abuse, and mismanagement in SSA's one (1) trillion-dollar programs and operations. I managed 4 Headquarters Divisions and 10 Field Divisions, encompassing about 80 offices around the country, managing federal, state, and locally sworn and federally deputized law enforcement officers assigned to our offices. I pinched myself a lot throughout my career but with this assignment it was twice a day.

Training Academy Executive Director – Local Police Captain

As I worked with and managed law enforcement officers throughout my career, I was always keenly focused on their career experience. Specifically, I always had a desire to ensure that our Officers had the right tools to do their jobs and do them well. The chance to impact this in a more direct way, came when I was selected to serve as the Executive Director of the Inspector General Criminal Investigator Academy (IGCIA) at the Federal Law Enforcement Center (FLETC) where I also served as the onsite executive representative for all 75 U.S. Offices of Inspector General (OIGs). At FLETC, I managed all training operations, overseeing the development and delivery of training for all Federal OIG Special Agents and other OIG community members, to include state, local and military personnel. During this assignment, I had the opportunity to work with our training cadre to improve and increase our offerings, speak to our students and the OIG community at large to ensure that we were closing the information and skills gap.

After initially retiring from federal service, I was requested by the Inspector General to stay onboard as a rehired annuitant to serve as a Senior Advisor to the Inspector General, which I obliged. In this capacity, I was able to advise on issues across the organization, from career development, policies and procedures, internal controls, quality assurance, training, etc. Then an opportunity to more intimately serve the community presented itself. I accepted an opportunity to serve as a member of the Command Staff (Captain) for the Glynn County Police Department. This was a game changer for me, an opportunity to make a difference locally, which was both rewarding and exciting. The goal here was simple to me, work with the existing team and do whatever I could to add value. I had the honor of establishing, overseeing and or enhancing our Office of Professional Standards, Training Unit, Technical Support Unit, Records Unit, Community Outreach, Public Information Office, Recruitment/Hiring Office, Traffic Unit, Budget, and other duties as assigned by the Chief and Assistant Chief. This experience put quite a few things into perspective for me, which I am very grateful, and more importantly I enjoyed the opportunity to work with a lot of great officers.

Lifelong Learning

Throughout my career, I have always emphasized the importance of adopting a practice of lifelong learning, especially if you want to improve as a leader, which is all our members do. My educational foundation is built from a Bachelor of Arts (BA) from Morris Brown College while simultaneously receiving a commission as a U.S. Army Officer through the Georgia Tech Army ROTC program. I hold a Master of Science (MS) in Administration of Justice from Wilmington University, a Master of Business Administration (MBA) from Florida Tech



University, and a Master of Public Administration (MPA) from Villanova University. My executive education includes the Federal Executive Institute, Yale University School of Management Executive Programs, and the Program for Senior Executive Fellows at Harvard University John F. Kennedy School of Government. I am also a longtime member of the International Association of Chiefs of Police. I have served on the Criminal Justice Advisory Board and as an Adjunct Faculty member at Wilmington University. I have also served as the Executive Committee of the Federal Law Enforcement Training Accreditation Board as the Parliamentarian, representing all U.S. OIGs, and served as the Co-Chair of the FLETC Curriculum Advisory Committee, representing all FLETC law enforcement partner agencies, weighing in on all proposed updates to law enforcement training curriculums.

The one thing I have learned is that the more I train and educate myself, the more I have come to realize I don't know, so for me, the learning continues. As mentioned early, I proudly served in the U.S. Army and the Maryland Army National Guard, starting my military service at the rank of private and honorably completing my service at the rank of Captain. Throughout my career, I have been fortunate to have received numerous awards for my service but noting has been more rewarding than that of my family. My wife Denise and I are the very proud parents of two adult sons, Michael, II, an active-duty military officer in the U.S. Coast Guard, and Matthew, an Agriculture Specialist with the U.S. Customs and Border Protection.

I really hope to connect with all our members, supporters, and anyone interested in this great profession and the future of FBI-LEEDA. We plan to build on the past, cultivate the present and envision a bright future for FBI-LEEDA and our very noble law enforcement profession. It would be an honor to connect with you on LinkedIn so we can remain in constant contact. I'm excited about the chance to connect with you and I look forward to working with you.

Michael D. Robinson, Sr.
Chief Operating Officer, FBI-LEEDA



FBI-LEEDA 1000th Supervisor Leadership Institute



September 28, 2023 – We are excited and grateful to share that we held our 1000th Supervisor Leadership Institute and thank the Weld County Sheriff's Office of Greeley, CO and Sheriff Steve Reams for hosting such an important milestone.

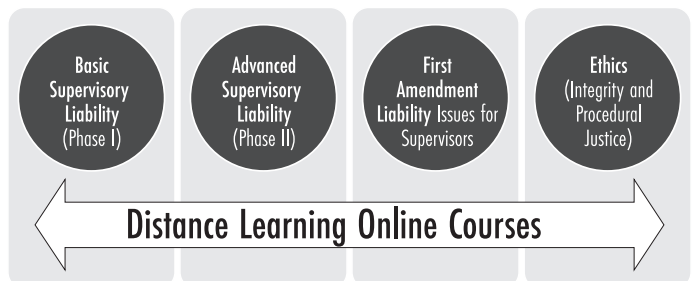
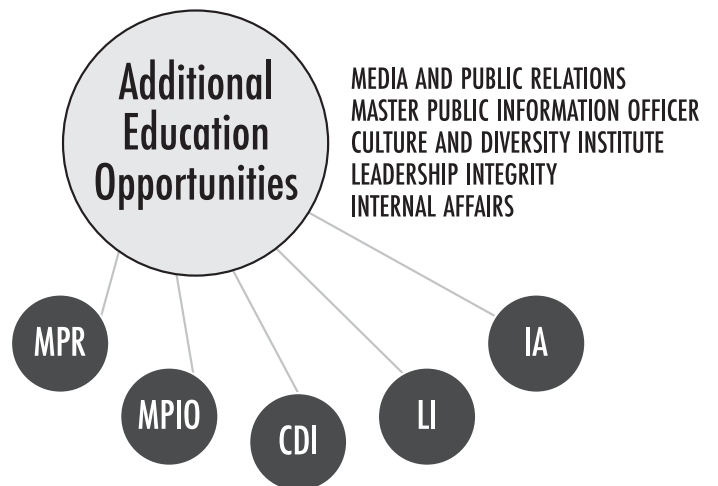
To every agency that has hosted and every student that has attended our classes, thank you doesn't even begin to express our appreciation. We're ready for 1000 more! #teamleeda #leadon #fbileeda #leadership #lawenforcementtraining

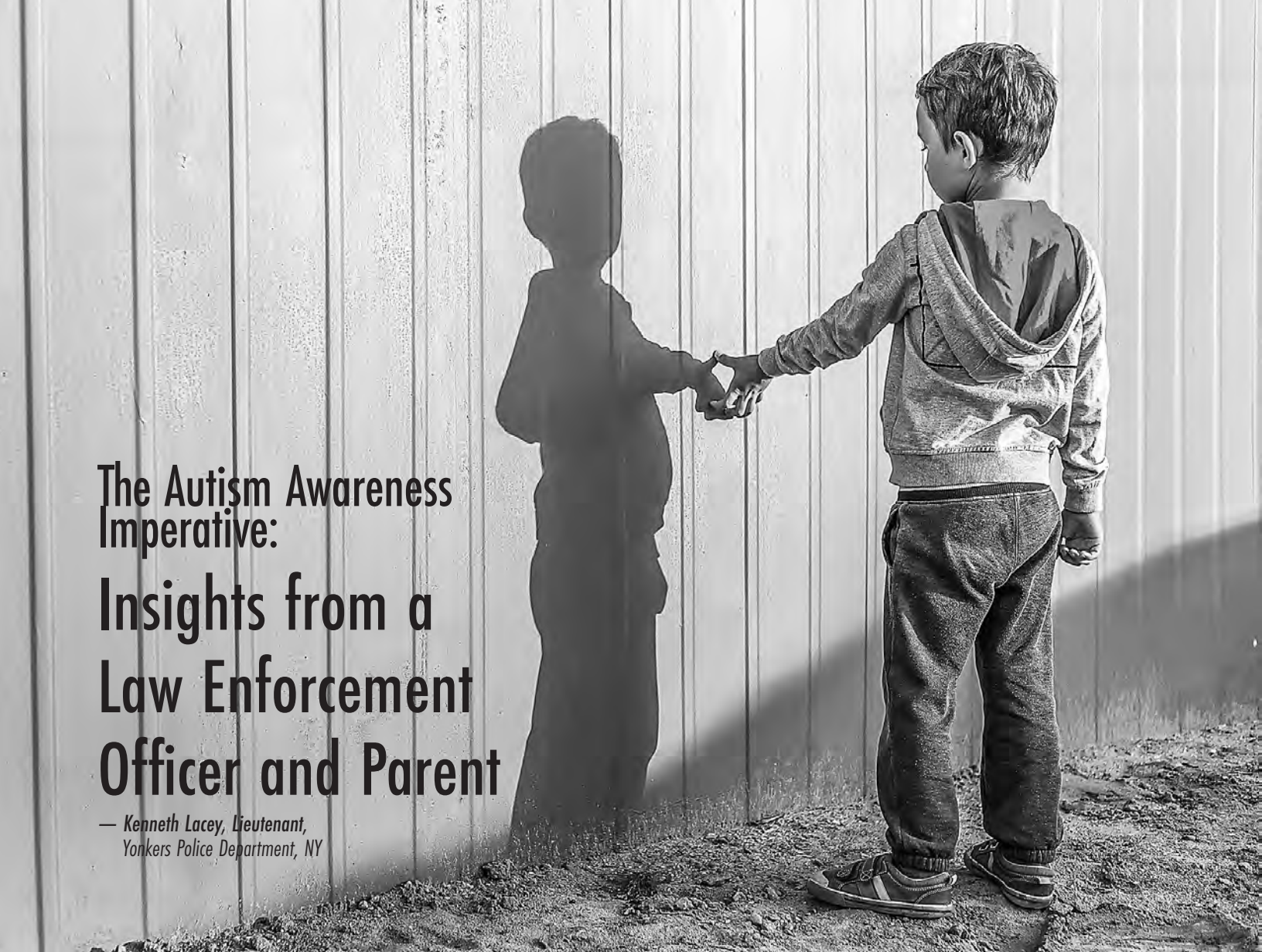
The Core Concept: Continuing Education for Law Enforcement Leadership Development

Since its inception in 1991, FBI-LEEDA was formed to provide LEED's graduates with a vehicle for continued networking and educational opportunities. Through the early years of leadership and management seminars and annual training conferences to the introduction in 2006 of the Supervisor, Command, and Executive Leadership Institute course programs, FBI-LEEDA continues to bring the best executive level training, as well as the latest innovations in products and technology, to chief executives of law enforcement throughout the world.

As changes occur in our communities, in technology, and within the demands of the law enforcement industry, so will our educational courses – adding programs to adapt to our everchanging landscape to protect and serve, advancing the science and art of law enforcement leadership and management practices.

- Supervisor Leadership Institute
- Command Leadership Institute
- Executive Leadership Institute
- Media and Public Relations
- Master Public Information Officer
- Culture and Diversity Institute
- Procedures for Managing Internal Affairs
- Leadership Integrity
- Distance Learning Online Courses –**
 - Phase I Basic Supervisory Liability
 - Phase II Advanced Supervisory Liability
 - Ethics
 - First Amendment Liability Issues for Supervisors





The Autism Awareness Imperative: Insights from a Law Enforcement Officer and Parent

— *Kenneth Lacey, Lieutenant,
Yonkers Police Department, NY*

Policing in a diverse community requires sensitivity, understanding, and the ability to adapt to a multitude of different situations and individuals. One particular community that police need to be adept at handling is individuals on the autism spectrum. In 2023, with the rising prevalence of autism and an increased understanding of neurodiversity, it's crucial for law enforcement officers to be equipped with the best practices for interacting with autistic people.

Autism, broadly defined, affects a person's ability to communicate and interact, making encounters with law enforcement potentially challenging for both parties. Therefore, training on how to handle calls and confrontations involving autistic individuals must be an integral part of police learning and development. As a parent of two boys on the spectrum, I'd like to share some tips to consider when interacting with individuals with Autism.

What to Do

When Interacting with an Individual with Autism:

1. *Be Observant: Look for signs such as lack of eye contact, repetitive behavior, sensitivity to sensory stimulants, inability to communicate traditionally, and several others that might indicate an individual's place on the autism spectrum. This thoughtful observation can dictate how to approach and communicate with the individual.*
2. *Effective Communication: Autism often affects communication abilities, but it does not eliminate the capacity to understand or interact. Officers should be trained to provide simple, clear instructions, be patient for responses, and offer reassurances of safety. This can go a long way in making the individual feel more comfortable and cooperative.*
3. *Understanding Sensory Sensitivities: Many people on the autism spectrum have heightened sensitivities to sensory inputs. Recognizing these sensitivities and modifying the approach accordingly, such as eliminating lights and sirens, can lead to a smoother and less distressing encounter.*
4. *Use Distraction Techniques: In some cases, engaging the individual in a discussion about a topic they are interested in can help calm them down and gain their trust, making it easier to manage the situation. But do not divide the individual's attention. Only one Officer should engage with the individual during the encounter.*
5. *Continuous Training: Emphasize that training should be constant and updated regularly. A deep understanding of autism and how to handle calls involving autistic individuals is imperative for law enforcement officers to remain effective, sensitive, and respectful in their duties.*



Kenneth Lacey

Kenneth Lacey is a dedicated law enforcement professional with over a decade of experience. Currently serving as a Lieutenant for the Yonkers Police Department and in his 13th year of service, he leads as the Commanding Officer of the Crime Control Strategies Unit. Kenneth's commitment to law enforcement extends beyond his professional life, as he is also a loving husband and a devoted father to three children, two of whom are on the autism spectrum. His personal experience as a parent has deeply informed his perspective on the importance of understanding and improving interactions between law enforcement and individuals with autism. Kenneth's pursuit of a degree in Human Services at the college level reflects his dedication to enhancing these interactions, making him an advocate for the betterment of policing in diverse communities. He is also recognized as an FBI-LEEDA Trilogy recipient, reflecting his commitment to ongoing education and professional development.

What NOT to Do

When Interacting with an Individual with Autism:

1. *Underestimating Their Understanding: Never underestimate how much an individual with autism can comprehend. Even non-verbal individuals with autism can understand spoken language and may also be attuned to your body language. Treating them as if they can't understand can be counter-productive and may lead to distrust or resistance.*
2. *Forcibly Removing Comfort Items: In some situations, an individual with autism may hold onto an object, which often serves as a comfort item. Unless the object poses an immediate danger, it is generally advisable not to take it away. Doing so can intensify their distress and make effective communication more challenging.*
3. *Misinterpreting Self-Soothing Behaviors: Some individuals with autism may exhibit self-soothing behaviors like humming. These actions are not necessarily disruptive but serve as coping mechanisms to manage sensory input. Shouting louder or attempting to control such behaviors can exacerbate distress. Focus on identifying the underlying source of discomfort and addressing it instead.*

The key to successfully responding to situations involving individuals on the autism spectrum is a mixture of continuous education, patience, effective communication, and understanding. While the practices mentioned above provide a strong foundation, it's essential to recognize that autism is a spectrum disorder, and its impact can vary significantly from one individual to another. By implementing these strategies and being mindful of what not to do, law enforcement officers can ensure that their interactions with the autism community are respectful, effective, and preserve the dignity of all parties involved.

As our understanding of neurodiversity continues to grow and as the prevalence of autism increases, it is the duty of law enforcement agencies to adapt, learn, and evolve. By integrating these practices and continuously educating their officers, police departments can provide a safer, more inclusive, and empathetic environment for all individuals in the communities they serve. The commitment to respecting the uniqueness of every individual, regardless of their neurodiversity, should be the cornerstone of modern policing.

Enhancing Law Enforcement Preparedness: Specialized Training for Responding to Individuals with Disabilities

— *Timothy Finacom, Sergeant,
Shrewsbury Police Department, MA*

In the world of law enforcement, every call we respond to brings a unique set of challenges. But when we talk about encounters with individuals living with disabilities, particularly autism and mental health issues, the need for specialized training takes on even greater significance. Policing goes beyond maintaining public safety; it extends to ensuring the well-being of every community member.

To truly understand the complexities of these situations, we must first grasp the nuances of the matter at hand. This foundational comprehension is the bedrock upon which we can identify the specific training requirements.

A significant challenge in such scenarios often arises from misunderstandings and communication breakdowns between the individual and the officer. Individuals with autism and mental health issues frequently struggle to communicate or express themselves in readily understandable ways. Officers may misinterpret their behavior as non-compliance or aggression, leading to unnecessary conflicts.

Officers must remain aware of sensory overload in these situations. Sensory sensitivities are common among individuals with autism, making police interactions, such as bright lights, loud sirens, or physical contact, profoundly distressing. Without this awareness, officers may unintentionally escalate situations. This is where the need for de-escalation techniques becomes imperative in bringing the incident to a peaceful resolution.

This emphasizes the vital role of specialized training, elevating its significance to an absolute necessity within your agency. By implementing ongoing education and specialized training initiatives, organizations can anticipate numerous beneficial outcomes.

The first and arguably most essential benefit will be improved safety for all parties involved in these scenarios. Specialized training equips officers with the skills to identify and understand various disabilities, enabling them to respond appropriately. This ensures the safety of the individuals involved, as well as that of the officers and the public.

By investing in specialized training, police departments clearly communicate their commitment to serving all community members. This fosters trust and cooperation between law enforcement and individuals with disabilities. It also empowers officers to create positive outcomes for individuals with disabilities. Officers can help individuals access the support they need by employing de-escalation techniques and communication skills rather than resorting to punitive measures.

Progressive police departments are actively collaborating with mental health professionals to shape responses to mental health crises. Such collaborations can help officers recognize when a mental health expert's involvement is required. Combined with specialized training, this co-response model can be a game-changer in crisis situations. The model is further enhanced when officers receive training in Crisis Intervention Team (CIT) Training and Autism awareness training.

CIT programs educate officers to recognize the signs of mental illness, provide appropriate responses, and connect individuals with mental health resources rather than involving them in the criminal justice system. Meanwhile, Autism awareness training programs focus on educating officers about the characteristics of autism, sensory sensitivities, and communication strategies to better handle interactions with individuals on the autism spectrum.

The need for specialized training in responding to individuals with disabilities, such as autism and mental health issues, cannot be overstated. Law enforcement agencies must invest in these training programs to ensure the safety, well-being, and fair treatment of all community members.

By equipping officers with the knowledge and skills to understand and effectively communicate with individuals with disabilities, we can foster a more inclusive and compassionate approach to policing. Such training not only benefits those with special needs but also enhances the safety of officers and the community as a whole. It builds trust and cooperation between law enforcement and the public, reinforcing the core principle that our duty as officers extends beyond just maintaining public safety. It involves ensuring the well-being of every community member.



Timothy Finacom

Timothy Finacom is a Sergeant within the Shrewsbury Police Department, having dedicated more than two decades of his life to this honorable profession. His journey commenced with a bachelor's degree in criminal justice/police science from Curry College, further enriched by pursuing a master's degree in criminal justice from Anna Maria College. Before becoming a Sergeant, he diligently served as a Detective for 11 years. He is in the final stages of obtaining my trilogy with FBI-LEEDA.

“

Over my nearly 24 year career I have attended numerous training to include several NTOA classes and leadership courses including Northwestern. With that said, this is probably the best course I have ever taken. The class was challenging and inviting. I learned so much in this class. Matt was a remarkable instructor who appears to have a high level of ethics, empathy and excellence. I am great full that I had the opportunity to take this outstanding course. I will highly recommend this class to my staff.

MPR
Englewood, CO
August 2023

A black and white photograph of a hand holding a puzzle piece. The hand is positioned at the top left, with the thumb and index finger gripping the edge of a puzzle piece. The puzzle piece is light-colored and has a dark outline. The background is dark and textured. The puzzle piece is being held in a way that suggests it is about to be placed into a larger puzzle.

Situational Awareness in Autism Meetings Training

— *Kate Chuilli, Sergeant*
Berklee Police Department (MA)

I'll never forget my first call for service that, unbeknownst to me, was a call initiated by a person with autism. The call was dispatched by a dispatcher with some significant time in the game and the initial dispatch had an edge to it. "Third party reporter stating someone walked through a cloud of cigarette smoke and now feels unwell."

Upon my arrival I spoke with a student who immediately identified herself as a person with autism. All of a sudden, pieces of the puzzle came together, and her complaint began to make sense. She was having a sensory experience from the smoke, the nicotine, or merely the experience of it all that was outside of something she had encountered before. The reporting party, a professor, was standing by as if they were monitoring my response. For me, I didn't mind. Because this situation was something I knew well from prior experience. I spoke with the student about whether she thought medical attention would be appropriate and together we drew the conclusion that it would likely be unnecessary. I asked the student what she does to get back on track when she felt out of sorts or off her baseline. She stated that she was a pianist and, when those situations arose, she'd try to get into a practice room to play her instrument. I asked her where an available practice room would be and asked her if it would be okay if I walked her there. While en route we talked about where she was from and what she was studying.

I know some police officers who may have jumped to conclusions and stomped into the building wondering who the person was that complained about cigarette smoke. Right approach? No. But, as someone who has had an immersive experience with individuals who fall on nearly every end of the spectrum, and

how to best facilitate their learning, I realize that this approach comes from a lack of knowledge. It is hard to empathize with what you don't know or don't understand.

There have been some nationwide incidents that have called attention to this lack of understanding which has prompted me to design a very specific training curriculum for first responders. The curriculum isn't just an overview of autism or what we can do to help, it's a comprehensive view of what behaviors those with autism may exhibit, how they may talk, and how they might present. It also goes over helpful tips and tools that can potentially help officers communicate with individuals on the spectrum, as well as helpful tools like whiteboards, PEC boards, and tactile tools departments can purchase for cruisers to help assist someone who may be lost or in crisis.

The training, S.A.A.M. or Situational Awareness in Autism Meetings, is named after my former student and good family friend, Sam. It's for him, and so many others I've had the privilege of teaching, that I designed this training. What makes S.A.A.M. truly unique, is the opportunity provided to officers to develop their empathy, through exercises that emulate the sensory experiences one with autism may encounter.

There are many ways we can be of service to our autism community: offer touch-a-truck events, offer meet-a-first responder events, provide an optional special needs registry, fundraise during world autism awareness month, but most importantly, departments need to seek salient training for their staff. In order to be of service, we need to be of understanding.



Kate Chuilli

Kate Chuilli is a dedicated public safety professional with nearly 5 years of experience in various roles within the field, currently serving with the Berklee College of Music Police Department. Her journey began with a focus on emergency communications which then transitioned to her current role in policing. Kate currently holds the rank of Sergeant and oversees the departments communications and firearms divisions.

One of her most cherished roles is that of the LGBTQ+ Liaison Officer. As the first officer to hold this position, Kate is a dedicated advocate for the LGBTQ+ community, striving to foster an inclusive and supportive environment on campus. Kate's commitment to public safety is underpinned by her passion for community engagement, which extends to her role as the department's social media manager.

Before pursuing her career in public safety, Kate spent two years as a teacher for individuals with autism ages 4 to 22. Some of her students had a profound impact on her life, leading her to maintain lasting connections with them and continuing to work with them to this day.



San Antonio

With its rich colonial heritage, San Antonio is famous for many of its unique attractions:

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Virtual Reality Provides Technology Based Mental Health Training for New and Veteran Officers

— *Scott Owens, Lieutenant*
Dothan Police Department

The profession of law enforcement has been trying to bring reality to scenarios for law enforcement training for decades. Most law enforcement training is force on force type training involving the use of firearms or less lethal options. Historically, the larger the agency, the better the technology in training. The larger agencies have better facilities, equipment, and technology to help achieve the law enforcement mission: to reduce crime and protect the community. In Dothan, Alabama, regional agencies have one of the best resources with respect to training in the country.

Sitting on 22 acres, a partnership between the Wiregrass Foundation and the City of Dothan built the Wiregrass Public Safety Center. In the more than a dozen buildings on the campus, the technology put into the facility is second to none. The Wiregrass Public Safety Center is home to training academies for both fire and law enforcement professionals. The facility boasts multiple live burning buildings for fire training, live firearms shoot house, state-of-the-art firearms range, 300-degree Meggitt simulator, and a simulator that spans across multiple rooms.

With the purchase of so much technology, the most helpful training aid available on the facility may be the Axon Virtual Reality (VR) headsets managed by Dothan Police Department's Training Division. The VR headsets, according to Axon's website, "...allows trainees to 'live' scenarios before they are encountered in the field, triggering similar stress responses and enabling trainees to build stronger muscle memory during training" (Axon.com). Of course, use of force simulators all run together one after another. However, Axon has a program with its VR technology that is a hidden gem of training.

During a Peace Officer's Standards and Training (POST) academy, officers in Alabama are required to have training in Mental Health Awareness and Response that makes up two days of the academy. The 16-hour training has very little to no hands-on training, which is shown to be the most beneficial when training law enforcement. At the Wiregrass Public Safety Center, instructors are leveraging the Axon VR headsets in mental health training for trainees in POST academies.

In the community engagement module of the Axon VR headset, there are different mental health scenarios that cover schizophrenia, bipolar depression, PTSD, autism, Alzheimer's, and many more mental illnesses. This training is not simply PowerPoints describing what those suffering from mental health crises go through. This training puts you in the body of that person going through the mental health crisis. The trainees get to be in the shoes of the person in a mental health crisis before switching to a responding officer. Once the scenario has switched, the officer must make decisions on how responding to the crisis.

For example, one of the scenarios is an autism scenario with a female who leaves home to go to a park. A group of kids begin to bully her while she is on her tablet that plays "her music". Once the group is done bullying the victim, they toss her tablet into some bushes that is difficult to see in the dark. At this point, the officer is patrolling the park just after the group leaves

and finds a person in the bushes. As the victim, you are subjected to very intense lights and an intense focus on just finding the tablet. As the officer, you are tasked with communicating with what turns out to be a juvenile that looks normal but is responding oddly to questions.

At one point the officer asks, "Are you here in the park with anyone". The girl responds, "Yes". The officer naturally asks, "Who?", the girl then responds, "You are here with me". Those who have Autism are extremely literal in their responses, which is a clue for the responding officer. This scenario, like the others, is a highly immersive scenario driven training that provides the hands-on training needed in law enforcement in the area most needed, mental health awareness.

The Dothan Police Department uses this training in Community Mental Health Officer training, in-service training in mental health, and in academy training. The VR headsets are also used for dignitaries and visitors to the facility while on tours. I may be a bit biased, but I feel the Dothan Police Department is on the cutting edge of training technology with the acquisition of the Axon VR headsets. Every officer who has taken part of this training has given it high marks for its applicability, real-world feel, and training efficacy. I only hope that more agencies find value in this kind of training that will only serve to benefit this population within their community.

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Canine Units in Policing: Irreplaceable Tools for Safety, Trust, and Reduced Force

— *Dr. Nate Jendrick, K9 Handler*
Puyallup Police Department, WA

Police K-9 units have been an integral part of law enforcement agencies worldwide for decades. These specialized teams play a crucial role in various aspects of policing, such as search and rescue, narcotics detection, and apprehending suspects. While the benefits of K-9 units are evident, concerns about potential liability have been a constant since their earliest implementation, and the relatively new addition of drones has also raised questions as to whether dogs still have a place in law enforcement. Regardless of recent trends and advanced technology, a properly administered K-9 unit still provides numerous benefits to an agency that cannot be equaled by any other means.

Often, when a new tool enters an established industry, supporters will speak of what the new technology will replace and how the new tech will be even better. In the case of drone adoption, this has led to numerous agencies around the country cutting some programs, including K-9 units, either on the belief that drones can do what dogs do at less expense or because of the opinion that drones involve less liability. While the intention may be noble, it is misguided. No dog team is perfect, but as a whole, K-9 programs benefit police around the world in a variety of unique ways while also reducing overall costs and liability:



Reducing Risk to Officers and Preventing Lethal Force

Suspects are more likely to surrender when a canine is present, thus reducing the need for hands-on force options. Drones do not induce rational thinking in a suspect, but dogs do. Indeed, few tactics are more effective than a trained police dog, and the statistics at nearly every agency agree. Most successful outcomes involving K-9 units do not include bites. This de-escalation tactic enhances officer and community safety while promoting a more humane approach to law enforcement. Even when a dog does contact a suspect, the lawful application of a police K-9 has been ruled lawful at every level of the American court system. In contrast, if an incident involves a shooting, even the most justified of lethal force events spurs untold financial burdens through investigation, personnel costs, and potential injuries.

Enhanced Detection Abilities and Suspect Distinction

Drones may have a birds-eye view, but they are often limited in their access. Dogs, on the other hand, can enter most spaces and can even find their way through many doors and windows. Further, while a drone may be stuck at a locked door, a canine can quickly indicate whether anyone is behind it. Additionally, a drone cannot tell responding officers which hot spot on the camera is their person of interest if there is more than one, but a dog can. This is a prime example of how drones and dogs should be used together, not in place of one another.



Nate Jendrick

Dr. Nate Jendrick has been a law enforcement officer since 2014. He is currently a K-9 handler for the Puyallup Police Department in Washington, accompanying his partner, K9 Ice. Nate holds additional duties as a Field Training Officer, Patrol Tactics Instructor, and Defensive Tactics Instructor. Outside of policing, he is also the author of numerous books in various non-fiction categories. He earned his Ph.D. in Criminal Justice Leadership from Liberty University in 2022.

Community Engagement

Everything new is suspect, and drones are currently experiencing some backlash. Citizens around the United States have often met the news of drone programs coming out with less than stellar support. The myth of their privacy being spied on will take time to dispel. However, dogs are universally loved. Nothing speaks louder to this than recent efforts in the states of Washington and California to ban the use of dogs in apprehension. Despite both states being very open as of late to reform measures in policing, both of these efforts failed, primarily due to bipartisan support from citizens.

Police K-9 units offer a wide range of benefits to law enforcement agencies that, as of yet, are irreplaceable. K-9 teams do take maintenance, but they more than earn their keep. Preventing even one serious incident—let alone the dozens they will likely prevent—can cover decades of costs to support a unit's existence. In addition to enhancing safety for officers, citizens, and suspects, K-9 units can be leveraged to build bonds with communities.

While concerns are valid, these risks can be mitigated through rigorous training, transparent policies, oversight, transparency, and accountability. When properly managed, K-9 units can continue to serve as valuable tools for law enforcement, contributing to public safety and fostering trust between police and those they serve. Ultimately, the benefits of police K-9 units in service today far outweigh the potential risks when responsibly and ethically utilized, just as they have for generations. Now, with the advent of drone technology, K-9 units should not be thought of as past their prime but instead as renewed and more useful than ever.

Reducing “Mixed Messages” Concerning Public Safety In The Wake Of The University Of Idaho Murders

— *Ted Czech, Public Information Officer*
York County Office of Emergency Management and 911

In the weeks that followed the grisly murders of four University of Idaho students on November 13, residents received several convoluted messages from authorities concerning the safety of the community.

Were the students targeted or was there a killer on the loose, ready to strike again at random? It was difficult to tell from the messages disseminated to the public.

And while grappling over the nature and amount of information to release is a constant conundrum for public information officers, there are methods that may reduce such anxiety-inducing scenarios.

A little more than a week after the killings, the media began reporting on the confusion. A November 22 story on nbcnews.com, written by Erik Ortiz and Alicia Victoria Lozano, mentioned “mixed messages” in the case, while a New York Post story published on December 1 by Ben Kessler concluded that those messages had eroded public confidence in the investigation.

A ‘Targeted’ Attack?

The public’s welfare was addressed in the first news release disseminated by the City of Moscow on November 13, the day of the homicides. The release stated, “The Moscow Police does not believe there is an ongoing community risk based on information gathered during the preliminary investigation.”

On November 15, a City of Moscow news release stated a similar message, stating in part, “Evidence indicates that this was a targeted attack.”

However, on November 29, Prosecuting Attorney Bill Thompson appeared to contradict what had been said previously. A tweet from NewsNation’s Brian Entin stated Thompson “says the residence was targeted, but they don’t have evidence of a specific individual being targeted.”

Adding a pinch more to the bewilderment stew, the next day, Morgan Romero of KTVB tweeted that Thompson “confirmed that one of the victims in the home was in fact the target.”

Moscow Police attempted to settle the “targeted” debate, citing a miscommunication between their department and the prosecutor’s office in a news release: “Detectives do not currently know if the residence or any occupants were specifically targeted but continue to investigate.”

Then, on December 1, Moscow Police appeared to deviate once again, stating, “We remain consistent in our belief that this was indeed a targeted attack but have not concluded if the target was the residence or its occupants.”

Early in the media coverage, Moscow Mayor Art Bettge called the incident a “crime of passion,” but quickly rescinded and to date, has not made further statements regarding the incident.

Coroner Cathy Mabbutt released details about the crime scene that typically detectives might be hesitant to discuss publicly, for fear of it hamstringing their investigation and any subsequent prosecution.

Mabbutt said the weapon was a large fixed-blade knife, that each victim suffered multiple stab wounds and that the cuts were more similar to “tears” and “big open gouges,” according to a December 14 foxnews.com story by Rebecca Rosenberg.

A Possible Solution Through Nims Training

While not being privy to the conversations authorities had behind-the-scenes, it is possible that there was no meeting where all involved agencies assembled to decide what the message to the media would be.

There were, it appears, numerous agencies and spokespersons that commented to the media, including the City of Moscow, Moscow Police, Latah Prosecutor’s Office, Idaho State Police, Latah County Coroner’s Office, and the University of Idaho.

A possible solution would be to adopt FEMA’s National Information Management System (NIMS), which allows for the establishment of a unified command structure, a de facto rule-by-committee of an incident.

“In incidents that involve PIOs from different agencies, the IC or Unified Command designates one person as the lead PIO,” FEMA states. “All PIOs work in a unified manner, speaking with one voice and ensuring consistent messaging. The IC, in collaboration with the lead PIO, approves the release of incident-related information. In incidents involving multiple agencies, leadership may establish a JIC (Joint Information Center). The PIO participates in or leads the JIC.”

The best course of action is to have stakeholders, including police, fire, EMS, emergency management, 911 and prosecutors undergo training in NIMS, often facilitated by county emergency management.

On a more philosophical level, it is possible that no one in the sleepy hamlet of Moscow or even Latah County, ever imagined that a horrific quadruple murder would occur there. Unfortunately, crime knows no jurisdictions or any other such boundaries of time and space.

“Things like that just don’t happen here,” is not acceptable in our modern society. Violent crime can strike anytime, anywhere and to anyone. Establishing this mindset is vital for those who might respond to such incidents.

There were several positive public relations actions authorities took in the investigation:

- Police stated early and often in the case that there were going to be things they couldn’t release to the public.
- They set up a PIO team to handle the volume of media inquiries.
- They didn’t let individuals, including some very close to the case, dictate what they would release.

No one outside of this case can imagine what those who are intimate with it experienced in those moments of discovery and the minutes, days and weeks that followed. However, further examination – in far greater detail than this brief overview – could possibly provide great insight for future incidents.



Ted Czech spent 25 years as a crime and emergency reporter, primarily in York, Pa., but also in Rhode Island and Massachusetts. He now serves as public information officer for the York County Office of Emergency Management and 911.

Ted Czech

Lessons Learned From A Mass-Casualty Attack – An Incident Commander’s Perspective

— Kris Wirstrom, Lieutenant
City of Allen Police Department

On the afternoon of May 06, 2023, the Allen Premium Outlets (Allen, Texas) became the scene of a mass-casualty attack. In less than four minutes, fourteen people had been shot. Eight were dead, including young children. Everything the Allen Police Department had ever trained for was tested: emergency vehicle operations, weapons familiarity and marksmanship, Tactical Combat Casualty Care, Active Attack Integrated Response, advancing with ballistic shields, building searches, crowd management and controlled evacuations. **Everything** was critically important.

There is always opportunity for improvement, however, officers performed well under the circumstances. After months of introspection, I believe the following are of particular importance from the incident command perspective: training at shift/unit level, integrated training, and employee care.

Training At Shift/Unit Level:

In these incidents entire organizations are strained. For most agencies, a single unit or shift will be immediately confronted with the incident. The overall success, or failure, of the organizational response will be predicated on how the initial responders perform. Taking training seriously, at the shift level, pays dividends. Practicing Tactical Combat Care, officer down drills, building clearing, and moving with ballistic shields builds competence. Competence feeds confidence. Having a team that is confident in crisis and chaos will assist in stabilizing the incident.

Integrated Training – The Importance Of Strong Relationships:

Spontaneously responding to a mass-casualty event is not the time to start building a positive working relationship with your fire/medical service partners. If that relationship is not healthy, before your critical incident, you are in trouble. Fix that! Beyond that, learn from how they train. Then expand the scope of your training. Find partners in your neighboring/overlapping law enforcement agencies. Practice multi-agency deployments of varying severity and complexity. Plan, and practice, equipment staging, personnel staffing fluctuations, shared management functions, the separation of incident and tactical command, and the public information function. You will revert to training in the chaos of these events.

“ Spontaneously responding to a mass-casualty event is not the time to start building a positive working relationship with your fire/medical service partners.”

Employee Care:

There will be employees who benefit from professional guidance through the trauma healing process. The mind and body go through a lot during events like these. Having help understanding what to expect during the healing process is beneficial to the employees most impacted by the traumatic event. However, there are also benefits for management. Trauma processing knowledge will make anticipating future needs easier. The days after the event are immediately important to a successful healing process. This is not the time to interview service providers and rush to make a program selection. Think about mental healthcare ahead of a critical incident. Be comfortable with your selected service provider. Take the time to build a robust platform with multi-layered engagement opportunities. It is much easier to engage these programs when there is a legacy of trust built between your organization, your staff, and the healthcare professionals. Making the mental health of your staff a priority, ahead of a mass-casualty response, will aid in ensuring their individualized needs are met in the event of a tragedy of this proportion.

While this is only a small portion of teachable moments from a mass-casualty event, I believe that these topics are important from a foundational preparedness mindset. The Allen Police Department certainly learned a lot about itself through the experience of this tragedy, as did the individual first responders. We learned that we had prepared well in many ways. We also learned that we could benefit from some additional effort in other areas. As we recover from what happened in our community, we endeavor to stay prepared. In sharing, our hope is that public safety benefits from our experience.



Kris Wirstrom

Kris Wirstrom began his law enforcement career in 1997. He worked for the cities of Bells and Wylie, Texas, before joining the Allen Police Department in September of 2001.

In his time at Allen PD, Kris served as patrol officer and field training officer before beginning his promotional journey. Kris was a corporal in the patrol services division from 2003-2006, when he promoted to the rank of sergeant. As a sergeant, Kris served in the patrol division, in the criminal investigations division as the Narcotics Unit supervisor, then in the Office of the Chief of Police as the Internal Affairs Unit supervisor. In 2013, Kris was appointed to the rank of Lieutenant, and returned to the patrol services division. He currently supervises a patrol shift and serves as the traffic unit commander. Kris holds a bachelors degree from Texas A&M University - Commerce.



This class helps you become or be a better leader. It adds so much to your tool box. While letting you see things from a different perspective. Amazing class - keep coming to this area please.

CLI
Weyers Cave, VA
July 2023

Social Media in Law Enforcement: Rebuilding Community Bonds and Recruiting for the Future

— Norm Allison, Lieutenant,
Plano Police Department

The summer of 2020 brought a great deal of uncertainty to our profession. Would the public perception of law enforcement ever be the same? For those in the trenches, who sacrificed their safety to restore public order, how much longer would they be willing to hang in there? This time, brought to light the fact that shared resources and communication are crucial when it comes to excellence in policing. A simple yet impactful mechanism for rebuilding your community relationships and recruiting the future of your organization rests in the hands of social media.

Let's face it, you are wired to be in control no matter what rank you are within your organization. So why do we often fail at controlling our narrative? Conceptually, this sounds easy. Unfortunately, your staff will leave a major scene and by the time they arrive back at your department, the news and story has already hit social media. As frustrating as this sounds, your social media team must assert their authority over the situation by proclaiming their thread is now the official source of information on the incident. Theoretically, your team has now become the subject matter experts by providing an update and utilizing a few key words to let the press and public know your organization is back in control of the information.

Social media does not have to be strictly utilized for crisis communication. Events like Shop with a Cop, Trunk or Treat and the town homecoming parade offer many opportunities for police organizations to highlight the fact they are embedded in the community. Although it is very easy to participate in these events without taking the time for a photo op or two, we are missing out if we do not utilize this time to humanize the badge. Yes, we are peacekeepers and we restore public order, but is that your brand? Police leaders, I call upon you to re-establish your organizational brand as one that ensures your organization is inter-woven in the community in which your men and women serve, not just present as a symbol of the law. Post frequently and utilize the exceptional resource of social media to draw attention to the fact that your organization cares and that we are all in this together.

Another valuable way to utilize social media is to recruit entry level and lateral candidates. About a year ago my organization tested for entry level recruits to establish an eligibility list. We were used to having 50 - 70 applicants show up and it was heartbreaking and astonishing to see 4 applicants sitting there while I gave the orientation speech. This time around we are up to 30 which may seem like nothing still but here is what we have learned. For six weeks we left our advertisement up on the Blueline. During the open application phase, we posted on Facebook and Instagram every single week on Fridays, highlighting the fact that we were still on the Blueline looking for applicants. Every Friday our testing company would then send me the list of applicants and their contact information so that someone from my agency could personally reach out

SOCIAL MEDIA:



and establish that early rapport. Facebook and Instagram have been essential in recruiting and appealing to the younger generation of police applicants. All in all, utilizing social media has been a way to connect with our community and engage with the future of our organization.



Norm Allison

Norm Allison has been with the Plano Police Department in Illinois for 23 years and is currently the Lieutenant of Police. Lt. Allison holds a BS from Aurora University and an MS in Public Safety Administration from Lewis University. Lt. Allison has taught classes on leadership and emergency preparedness to the IL Municipal Treasurers Association. In his spare time, Lt. Allison enjoys golf and helping his son and daughter with their passions in life.



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Englewood Police Reform Task Force

— *Chad Read, Division Chief*
Englewood Police Department, CO

Present day policing in America presents challenges associated with community concerns, transparency and events that have occurred in recent years across our nation. Since the murder of George Floyd, the challenge to reduce fatal police-citizen encounters continues to confront police leaders across the globe.

Widespread reform initiatives by police leaders, politicians and community members continue to rely on input from evidenced-based policing practices, while incorporating empirical approaches that ensure police legitimacy. These are just a hint of the critical issues facing law enforcement executives in this era of contemporary policing.

The events that continue to shape law enforcement evolution have mixed themes that seemingly take on a varied approach. Moreover, the procedural justice model of policing should be at the forefront of any progressive police organization. Procedural justice enacts community-wide legitimacy, in that it helps ensure local law enforcement agencies have the best interest of the citizenry.

The murder of George Floyd on May 25, 2020, unleashed an upheaval of protests into police-community relations across the globe. The emphasis of these protests dates back decades, and they initiated the onset of police reforms from coast to coast. The efficacy of these reforms was to look at modern-day law enforcement practices to ensure they encompass a model that fits the needs of communities nationwide. Police legitimacy theory enables this process by meeting the desired outcome in that a societal approach to law is fair and just.

In July 2020, the City of Englewood, Colorado, City Council launched a series of virtual town hall meetings on 21st Century Policing. The purpose and scope of these meetings was to engage members of the community on topics including policies and operations within the Englewood Police Department. These meetings eventually led to the formation of the City of Englewood Police Reform Task Force.

Englewood City Council approved the membership and topics for the Police Reform Task Force in August 2020. The task force met once per week over the course of six weeks. The recommendation by the Mayor and Council was to seek feedback in the following four categories: Hiring, Training & Discipline, Use of Force, Alternative Policing Practices; and Factors Impacting Police Department Operations. Englewood City Council was given the ability, based on recommendations, to reject, modify and/or approve topics resulting from the task force's meetings.

“ ... the procedural justice model of policing should be at the forefront of any progressive police organization.”

The task force's analysis looked at aspects of all four categories to include methodology, deliverability, implementation steps, policy considerations, partnering agencies, deliverable dates, cost, legal considerations, and currently accepted theories. While many of these recommendations discussed were currently being practiced within the department, some approaches continued to evolve. A historical look into the relationship between Englewood Police Officers and the community shows that engagement has been and continues to be a priority for the Englewood Police Department. The topics reviewed by the task force were not new for Englewood Police as we are a learning organization. Prior to the death of George Floyd, Englewood Police had policies and procedures that aligned with progressive policing strategies and adhered to best practices in modern-day policing.

The proactiveness by the Englewood Police Department in 2020 and beyond to seek community input based on recent events across the nation led to an enhanced relationship between police, community leaders and citizens. While that relationship was pre-established, it has been enhanced by ongoing conversations between police officers and our community, which produces positive outcomes. The Englewood Police Department found that this proactive approach to police reform led to enhanced legitimacy and improved relationships with community members, business owners, and stakeholders who call this community home.

For more information on the Englewood Police Department Police Reform Task Force or to receive additional literature, please contact Division Chief, Chad Read at cread@englewoodco.gov



Chad Read

Chad Read is currently serving as a Division Chief with Englewood Police Department in Colorado. He is an Instructor with FBI-LEEDA and is also an Adjunct Professor at the University of Maryland Global Campus where he instructs in the Criminal Justice Program. He also instructs at the Arapahoe Community College Law Enforcement Academy in Littleton, Colorado. Chad received both his M.S. degree, Criminal Justice and Law Enforcement Administration in Organizational Leadership & Change Management and B.S. degree, Public Administration from Colorado State University Global. Chad is a graduate of the FBI National Academy, Session 284 and the Northwestern University, School of Police Staff & Command, Session # 443.



SAVE. THE. DATE. Join us April 28 - May 1, 2024

San Antonio, known for its 18th-century Spanish mission, The Alamo, and for its miles-long River Walk, is the destination for executive law enforcement education and training.

Registration Now Open: <https://fbileeda2024.org/>





ANNUAL EXECUTIVE TRAINING CONFERENCE

April 28 - May 1, 2024

at the Grand Hyatt San Antonio River Walk
600 East Market Street
San Antonio, TX 78205

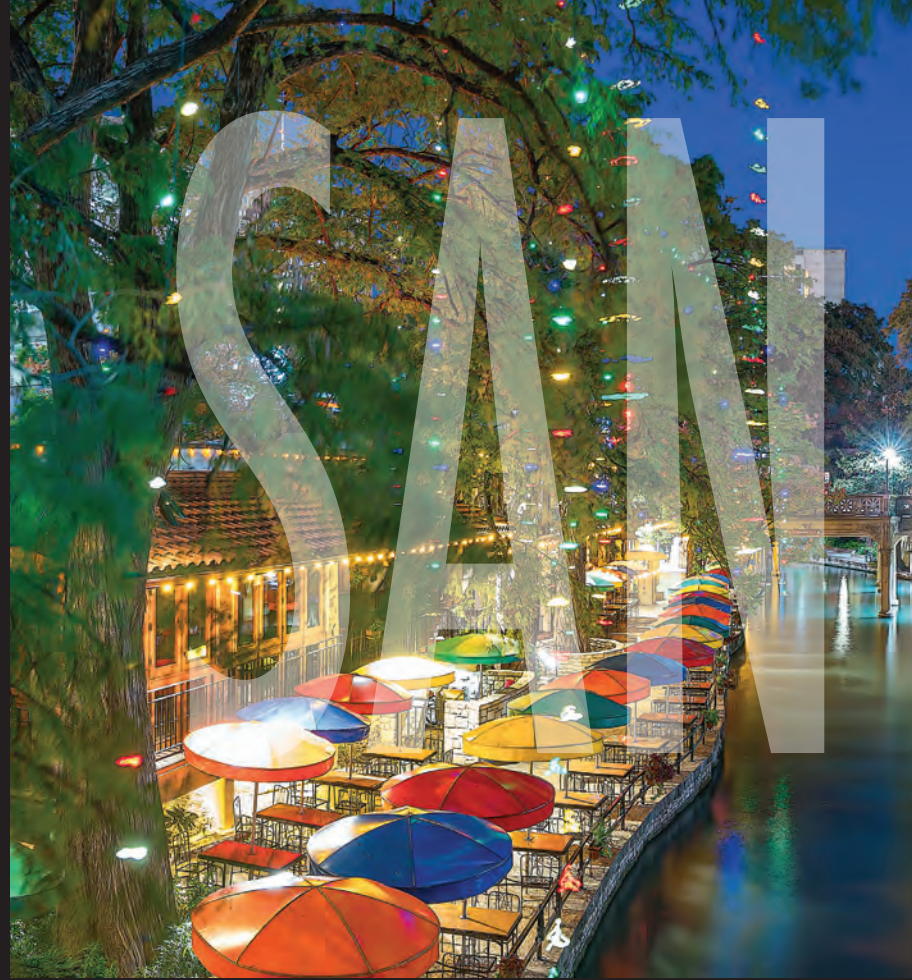
PLANNED EVENTS:

Sunday, April 28 –
Vendor Appreciation Reception

Monday, April 29 –
Western-Themed Welcome Reception
at the LDR at the Henry B. Gonzalez
Convention Center

Tuesday, April 30 –
Buckhorn Saloon & Museum
(Off-Site Event)

Wednesday, April 26 –
Closing Banquet



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 right on San Antonio's famous River Walk. 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.

Our conference is set to incorporate innovative sessions on vital topics such as officer wellness, mental health, police response to shootings, de-escalation, refreshers on FBI-LEEDA classes, and more. Additionally, our networking events will include receptions and banquets and offsite events.

REGISTER NOW!



REGISTER NOW: fbileeda2024.org

REGISTRATION INFORMATION

Attendance is open to FBI-LEEDA members, along with sworn and professional staff of law enforcement agencies. Guests, spouses/partners, and children are welcome to attend. Registration for the Conference is anticipated to be limited due to potential health and safety protocol. As a result, attendees are encouraged to register early.

1. REGISTER FOR CONFERENCE

FBI-LEEDA Active Member	\$425
Law Enforcement Non-Member <i>Active sworn official (non-member status)</i>	\$500
Guest <i>(includes meals, networking events, banquet, and spouse event)</i>	\$300
Day Pass <i>(price per day; no meals or networking events included)</i>	\$200
Youth <i>(age 12-17; includes breakfasts, lunches, evening events, and banquet)</i>	\$275

*Early Bird Registration Fees — on/before **March 17, 2024***
NOTE: Prices go up \$75 for all categories except Day Pass after March 17, 2024.

2. RESERVE YOUR ROOM

Access to hotel guestroom reservations will be available to registered attendees only. Once an attendee completes the registration process, the online guestroom reservation booking site will be sent to the registrant.

Special Group Rate: \$249 per night + tax
(subject to room availability)

The Conference and hotel do not provide shuttle service to/from the airport.

CONFERENCE VENUE AND HOTEL:

Grand Hyatt San Antonio River Walk
 600 East Market Street, San Antonio, TX 78205



Duty Restrictions: Today's Solutions and Tomorrow's Nightmare

THE OVERRIDING CONSIDERATIONS MUST BE THE BEST INTERESTS OF OUR COMMUNITIES, OUR AGENCIES AND OUR OVERALL WORKFORCES

— Keith Bushey
Instructor Emeritus, FBI-LEEDA

Note: This article was originally published in American Police Beat Magazine in August 2023.

This article is a product of many mistakes that I and others have made with respect to the issue of permanent light duty assignments. Based on my decades of service in multiple agencies I have come to the very strong conclusion that all personnel who have a duty limitation that is deemed to be “permanent and stationary” should be retired. In reviewing this article, I encourage the reader set aside the often-strong affection and loyalty for the individual employee and place primary emphasis where it belongs: The best interests of the community, the department, and the overall workforce.

The situations typically arise with a common theme; a solid and valuable employee develops a job-related physical disability that prevents him or her from performing one or more of the tasks deemed essential for a full-duty assignment; however, the employee is still able to perform one or more limited tasks. Then, because of fondness and loyalty to the disabled employee, we essentially remove that employee from the full-duty workforce and place him or her in a position where their physical limitations can be accommodated. Complicating this situation is that in some instances those positions are sometimes occupied by full-duty personnel who rotate through those assignments, such as front desk duty, youth services, evidence processing or other similar duties, and which are occasionally occupied by personnel who have temporary duty restrictions. It is very tempting to permanently move a valuable employee who has a permanent physical duty limitation into an assignment where the duty limitation can be accommodated, but to do so is terribly unfair to the organization.

Whether the department has 10 or 10,000 employees, permanently accommodating a light duty officer results in a multitude of serious issues. Included among these issues are: reducing the full-duty workforce by a person who could and should be replaced by a new-hire, reducing the ability of other employees from being able to experience that assignment, eliminating a position where you can assign a temporarily disabled employee, and sending out a message to the workforce that employees with permanent physical limitations will be retained in their present job classification. Another factor is some degree of organizational paralysis stemming from an inability to move personnel throughout the organization based on changing needs and circumstances. This can be an especially serious problem in smaller agencies. The argument that some organizations are large enough to accommodate these types of duty restricted individuals is hollow; every department entity is critical, and the above described consequences are equally applicable, just on a larger scale.

I have served in multiple agencies and because of my teaching and coaching activities am familiar with a great many more. I can say with confidence that most of the agencies with who I am familiar have some degree of difficulty with the issue of accommodating long-term light duty employees. While rec-

“ ... most of the agencies with whom I am familiar have some degree of difficulty with the issue of accommodating long-term light duty employees.

ognizing that some things have changed in the involved agencies, I hope that my experience in transitioning among agencies described below will be helpful in bringing additional understanding and clarity to this issue.

At the time that I retired from the Los Angeles Police Department, the mindset (I know as I was the personnel director of human resources!) was basically to accommodate just about every officer who was considered permanently light duty, which included opposing most applications for medical retirements. At the time of my retirement, the department was accommodating several hundred permanently light duty officers in various assignments. We had light-duty personnel not only in conventional positions, but in various specialized positions that had been essentially created for them. Unbelievably, an appreciable percentage of the sworn workforce lacked the ability to perform one or more of the essential tasks required for the position of police force! Without questioning the legitima-

cy of many officers with medical limitations, there was little doubt that some of the “disabled officers” manipulated themselves into light duty status by “gaming” the disability system. Because of the issue of disparate treatment, LAPD did not have the flexibility of picking and choosing who to accommodate; marginally productive employees were typically accommodated as well as were the harder workers. At the time the consistent legal advice from the City Attorney’s Office was basically to “accommodate” employees who were deemed either temporarily or permanently unable to perform the typical role of a peace officer; over time this “safe advice” morphed into a monstrous personnel situation. I understand this situation has been mitigated.

An additional consideration of great importance is the suitability of any employee that we place in any assignment; a factor that can be of special importance when we place someone in a potentially sensitive position for which he or she may be ill-suited. Some of my abundant scar tissue is related to several personnel actions where I placed light-duty officers in positions where they did not do well, including an explorer scout advisor whose attraction to explorer scouts was beyond what I had envisioned! There are positions where no person is preferable to the wrong person, and “finding a position” for a disabled officer should not be a consideration.

My first day as a law enforcement executive for the County of San Bernardino followed my last day in Los Angeles and among my first observations was the total absence of permanent light duty personnel – there were none! As the county marshal and later as a deputy chief on the Sheriff’s Department, there was no accommodation for employees who did not possess the full range of essential law enforcement physical requirements. Certainly, injured employees were given time to recover from medical situations, but upon the determination of “permanent and stationary” with respect to the inability to perform any essential task, they were processed for medical retirement.

Among the most profound of my observations was the issue of miraculous recovery! In the case of some medical situations, there is little room to question the need for a medical retirement. However, I have long and continuously perceived quite a lot of discretion and subjectivity in the process of determining whether or not an employee is permanently disabled. Sickening is the best description of my frustrations involving troublesome employees who game the system and manipulated themselves into limited assignments reflecting when and where they preferred to be assigned; an especially difficult situation for me as the then-personnel director of the LAPD. In San Bernardino County just the opposite was the case; given the reduced seniority pension amount of disability retirements, coupled with the department's policy of either full duty or no duty, people got well and worked hard to stay well. In fact, I am aware of situations where some employees likely minimized physical disabilities to avoid being forced into retirement!

My remarks should in no way be seen as insensitive to our great work forces and to the wonderful men and women we are honored to lead, and at the top of that

list I would place our personnel who incur duty-related disabilities. To the contrary, we have both a legal and an ethical responsibility to do everything within our power to support our disabled employees and their families, and to do so within the letter of the law, in conjunction with the spirit and guidelines of labor agreements. As we are all aware, the disability journey can be long, lonely and complicated. It is essential for injured employees to have support, guidance and assistance as they deal with the medical, legal, rehabilitative, retraining, potential reclassification and related issues. Among these activities however, efforts to retain a physically unqualified employee in a position that calls for a full-duty officer should not be a consideration.

In everything we do, including our actions in support of disabled employees, the primary factors must be the best interests of the community, the department and the overall work force.

Note: This article was originally published in American Police Beat Magazine in August 2023.



Keith Bushey

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

“

I implore all agencies to send their new leaders and even us old guys to these trainings. The perspective it brings to leadership and lessons learned are invaluable. The relationships formed in these classes form a network of professionals who are willing and capable of sharing information and experience.

It's worth the price of admission in my book.

General Comment from LinkedIn



SLI

Captain Todd Ehret,
Town of Hamburg Police Department



Sergeant at Arms –

Five Reasons to Join the FBI-LEEDA Executive Board

Every year, as an active member of FBI-LEEDA, you have opportunity to get to the next level in your leadership journey by serving as a member the FBI-LEEDA Executive Board. If you are considering it, time is running out to announce your candidacy. The time commitment of a board member is minimal, however, the benefits are great. So if you qualify, please consider running for the FBI-LEEDA Executive Board.

Of course, the primary reason for you to serve on our Board is that you want to make our profession better and you care about law enforcement's future leaders. If you need more reasons, please read on:

- 1. You get a valuable seat on the Executive Board** of a major law enforcement leadership association. FBI-LEEDA serves the biggest and the smallest agencies all over the United States and there are only six board members that help guide the growing footprint of FBI-LEEDA. You can support our mission to bring the very best in law enforcement education to agencies of all sizes across the country.
- 2. Your voice will be heard** in guiding FBI-LEEDA's future as a premier leadership organization. FBI-LEEDA is growing stronger and more influential in law enforcement leadership. We serve over 10,000 students a year and have a strong membership base of over 9000 law enforcement leaders. As a member of the Board, your voice will help guide so many of our future leaders on the path of success.
- 3. Grow your network and sphere of influence** with exposure to a national network of law enforcement agencies of all sizes. The FBI-LEEDA Board enjoys national recognition with many law enforcement associations, charities and affinity organizations. So whether you are a Chief of Police with a staff of one, or a Sheriff with a staff of thousands, serving on the FBI-LEEDA Executive Board will give you access to colleagues from law enforcement agencies of all sizes and in all parts of the nation.
- 4. Develop new leadership skills** as a member of a not-for-profit governing board. As a member of FBI-LEEDA's Board, you will have opportunity to experience the business world of non-profits and you will learn how to run efficient meetings under Roberts Rules and bylaws governance.
- 5. Take a deep dive into leadership issues** facing the law enforcement profession. FBI-LEEDA is the leading purveyor of law enforcement leadership education. As a member of the Board, you will have opportunities to gain insight into what issues are facing leaders at the local and national level.

Do You Qualify?

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. Please address 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:
Sunday, March 31, 2024.**

Send your written statement of intent to:

FBI-LEEDA

Attention:
President Donna McNamara
5 Great Valley Parkway,
Suite 359
Malvern, PA 19355

FBI-LEEDA College Scholarship Program



Each year, the Justice Federal Credit Union (JFCU) College Scholarship Program offers five \$1,000 scholarships to students pursuing their education.



Application –

Look for the announcement for when applications for the 2024-2025 academic school year will be accepted. FBI-LEEDA selects final candidates based on the following criteria:

- Eligibility
- Quality of application
- Commitment to leadership

Eligibility –

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

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

Provisions –

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

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

How to Apply –

Applicant must provide the following items:

- Application
- Transcript
- High school verification form
- Answers to essay questions
- Documentation of acceptance to college/university
- Send your completed application, postmarked by March 30, 2024, to:



FBI-LEEDA, Inc.

Attention: Donna Stone

5 Great Valley Parkway, Suite 359
Malvern, PA 19355

The application for the
2024-2025 academic
year is now open.

Refer to the guidelines (left)
for eligibility requirements.

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

Did You Know We Offer Trilogy Scholarship Assistance



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

FBI-LEEDA

TRIL OLOGY

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 finance@fbileeda.org; include “Trilogy Scholarship Request + Class location/date” in the email subject line.

Requirements can be found at:
fbileeda.org/TrilogyScholarship



GIVING BACK TO OUR MEMBERSHIP



Law Enforcement Executive Development Courses

TRILOGY



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

1 *Supervisor Leadership Institute*



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

The registration fee is \$795.

2 *Command Leadership Institute*



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

The registration fee is \$795.

3 *Executive Leadership Institute*



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

The registration fee is \$795.

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

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





Media and Public Relations

Registration fee : \$795.

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.



Master Public Information Officer

Registration fee : \$795.

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.



Culture and Diversity Institute

Registration fee : \$795.

The Culture and Diversity Institute (CDI) is designed to explore issues of culture and diversity from the internal and external perspectives of law enforcement agencies serving multiple communities throughout our nation. FBI-LEEDA acknowledges that the social aspects of policing are in a serious state of change. CDI explores the nature of this change and opportunities for law enforcement to shape an educational dialogue on these issues. The overall mission is to improve cross-cultural competencies through continued education.

This dynamic, 4-1/2 day course may be considered the next level of training for leaders who have completed the FBI-LEEDA Trilogy. It is also for those who understand that they must consider the diverse needs of the people in their current and future workplace and community contexts.



Managing and Conducting Internal Affairs Investigations

Registration fee : \$795.

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.



Leadership Integrity

Registration fee : \$450.

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

Additional Education Opportunities

Distance Learning Programs



Distance Learning Online Courses

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

Phase I – Basic Supervisory Liability

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

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

*Sessions start every thirty (30) days.
The registration fee for Basic Supervisory Liability class is \$350.*

Phase II – Advanced Supervisory Liability Ensuring Effective and Constitution Policing

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

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

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

DISTANCE LEARNING ELECTIVE COURSES

Ethics

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

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

First Amendment Liability Issues for Supervisors

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

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



FBI-LEEDA

MILESTONES

Our Distinguished Achievements

FBI-LEEDA instructors deliver real-world experience through quality education to our membership while providing valuable hands-on knowledge through leading our core courses. We wish to congratulate all of our staff reaching these milestones:

Instructors with 100th Classes Taught

Carol Frederick	SLI - Crestview, FL (June 2023)
Jeff Green	SLI - Hampton, VA (August 2021)
David Lyons	CLI - Titusville, FL (June 2023)
Neil Moore	CLI - Austell, GA (March 2023)
Todd Radford	CLI - Fultondale, AL (November 2022)
Frank Woodall	ELI - Colorado Springs, CO (October 2022)

Instructors with 150th Classes Taught

Ron Bayne	SLI - Rio Rancho, NM (June 2020)
David Boggs	ELI - Germantown, TN (December 2022)

Instructors with 200th Classes Taught

Tony Batts	ELI - Humble, TX (May 2023)
Jennifer Harris	CLI - Ocean City, MD (December 2023)
Larry Horak	SLI - South Portland, ME (April 2023)
Luis Soler	ELI - Tulsa, OK (July 2023)
Sean Whent	ELI - Council Bluffs, IA (January 2023)

Instructors with 250th Classes Taught

David Allen	CLI - Dover, DE (July 2023)
Les Kachurek	ELI - Austell, GA0 (April 2023)
Anne Kirkpatrick	CLI - Pensacola, FL (May 2023)
Tim Plotts	SLI - Baton Rouge, LA (March 2023)
Jerry Thompson	SLI - Lawton, OK (July 2023)
Terri Wilfong	ELI - Eau Claire, WI (November 2023)

Congratulations to All!



Congratulations

AGENCY TRILOGY AWARD RECIPIENTS

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

All command staff from the listed agencies (below) completed these in-depth courses, which are designed to educate law enforcement personnel on leadership, education, community initiatives, and management. FBI-LEEDA would like to thank and acknowledge the following agencies for their commitment to law enforcement leadership excellence through completing our Trilogy course program:



Dublin Police Department (New Hampshire) – June 2023

Humble ISD Police Department (Texas) – June 2023

Elon Police Department (North Carolina) – July 2023

Louisiana Department of Transportation and Development Police Department (Louisiana) – July 2023

South Berwick Police Department (Maine) – July 2023

Tarrant County College Public Safety Training Center (Texas) – July 2023

Essex Police Department (Vermont) – August 2023

North Carolina Department of Insurance – Criminal Investigations Division (North Carolina) – August 2023

Templeton Police Department (Massachusetts) – August 2023

DeRidder Police Department (Louisiana) – September 2023

Fort Lee Police Department (New Jersey) – September 2023

Needville ISD Police Department (Texas) – September 2023

Ault Police Department (Colorado) – October 2023

Avon-by-the-Sea Police Department (New Jersey) – October 2023

Brazoria County Sheriff's Office (Texas) – October 2023

Chilhowie Police Department (Virginia) – October 2023

Concord Police Department (North Carolina) – October 2023

Creston Police Department (Ohio) – October 2023

Hawthorne Police Department (New Jersey) – October 2023

Jupiter Police Department (Florida) – October 2023

Kitty Hawk Police Department (North Carolina) – October 2023

Moore Police Department (Oklahoma) – October 2023

Painesville Police Department (Ohio) – October 2023

San Bernardino City Unified School District Police Department (California) – October 2023

Congratulations

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



SUPERVISOR Leadership Institute

Congratulations to the following hosts and agencies:

- Aberdeen Police Department, Aberdeen, NC – September 2023*
- Albany Police Department, Albany, OR – December 2023*
- Alcoa Police Department, Alcoa, TN – July 2023*
- Alexandria Police Department, Alexandria, VA – October 2023*
- Anoka County Sheriff's Office, Andover, MN – July 2023*
- Arkansas City Police Department, Arkansas City, KS – July 2023*
- Austin Police Department, Kyle, TX – November 2023*
- Baytown Police Academy, Baytown, TX – July 2023*
- Belfast Police Department, Belfast, ME – August 2023*
- Bow Police Department, Bow, NH – August 2023*
- Brewer Police Department, Brewer, ME – September 2023*
- Bucks County Law Enforcement Training, Doylestown, PA – August 2023*
- Cardinal Criminal Justice Academy, Salem, VA – October 2023*
- Ceres Police Department, Ceres, CA – July 2023*
- Chester County Department of Emergency Services, Coatesville, PA – July 2023*
- Colorado Bureau of Investigation, Lakewood, CO – October 2023*
- Crater Criminal Justice Training Academy, Disputanta, VA – October 2023*
- Cuyahoga Community College Public Safety Training Center, Parma Heights, OH – October 2023*
- Delaware Department of Correction, Dover, DE – July 2023*
- El Paso County Sheriff's Office, Colorado Springs, CO – October 2023*
- Escambia County Sheriff's Office, Pensacola, FL – November 2023*
- Essex Police Department, Essex Junction, VT – November 2023*
- Fauquier Sheriff's Office, Warrenton, VA – August 2023*
- Fort Worth Police Department, Fort Worth, TX – October 2023*
- Georgetown Police Department, Georgetown, TX – August 2023*
- Goose Creek Police Department, Goose Creek, SC – December 2023*
- Greene County Sheriff's Office, Springfield, MO – October 2023*
- Hamilton Township Police, Maineville, OH – November 2023*
- Hampton Police Division, Hampton, VA – July 2023*
- Hobart Police Department, Hobart, IN – October 2023*
- Hoover Police Department, Hoover, AL – August 2023*
- Lafayette Parish Sheriff's Office, Scott, LA – December 2023*
- Lake Mary Police Department, Lake Mary, FL – August 2023*
- Lawton Police Department, Lawton, OK – July 2023*
- Lexington Police Department, Lexington, KY – December 2023*
- Los Alamitos Police Department, Los Alamitos, CA – July 2023*
- Los Angeles Police Department, Los Angeles, CA – August 2023*
- Mequon Police Department, Mequon, WI – October 2023*
- Missoula Police Department, Missoula, MT – December 2023*
- Montgomery County Constable's Office Pct. #3, Woodlands, TX – August 2023*
- Mustang Police Department, Mustang, OK – September 2023*

Myrtle Beach Police Department, Myrtle Beach, SC – September 2023
New Hanover County Sheriff's Office, Castle Hayne, NC – July 2023
New York Metropolitan Transportation Authority Police Department, New York, NY – August 2023
Newton County Sheriff's Office, Covington, GA – September 2023
North Little Rock Police Department, North Little Rock, AR – October 2023
Oswego Police Department, Oswego, IL – November 2023
Outagamie County Sheriff's Office, Appleton, WI – August 2023
Painesville Police Department, Painesville, OH – September 2023
Palatine Police Department, Palatine, IL – July 2023
Panama City Police Department, Panama City, FL – August 2023
Peoria Police Department, Peoria, AZ – August 2023
Perrysburg Police Division, Perrysburg, OH – September 2023
Polk County Sheriff's Office, Des Moines, IA – August 2023
Polk State College Kenneth C. Thompson Institute of Public Safety, Winter Haven, FL – November 2023
Sanford Police Department, Sanford, ME – October 2023
Sapulpa Police Department, Sapulpa, OK – October 2023
Sauk Prairie Police Department, Prairie Du Sac, WI – December 2023
South Carolina Law Enforcement Division, Columbia, SC – November 2023
St. Charles County Police Department, O'Fallon, MO – December 2023
Titusville Police Department, Titusville, FL – July 2023
Weld County Sheriff's Office, Greeley, CO – September 2023
Westchester County Police, Valhalla, NY – July 2023
Whatcom County Sheriff's Office, Bellingham, WA – August 2023
Worcester County Sheriff's Office and Ocean City Police Department, Ocean City, MD – November 2023

Congratulations



COMMAND Leadership Institute

Congratulations to the following hosts and agencies:

Aberdeen Police Department, Aberdeen, NC – November 2023
Abington Police Department, Abington, PA – July 2023
Alcoa Police Department, Alcoa, TN – September 2023
Alexandria Police Department, Alexandria, VA – November 2023
Atlantic Beach Police Department, Atlantic Beach, FL – August 2023
Aurora Police Department, Aurora, IL – August 2023
Baytown Police Academy, Baytown, TX – October 2023
Boulder County Sheriff's Office, Boulder, CO – November 2023
Bow Police Department, Bow, NH – December 2023
Central Shenandoah Criminal Justice Academy, Weyers Cave, VA – July 2023
Chester County Department of Emergency Services, Coatesville, PA – September 2023
Clay County Sheriff's Office, Liberty, MO – August 2023
College Station Police Department, College Station, TX – August 2023
Concord Police Department, Concord, NC – July 2023
Crater Criminal Justice Training Academy, Disputanta, VA – July 2023

Cumberland County Sheriff's Office, South Portland, ME – November 2023
Delaware Department of Correction, Dover, DE – September 2023
Delaware Division of Alcohol and Tobacco Enforcement, Dover, DE – July 2023
Dothan Police Department, Dothan, AL – December 2023
Eagle County Sheriff's Office, Eagle, CO – July 2023
Eau Claire Police Department, Eau Claire, WI – August 2023
Elizabeth Police Department, Elizabeth, NJ – September 2023
Elon Police Department, Elon, NC – August 2023
Escambia County Sheriff's Office, Pensacola, FL – August 2023
Fairhope Police Department, Fairhope, AL – August 2023
Fauquier Sheriff's Office, Warrenton, VA – October 2023
Flagstaff Police Department, Flagstaff, AZ – July 2023
Georgetown Police Department, Georgetown, TX – October 2023
Greene County Sheriff's Office, Springfield, MO – December 2023
Hamilton Township Police Department, Maineville, OH – August 2023
Hampton Police Division, Hampton, VA – September 2023
Harford County Sheriff's Office, Edgewood, MD – July 2023
Hobart Police Department, Hobart, IN – September 2023
Hoover Police Department, Hoover, AL – November 2023
Jupiter Police Department, Jupiter, FL – November 2023
Kansas City Regional Police Academy, Kansas City, MO – July 2023
Kenosha Police Department, Kenosha, WI – September 2023
Lafayette Parish Sheriff's Office, Scott, LA – October 2023
Lake Mary Police Department, Lake Mary, FL – September 2023
Largo Police Department, Largo, FL – August 2023
Lawton Police Department, Lawton, OK – August 2023
Leon County Sheriff's Office, Tallahassee, FL – September 2023
Lower Pottsgrove Township Police Department, Pottstown, PA – September 2023
Mequon Police Department, Mequon, WI – December 2023
Michigan Municipal Risk Management Authority, Lansing, MI – October 2023
Montgomery County Constable's Office Pct. #3, Woodlands, TX – October 2023
Morehead City Police Department, Morehead City, NC – August 2023
Murfreesboro Police Department, Murfreesboro, TN – October 2023
Mustang Police Department, Mustang, OK – October 2023
Myrtle Beach Police Department, Myrtle Beach, SC – October 2023
Naugatuck Police Department, Naugatuck, CT – October 2023
Newton County Sheriff's Office, Covington, GA – November 2023
North Little Rock Police Department, North Little Rock, AR – November 2023
NYS Police at University at Buffalo, Buffalo, NY – July 2023
Okaloosa County Sheriff's Office, Crestview, FL – August 2023
Oswego Police Department, Oswego, IL – October 2023
Painesville Police Department, Painesville, OH – October 2023
Passaic County Sheriff's Department, Wayne, NJ – July 2023
Polk County Sheriff's Office, Des Moines, IA – October 2023
Randolph Township Police Department, Randolph, NJ – October 2023
Roanoke Police Department, Roanoke, VA – December 2023
San Gabriel Police Department, San Gabriel, CA – August 2023
Sanford Police Department, Sanford, ME – July 2023

Southaven Police Department, Southaven, MS – November 2023
St. Johns County Sheriff's Office, St. Augustine, FL – July 2023
Stuart Police Department, Stuart, FL – October 2023
Tampa Police Department, Tampa, FL – July 2023
Tulsa County Sheriff's Office, Tulsa, OK – November 2023
Wayne County Sheriff's Office, Richmond, IN – July 2023
Weld County Sheriff's Office, Greeley, CO – October 2023
Westchester County Police, Valhalla, NY – September 2023
Woods Cross Police Department, Woods Cross, UT – October 2023
Worcester County Sheriff's Office and Ocean City Police Department, Ocean City, MD – December 2023

Congratulations



EXECUTIVE Leadership Institute

Congratulations to the following hosts and agencies:

Akron Children's Hospital Police, Cuyahoga Falls, OH – August 2023
Alcoa Police Department, Alcoa, TN – November 2023
Alexandria Police Department, Alexandria, VA – December 2023
Anne Arundel County Police Department – October 2023
Atlantic Beach Police Department, Atlantic Beach, FL – November 2023
Aurora Police Department, Aurora, CO – August 2023
Belfast Police Department, Belfast, ME – December 2023
Bow Police Department, Bow, NH – October 2023
Brewer Police Department, Brewer, ME – October 2023
Central Shenandoah Criminal Justice Academy, Weyers Cave, VA – September 2023
Chester County Department of Emergency Services, Coatesville, PA – November 2023
College Station Police Department, College Station, TX – December 2023
Concord Police Department, Concord, NC – September 2023
Delaware Division of Alcohol and Tobacco Enforcement, Dover, DE – October 2023
Eagle County Sheriff's Office, Eagle, CO – October 2023
Eau Claire Police Department, Eau Claire, WI – November 2023
Elizabeth Police Department, Elizabeth, NJ – November 2023
Fairhope Police Department, Fairhope, AL – October 2023
Fauquier Sheriff's Office, Warrenton, VA – December 2023
Flagstaff Police Department, Flagstaff, AZ – September 2023
Fort Smith Police Department, Fort Smith, AR – August 2023
Fort Worth Police Department, Fort Worth, TX – August 2023
Hampton Police Division, Hampton, VA – December 2023
Hartford Police Department, Hartford, VT – July 2023
Idaho Police Officer Standards and Training, Meridian, ID – October 2023
Jupiter Police Department, Jupiter, FL – September 2023
Kansas City Regional Police Academy, Kansas City, MO – September 2023
Kenosha Police Department, Kenosha, WI – October 2023
Lafayette Parish Sheriff's Office, Scott, LA – August 2023

Lakewood Police Department, Lakewood, WA – December 2023
Largo Police Department, Largo, FL – October 2023
Leon County Sheriff's Office, Tallahassee, FL – July 2023
Louisiana State Police, Baton Rouge, LA – July 2023
Madison Police Department, Madison, AL – July 2023
Mansfield Police Department, Mansfield, MA – October 2023
Michigan Municipal Risk Management Authority, Bay City, MI – November 2023
Montgomery County Constable's Office Pct. #3, Woodlands, TX – September 2023
Murfreesboro Police Department, Murfreesboro, TN – August 2023
Mustang Police Department, Mustang, OK – December 2023
Myrtle Beach Police Department, Myrtle Beach, SC – November 2023
Nampa Police Department, Nampa, ID – October 2023
Nashville Police Department, Rocky Mount, NC – August 2023
New Bern Police Department, New Bern, NC – August 2023
Newton County Sheriff's Office, Covington, GA – July 2023
Northville Township Police Department, Northville, MI – August 2023
Okaloosa County Sheriff's Office, Crestview, FL – October 2023
Oswego Police Department, Oswego, IL – September 2023
Outagamie County Sheriff's Office, Appleton, WI – October 2023
Painesville Police Department, Painesville, OH – August 2023
Passaic County Sheriff's Department, Wayne, NJ – September 2023
Polk County Sheriff's Office, Des Moines, IA – December 2023
Puyallup Police Department, Puyallup, WA – October 2023
Randolph Township Police Department, Randolph, NJ – December 2023
San Gabriel Police Department, San Gabriel, CA – November 2023
South Daytona Police Department, South Daytona, FL – November 2023
South Texas College Regional Center for Public Safety Excellence, Pharr, TX – September 2023
Southaven Police Department, Southaven, MS – July 2023
Southwest Virginia Criminal Justice Training Academy, Bristol, VA – August 2023
Tampa Police Department, Tampa, FL – October 2023
Tulsa County Sheriff's Office, Tulsa, OK – July 2023
Washington County Sheriff's Office, Stillwater, MN – November 2023
Weld County Sheriff's Office, Greeley, CO – December 2023
Westchester County Police, Valhalla, NY – December 2023
Woods Cross Police Department, Woods Cross, UT – July 2023

Congratulations



LEADERSHIP INTEGRITY

Congratulations to the following hosts and agencies:

Delaware Department of Corrections, Dover, DE – December 2023
Denton Police Department, Denton, TX – December 2023

Congratulations



INTERNAL AFFAIRS Investigations

Congratulations to the following hosts and agencies:

- Abington Police Department, Abington, PA – December 2023*
- Delaware Division of Alcohol and Tobacco Enforcement, Dover, DE – August 2023*
- Denton Police Department, Denton, TX – October 2023*
- Fort Oglethorpe Police Department, Fort Oglethorpe, GA – July 2023*
- Greene County Sheriff's Office, Springfield, MO – August 2023*
- Hartford Police Department, White River Junction, VT – August 2023*
- Kansas City Regional Police Academy, Kansas City, MO – October 2023*
- Prescott Valley Police Department, Prescott Valley, AZ – July 2023*
- Snohomish County Sheriff's Office, Marysville, WA – September 2023*



MEDIA & PUBLIC RELATIONS

Congratulations to the following hosts and agencies:

- Beatrice Police Department, Beatrice, NE – September 2023*
- Brunswick Police Department, Brunswick, ME – July 2023*
- Clackamas County Sheriff's Office, Clackamas, OR – September 2023*
- Delaware Division of Alcohol and Tobacco Enforcement, Dover, DE – December 2023*
- Englewood Police Department, Englewood, CO – August 2023*
- Fort Worth Police Department, Fort Worth, TX – August 2023*
- Garner Police Department, Garner, NC – October 2023*
- Indianapolis Metropolitan Police Department, Indianapolis, IN – October 2023*
- Jefferson County Sheriff's Office, Fultondale, AL – July 2023*
- Jupiter Police Department, Jupiter, FL – July 2023*
- Ohio State Highway Patrol, Columbus, OH – August 2023*
- Walworth County Sheriff's Office, Elkhorn, WI – November 2023*



MASTER PUBLIC INFORMATION OFFICER

Congratulations to the following hosts and agencies:

- Brighton Police Department, Brighton, CO – July 2023*
- Kendall County Sheriff's Office, Yorkville, IL – October 2023*
- Manheim Township Police Department, Lancaster, PA – November 2023*
- Passaic County Sheriff's Department, Wayne, NJ – September 2023*
- St. Augustine Police Department, St. Augustine, FL – October 2023*



CULTURE & DIVERSITY INSTITUTE

Congratulations to the following host and agency:

- Pensacola State College Police Department, Pensacola, FL – August 2023*

Welcome!

Waldorf University

FBI-LEEDA is proud to announce a new partnership with Waldorf University, a distinguished institution with strong programs preparing tomorrow's leaders in homeland security and law enforcement, to support the law enforcement community through offerings in higher education.



Waldorf University has analyzed the courses offered by FBI-LEEDA and, based on our quality and learning objectives, will grant students who pass these courses and submit the required supporting documentation to Waldorf University undergraduate credit to apply towards a degree. FBI-LEEDA students and members will now receive:

- *A discount on tuition at Waldorf University towards the pursuit of an online certificate or degree program at the undergraduate and/or graduate level.*
- *The ability to pass along an online tuition discount to the immediate family of active FBI-LEEDA members.*
- *Exclusive access to an online Learning Partner scholarship awarded 6 times annually.*
- *Eligibility for active members and/or their families to receive an annual scholarship to attend on-campus in Forest City, IA.*

Contact our representative from Waldorf University:

Ron Spradling, MS
Director of Outreach
ron.spradling@waldorf.edu
251-385-3900



At Waldorf University, FBI-LEEDA courses are now eligible for transfer credits into the following programs:

- *Associate of Arts in Criminal Justice*
- *Bachelor of Science in Criminal Justice*
- *Bachelor of Science in Criminal Justice Administration*
- *Associate of Arts in Homeland Security*
- *Bachelor of Arts in Homeland Security*
- *Bachelor of Applied Science in Homeland Security*
- *Associate of Arts in Global Leadership*
- *Associate of Arts in Leadership Communication*
- *Bachelor of Science in Organizational Leadership*

Scan here for more important information:





FBI-LEEDA'S University Partnerships

Graduate Credit Programs Directory

You can earn college credit for completing our Trilogy education courses – Supervisor Leadership Institute, Command Leadership Institute and Executive Leadership Institute.



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



Husson University

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

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

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



Purdue University Global

For more information about the PGU program, contact:

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



Rosemont College

For more information about their program, contact

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

FBI-LEEDA partners with the following institutions that have agreed to offer college level credit for those who have completed the FBI-LEEDA Trilogy Leadership Series. To learn more about available programs. Visit fbileeda.org/page/CollegeCredit for details and links to these graduate programs



Saint Elizabeth University

For more information about their program, contact

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

Professor of Criminal Justice Chairperson of the Criminal Justice Program & Director of the Graduate Program in Justice Administration and Public Service

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



University of San Diego

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

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

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

www.criminaljustice.sandiego.edu



Waldorf University

For more information about the Waldorf University program, contact:

Contact: Ron Spradling, MS, Director of Outreach

ron.spradling@waldorf.edu | Tel: (251) 385-3900



This completes my trilogy. This has been the best leadership classes I have taken in my 27 years of Law Enforcement. It is current, relatable and engaging. I have made it a point to have this be the Supervisor training method for my Department. Thank you.

ELI

Brewer, ME

October 2023



FBI-LEEDA Instructors



David Allen



Dr. Anthony Batts



Carolyn Birch



David Boggs



Paul Chambers



Sarah Connolly



Eric Daigle



Matt Fagiana



Carol Frederick



Virginia Gleason



Dr. Jeff Green



Mike Hairston



Jennifer Harris



Adam Hirsch



Larry Horak



Mike Horn



Les Kachurek



David Lyons



Jason Lyons



David McGill

SAVE. THE. DATE.

Join us April 28 - May 1, 2024

Registration Now Open: <https://fbileeda2024.org/>





Neil Moore



Adam Myrick



Ed Pallas



John Perez



Tim Plotts



Todd Radford



Chad Read



Dan Rincon



Mary Rook



Stephanie Slater Goldfuss



Luis Soler



Marcel Spaulding



Emma Swearingen



Jerry Thompson



John Turner



Sean Whent



Terri Wilfong



Frank Woodall



Mike Zaro



Keith Bushey
Instructor Emeritus



FBI-LEEDA LEADERSHIP TRILOGY:

Our series of core education programs providing mid- to upper-level leaders intensive training in management concepts and practices faced by today's law enforcement professionals.

Supervisor Leadership Institute | Command Leadership Institute | Executive Leadership Institute

PLATINUM LEVEL



Justice Federal Credit Union

Contact: Judy Pollard, Business Development Officer
5175 Parkstone Drive, Suite 200, Chantilly, VA 20151
Telephone: 703-480-5300 Ext. 3148
Email: pollardj@jfcu.org



Verizon

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



GOLD LEVEL



National Insurance Crime Bureau

Contact: Mary Aftanas, Director of Operations
Telephone: 847-544-7042
E-mail: maftanas@nicb.org



SILVER LEVEL



ELITE Interactive Solutions, Inc.

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

BRONZE LEVEL



ecoATM - Gazelle

Contact: Michael McCann,
Sr. Director of Law Enforcement Relations
10121 Barnes Canyon Road, San Diego, CA
92121
Telephone: 858-739-7287
Email: michael.mccann@ecoatm.com
www.ecoatm.com/law-enforcement



SymbolArts

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



GLOCK

PERFECTION

Contact: Jeremy Sims
Government Contracts Manager

6000 Highlands Parkway SE
Smyrna, GA 30082
Telephone: 770-432-1202
Email: jeremy.sims@glock.us



THOMSON REUTERS

CLEAR

Thomson Reuters-Clear

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McLean, VA 22102
Telephone: 703-219-2511
Cell: 571-422-6548
Email: daniel.desimone@thomsonreuters.com
www.clear.thomsonreuters.com



Off Duty Management

Contact: Kelsey Cruz
Business Development & Marketing Specialist
Office: 877-636-8300 ext. 4620
Direct Line: 281-574-4620
Email: kcruz@offdutymanagement.com
www.offdutymanagement.com



University of San Diego

Contact: Casey Murphy,
Senior Marketing Manager
5998 Alcala Park, San Diego, CA 92110
Telephone: 619-260-4573
Email: caseymurphy@sandiego.edu
www.criminaljustice.sandiego.edu



Police and Sheriffs Press

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



Membership Resources

Membership Benefits

REMEMBER TO RENEW YOUR MEMBERSHIP

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

FBI-LEEDA members benefit from:

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

Life Membership Benefits

ARE YOU ELIGIBLE FOR FBI-LEEDA LIFE MEMBERSHIP?

To qualify, you must be:

- *A dues-paying active member in good standing for 10 years or more*
- *Retired from public service*

Request FBI-LEEDA Life Membership by contacting FBI-LEEDA's office at info@fbileeda.org

Members' Spotlight

SHARE YOUR EXPERIENCES. GET PUBLISHED.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. Maximum word count for article submissions is 500 words.

Please include your high resolution professional portrait (300 dpi, .JPG or .TIF file), and a short bio and e-mail to the FBI-LEEDA office: marketing@fbileeda.org

We welcome your submission.

Hosting Courses

HOW TO HOST FBI-LEEDA TRAINING

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



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

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

www.fbileeda.org

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



Announce Your Candidacy:

FBI-LEEDA Sergeant at Arms

JOIN OUR EXECUTIVE BOARD

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

Members interested in running for an Executive Board Position must be an Active FBI-LEEDA member and must be employed as the Chief Law Enforcement Officer at the time of nomination and election. Candidate **must** be an FBI-LEEDA Trilogy recipient or receive their trilogy by the conference.

Deadline to submit your candidacy statement: Sunday, March 31, 2024.

Send your written statement of intent to:

FBI-LEEDA, Inc.

Attention: President Donna McNamara

5 Great Valley Parkway, Suite 359, Malvern, PA 19355



Find Us / Contact Us

Find us online for:

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

www.fbileeda.org

Find us on Social Media:



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Law Enforcement Executive Development Association



Follow us on Twitter:

@FBILEEDA



Follow us on Instagram:

@FBILEEDA



Connect with us on LinkedIn:

FBI-Law Enforcement Executive Development Association

About Us

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

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

Art Director: Judith A. Grubb

Contact us at:

FBI-LEEDA

5 Great Valley Parkway, Suite 359

Malvern, PA 19355

Tel: 877-772-7712

Fax: 610-644-3193



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



eTrilogy

Putting the Pieces Together – Online
One class at a time - day or night - at any time

FBI-LEEDA offers four courses via distance:

Basic Supervisory Liability

Advanced Supervisory Liability

Distance Learning Ethics

First Amendment Liability Issues for Supervisors

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

POST credit inquiries for these courses should be directed to FBI-LEEDA's office at 877-772-7712 or email at: training@fbileeda.org

How to Receive an eTrilogy Certificate

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



FORCEMETRICS

Scan to learn more



www.forcemetrics.ai

Helping You Solve Crime in Seconds

ForceMetrics is an intuitive search and insights platform simplifying public safety decision-making

Understand context for informed response and safer outcomes

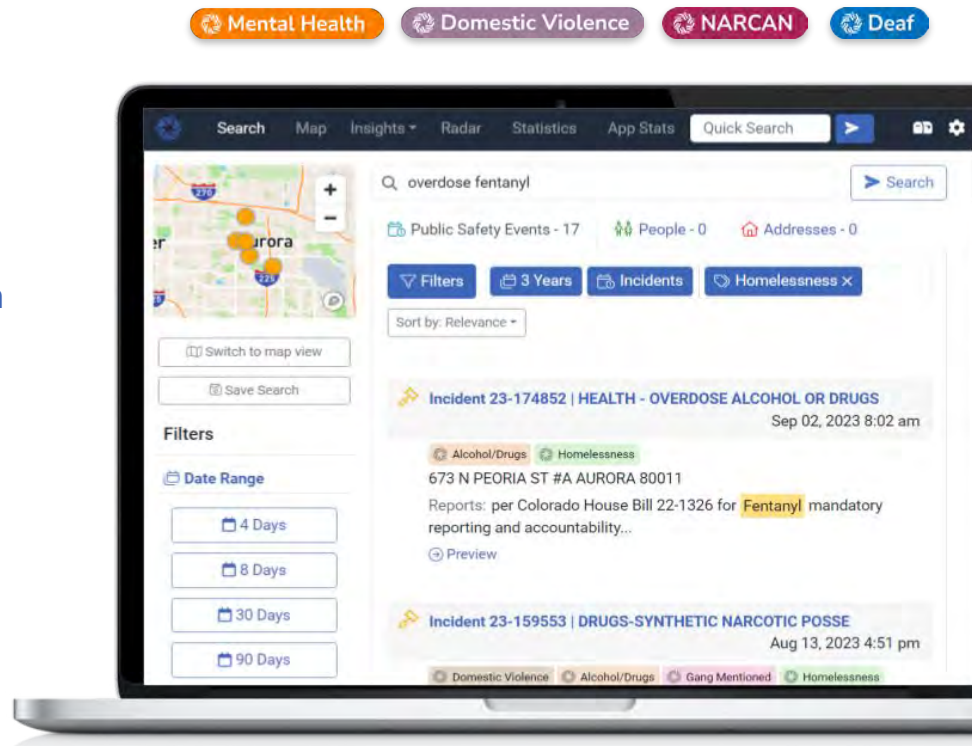
Get critical context at a glance with automated report summarization and flagged safety risks and social needs.

Access the information you need in the moment to clear calls faster

Reduce investigative legwork and find the information you need in one click with streamlined access to your data.

Gain clear visibility into community needs and crime trends

Identify social needs, analyze crime patterns, and better allocate resources with data insights dashboards.



Optimize Response

A dispatcher used ForceMetrics to link a welfare check call for a suicidal subject to a similar incident days prior, and instead send a case worker to evaluate.

Save Time Searching

"The owner of a vehicle had reported it stolen. I found that it had been towed for a parking violation in ForceMetrics before my CAD search even finished!"

Close Cases Faster

"ForceMetrics found the address for a homicide on the first search, that my squad of 6 guys took over 6 hours to find reading reports."
Abilene, TX

Results that Matter

"Two kids were lost wandering the street, they couldn't spell their last name and your app found their mother's name immediately."
Greensboro, NC



FBI-LEEDA Insider

5 Great Valley Parkway, Suite 359
Malvern, PA 19355

Issue 1 – Winter 2024



FBI-LEEDA:

Advancing the
Science and Art of
Law Enforcement
Leadership
Since 1991



SAVE THE DATE

Annual Executive Training Conference
Sun., April 28 - Wed., May 1, 2024



FBI-LEEDA conference is known for cutting-edge presentations from the top thought-leaders in our industry, as well as networking events, dining and engagements.

Event location: **Grand Hyatt San Antonio**



<https://fbileeda2024.org/>