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Issue II — Fall 2024

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Two Days in the World of Mental Health:
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Issue II – Fall 2024

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President's Letter

Dear FBI-LEEDA Family,

Please accept this communication as a symbol of the tremendous respect the FBI-LEEDA Executive Board, staff, and instructors have for all we serve. Our team at FBI-LEEDA, whether on the road, or in the field, provides agencies across the U.S., Caribbean, and world, the unique opportunity to standardize the expected deliverables from policing professionals because of our unique capacity to provide training anywhere. During my speech at the 2024 conference in San Antonio, I described what can and should be expected from us and pledged to do my very best as president to further narrow the training gap between big city policing and smaller departments with even smaller budgets.

We realize that many budgets are not conducive to providing consistent training for our fellow policing professionals, but we have dedicated ourselves to expand the knowledge base for all in policing while making our training programs relatable, achievable, and meaningful. We cannot hope to avoid the problems we have seen become prominent drivers for change in policing when the actions or inaction of the one or few are allowed to unfairly redefine our profession. As the leader in police training, it is our collective responsibility to arm any persons who can potentially affect this noble profession with the skills and tools to deliver service in a consistent and constitutional manner.

Our leadership classes and curriculum are refreshed so they remain relevant, and we constantly pursue expanding the training roster with the very best facilitators; highly educated and experienced subject matter experts who we value, support and entrust to shape the minds of future police leaders. I receive constant feedback from our partners extolling the ease with which they can schedule classes and how well our staff works with agency heads to emphasize areas of need that our instructors discuss and address in the classroom environment. Across the past 12 months we reached almost 17,000 students, hosting over 500 classes, awarding 58 Agency Trilogy Awards, and there is no reason to believe the momentum will slow in 2025.

In fact, under the leadership of our Executive Director Jacques Battiste, we are negotiating memorandums of understanding with the Caribbean Association of Commissioners of Police, the United Arab Emirates, the National Football League (Child ID Program), Disney, Walmart, and non-traditional public safety providers that have identified tremendous value of FBI-LEEDA as a high-performance training provider. Currently, eight formal academic partners and many other informal partner universities honor Trilogy Classes in the credit evaluation process, saving our students thousands in tuition costs and helping to bridge some of the education gaps in policing.

Networking has been a major cornerstone for this organization, and we have not been reluctant about our overt attempts to remain engaged and reengage with trilogy award recipients at the annual conference. WE WANT YOU BACK and promise to provide the appropriate energy and engaging plenary sessions from contemporary thought leaders that can be easily applied in your areas of responsibility.

The 2025 conference will be held in New Orleans, Louisiana, at the Sheraton Hotel Conference Center. It will provide the unique access to instructors, chiefs, speakers within/outside of sessions as only FBI-LEEDA can execute, so make sure you invest in your future, and the future of others by registering early, and exposing co-workers old and new to the LEEDA experience. Please visit FBILEEDA2025.org to register and find additional details leading up to the event. Bring a friend; they will thank you!

Warm regards, Best,

Dr. Joel Fitzgerald, Sr.

Chief Joel F. Fitzgerald, Sr. Ph.D.

President, FBI-LEEDA

Regional Transportation District (RTD), CO



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Past President,
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.



Fall 2024 – The Executive Director’s Report

Steering the Mission



Jacques S. Battiste
Executive Director
FBI-LEEDA

Greetings:

I hope this message finds you all in good health and high spirits, as we move into the fall season.

Reflecting upon the past year, I continue to be humbled and honored to express my heartfelt gratitude for your incredible support, dedication, and unwavering commitment to our organization. The value each of you bring through your work ethics as staff, knowledge expertise as instructors, guidance and leadership as Board and Past Presidents, with overall support as members, sponsors, and exhibitors, has been the cornerstone of our collective success.

Personally, it has been a momentous and transformative journey, as I approach completion of my second year as Executive Director/CEO. From the beginning, this community has welcomed me with warmth and kindness, and I am profoundly grateful for that. Your trust and confidence in my leadership and ability have driven our greater accomplishments over the past eighteen months.

Leadership and excellence lie at the heart of our organization’s ethos, and I am continually inspired by the dedication each of you demonstrate day in and day out. Your selfless contributions of time, expertise, and passion for success have helped us advance our initiatives and make a meaningful impact on the lives of those we serve. Your unwavering commitment is a testament to your incredible value to our organization, and I want to express my sincerest appreciation for your involvement.

During my tenure, thus far, we have achieved significant milestones that have poured the foundation for a stronger and more cohesive organization. Our primary objectives were to create a more open and transparent process for joining our elite instructor cadre, create a new Curriculum Review Committee (CRC) now comprising Past Presidents, FBI-LEEDA instructors, and Academic Partners, and finally to increase membership, sponsorship, and potential interest in growing international training. Our most recent national conference in San Antonio this past April disclosed approximately 550 registered attendees, including phenomenal, enhanced training and star-studded speakers and presenters. We have also realigned training initiatives with Canada and have locked in over a half a dozen classes for our law enforcement brethren across the northern border for 2025!

I am thrilled to share that we have accomplished these goals. This approach ensures that every member has an equal opportunity to contribute their talents and ideas, fostering an inclusive environment for all.

Further, we will continue to enhance current training to meet the changing socioeconomics of our culture and to even develop new relevant courses that can be applicable to international as well as domestic policing alike.

I am also delighted to share that our membership remains robust, with over 9,844 active and associate members and currently working to encourage participation from private sector and corporate security agencies also.

LEADERSHIP & EXCELLENCE Curriculum Review Committee FBI-LEEDA Five Year Strategic Plan

Administratively, we have enhanced our Bylaws and Membership committees, by modernizing our bylaws to foster member engagement and governance. The updates make us more efficient, transparent, and adaptable to our members’ needs. You’ll have the opportunity to find out about the changes soon.

We also recognized the need to fortify our internal capabilities to support our members better and further our mission. We are taking strategic steps to add critical staff and expertise to our team, which will significantly enhance our ability to address challenges and deliver greater value to you.

Another significant accomplishment has been the implementation of the FBI-LEEDA Five Year Strategic Plan, a comprehensive roadmap that outlines our collective aspirations and the strategic initiatives. The goals are ambitions yet attainable, grounded in our unwavering commitment to continuous learning, enduring relations, exemplary leadership, diversity and inclusion, and agility and accountability. Together, through this plan, we will achieve excellence in law enforcement leadership education, foster a culture of innovation, and make a positive impact on the communities we serve.

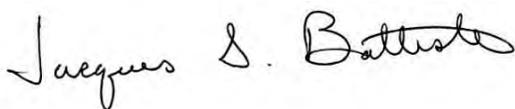
As we celebrate these achievements, we eagerly anticipate the upcoming 33rd Annual FBI-LEEDA Executive Training Conference, which promises to be a grand occasion beyond our San Antonio conference. We anticipate continued networking, knowledge sharing, and collective growth. I am excited about this year’s conference to be held April 27-30, 2025, in New Orleans, LA. The stunning locale of Crescent City will undoubtedly serve as an inspirational backdrop to further strengthen the bonds within our community and chart a course for a brighter future.

None of these accomplishments would have been possible without your steadfast support and the collective effort of our remarkable team. With immense pride and enthusiasm, I look forward to the next phase of our journey together as we continue to build on our successes and overcome new challenges with the unwavering spirit that defines our organization.

In closing, I extend my heartfelt thanks to Past President Donna McNamara, new President Joel Fitzgerald, the full Executive Board, Past Presidents, dynamic instructors, and a prolific staff; especially COO Michael Robinson, for driving the positive changes we have achieved thus far. Together, we shall embrace the opportunities that lie ahead and profoundly impact the lives of those we continue to touch daily.

With utmost gratitude, appreciation, and warmest regards.

Jacques



Jacques S. Battiste
Executive Director, FBI-LEEDA



FBI-LEEDA POST Approvals by State *(as of August 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										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

Meet FBI-LEEDA's 2024-2025 Sergeant at Arms

Chief TiRynn Hamblin

At the 32nd Annual Executive Training Conference, FBI-LEEDA members elected Chief TiRynn Hamblin as the 2024-2025 Sergeant at Arms. Chief Hamblin, who leads the Rangely Police Department in Rangely, Colorado, has been an active FBI-LEEDA member since 2019 and received his own Trilogy Award in 2020. Under his exceptional leadership, the entire command staff of the Rangely Police Department also earned their Trilogy Awards.

In April 2024, the Rangely Police Department was honored with the Agency Trilogy Award. Chief Hamblin completed FBI-LEEDA's Media & Public Relations course and was among the first to graduate from FBI-LEEDA's inaugural Culture & Diversity Institute course.

Chief Hamblin is currently pursuing a B.S. in Public Service & Public Policy (Emergency Management & Homeland Security) at Arizona State University.

Thank you, Chief Hamblin, for your unwavering commitment to FBI-LEEDA and advancing public safety leadership! We look forward to your tenure on FBI-LEEDA's Executive Board.



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2025 FBI-LEEDA
NEW ORLEANS

FBILEEDA2025.org

AI In Law Enforcement

— Corporal M. Smith
Mountain Brook Police Department, Alabama



Today it seems like every time you open social media or look at the news, Artificial Intelligence (AI) is at the forefront of discussion. Good or bad, AI is here to stay, and with time it will only grow smarter and proliferate further into our daily lives. We all probably interact with forms of AI today and do not even realize we are doing it. The big question we all have as law enforcement professionals is this, “When will AI break into our industry, and in what ways?” In fact, AI has already begun to creep into our professional lives. According to OpenAI’s ChatGPT (GPT = Generative Pre-Trained Transformers), AI’s use in law enforcement today includes facial recognition, automated license plate readers (ALPR), social media monitoring, crime analysis for investigation and predictive policing, and forensic analysis, just to name a few. The actual AI portions of these technologies take the form of Convolutional Neural Networks (CNNs), Machine Learning (ML), Optical Character Recognition (OCR), and Natural Language Processing (NLP). These forms take the job of AI and its abilities deeper than what we might be used to with OpenAI’s ChatGPT, DALL-E, or Sora, Google’s Gemini, or Grammarly, which are common generative AI options made up of Large Language Models (LLMs), text-to-image, and text-to-video generators.

What does this mean for law enforcement leaders? Using my agency as an example, we recently moved to put out a general order prohibiting the use of AI in all forms except those explicitly approved by the command staff and vetted by our vendors. What we may not realize is that our officers are innocently feeding privileged and confidential information to AI models. This data could be kept by the service and used to train the model for use by everyone in the future. An example of this could be a patrol officer using Grammarly or ChatGPT to check their report narrative for grammatical mistakes. A quick search of Grammarly’s website tells us that they take security and privacy very seriously, but use data to train their AI model and share the data with “...our small number of thoroughly vetted partners...” They go on to state the data is not used to train their “partners” products. Grammarly’s website also states that they do not own the data used in their service. According to the security firm Forcepoint, ChatGPT “...collects both your account-level information as well as your conversation history. This includes records such as your email address, device, IP address and location, as well as any public or private information you use in your ChatGPT

prompts.” They then use this data to train their AI model. The ownership of the generated responses is still up for debate, meaning a corrected narrative could be public domain. With law enforcement narratives stored on their servers, much like our own, they are just one more weak point away from a hack and discovery. Now is the time for law enforcement leaders to decide for their agencies to protect the security of their data. Regulation and legislation have been far too slow to reign in AI development and protect data. There are always pros and cons to a new technology, but AI has the potential to be the most dangerous new form of technology if not used properly and with the right guidance.

OpenAI. (2024). ChatGPT [Large language model].
<https://chat.openai.com/chat>

Privacy. Grammarly. (n.d.).
<https://www.grammarly.com/privacy>

Yes, CHATGPT saves your data. here’s how to keep it secure.
Forcepoint.
<https://www.forcepoint.com/blog/insights/does-chatgpt-save-data>



Micah Smith

Corporal Micah Smith of the Mountain Brook Police Department (Alabama) has been in law enforcement for six years. He has been serving as the department’s Technical Services Officer for over 3 years, specializing in all forms of law enforcement technology. His purview includes records/jail management systems administration and maintenance, NIBRS compliance, fingerprint records management, department proximity security, immigration inquiries, hardware/software maintenance, and fleet equipment management. As a graduate of the University of Alabama at Birmingham with a BS in Criminal Justice, and coming from a law enforcement family, he quickly found that law enforcement technology was his calling. He is continuing his education by pursuing a MS in Management of Information Systems, also from the University of Alabama at Birmingham. Micah also serves as team leader of the department’s Honor Guard unit, a certified Peer Support member, a certified firearms instructor, and weapons armorer.

Your Oxygen Mask First: Prioritizing Wellness

— *Captain Kyle J. Nall, U/30, Lieutenant Colonel
Kentucky State Police*

Imagine being a hero every day but feeling like a silent victim of unseen battles – this is the reality for many law enforcement officers. Every time we board a plane, we are reminded that in the case of an emergency, we must secure our own oxygen mask before assisting others. Just as oxygen depletion hinders one’s ability to help others, neglecting self-care impairs one’s capacity to serve effectively.

Law enforcement officers face a myriad of challenges extending far beyond the confines of their job descriptions. From confronting critical incidents to enduring societal pressures, the demands placed upon them are immense. However, amidst the daily rigors of “business as usual,” it’s imperative to underscore the significance of health and wellness, making it a cornerstone of the law enforcement mission. Hence, the intent of writing this article.

When delving into the sobering statistics surrounding law enforcement, a stark reality emerges. The average police officer is exposed to an astonishing 178 critical incidents throughout their career, compared to only 2-3 for the average civilian. Similarly, public safety telecommunicators encounter far more critical incidents leading to vicarious trauma throughout their careers.

A 54% increase in suicide risk compared to other professions emphasizes the urgent need for mental health interventions in the law enforcement community. Likewise, 24% of public safety telecommunicators will experience symptoms of post-traumatic stress disorder (PTSD) and depression. These alarming statistics provide insight on how the toll of the job, compounded by stress, trauma, and exposure to critical incidents, affects the mental well-being of our personnel.

Adding to the gravity of the situation, studies indicate that the average lifespan of a police officer ranges from 57 to 66 years old, according to the National Center for Biotechnology Information (NCBI). Unsurprisingly, most premature deaths stem from heart disease directly related to job-related stress, unhealthy coping mechanisms, and chronic sleep deprivation. Heart disease and depression prove to be more likely threats than felonious assault in the law enforcement community.

In recognizing these sobering realities, leaders must remain steadfast in their commitment to prioritizing the health and wellness of our most valuable resource, our personnel. Through initiatives promoting mental health awareness, providing access to counseling services, and fostering a culture of support, education, and resilience, the adverse effects of stress and trauma can be mitigated. It is without question, though, that the burden falls on leadership. In fact, 75% of burnout can be directly traced back to a toxic organizational culture. A culture for which we, as leaders, are responsible for creating.

If we allow the current “wellness craze” to simply be another box checked, then we are knowingly creating a culture where stress related illness, depression, and suicide thrive. Law enforcement leaders must make intentional efforts to overcome their own fears associated with this paradigm shift and develop programs, devote resources, and manage cultural changes that leave a lasting impact on the future generations of the law enforcement community.

Self-care is not a luxury; it's a necessity. Our personnel are regularly called upon to intervene in the well-being of the general public, so it is our responsibility to ensure their well-being in return. Mandating EMDR therapy, educational sessions, stress debriefs, and other wellness programs should no longer be taboo for leaders. By embracing these initiatives, we can cultivate a culture of wellness that enriches our lives and strengthens our capacity to serve our communities. To achieve this paradigm shift, we must remember to secure our own oxygen masks first and continually remind our valued employees to do the same.



Kyle Nall

Captain Kyle Nall is the commander of the Kentucky State Police Health & Wellness Branch. His career with the Kentucky State Police began in 2002 as a Telecommunicator. In 2005, he graduated from the Kentucky State Police Academy and was assigned as a patrol trooper. Nall has served KSP in many roles, from Telecommunicator to Lieutenant Colonel. From 2017 to 2019, during his assignment as the Kentucky State Police Academy Commander, he oversaw training for 4 Cadet Classes and 4 Telecommunications Academy Classes, totaling over 200 personnel trained under his command. In 2020, Nall was promoted to the rank of Lieutenant Colonel, where he served for over 3 years before taking the reins of building and developing the agency's newest branch, the Health & Wellness Branch. Nall holds a Bachelor of Criminal Justice degree from Tiffin University, and a Master of Science in Organizational Leadership from Indiana Tech University.



“

“I just sat for my Sergeant’s interview with the State Police and pulled the ‘People are people with problems’ quote from Jerry Thompson’s block of instruction. I just got the call and will be promoted.”

SLI
Waterville, ME
July 2024

Advancing Justice: The Case for Merit-Based Promotions in Law Enforcement

— *Sergeant Jeremy Miller*
Okaloosa County Sheriff's Office, Florida

In the realm of law enforcement, the question of how promotions are granted has far-reaching implications for the effectiveness and integrity of the entire system. Traditionally, many agencies have relied on factors such as longevity, personal relationships, individual subjectivity, or political considerations when deciding who should climb the ranks. However, there is a growing consensus that a merit-based promotion process holds the key to a more efficient, transparent, and accountable law enforcement system.

The Merit-Based Advantage

A merit-based promotion system ensures that individuals ascend through the ranks based on their skills, performance, and overall contribution to the force. Unlike the seniority-focused approach, which rewards time served, a merit-based system fosters a culture of excellence, encouraging officers to continually develop their abilities and stay abreast of evolving law enforcement techniques and technologies.

By focusing on merit, law enforcement agencies can tap into the full spectrum of talent within their ranks. The most capable individuals, regardless of how long they have been in service or their political connections, rise to leadership positions. This approach promotes a dynamic and innovative culture within law enforcement agencies, ultimately benefiting the community they serve.

Objective Evaluation of Competence

Merit-based promotions involve a rigorous and objective evaluation process that considers an officer's skills, knowledge, leadership abilities, and commitment to ethical standards. This process typically includes assessments, evaluations, and performance reviews. Such a comprehensive evaluation ensures that those in leadership positions are not just experienced but are also equipped with the necessary qualities to make critical decisions in the interest of public safety. This approach fully embraces the "whole person" concept.

Longevity vs. Performance

One of the main drawbacks of longevity-based promotions is that time served does not necessarily correlate with effectiveness or competence. While experience is undoubtedly valuable, it should not be the sole determinant of an officer's suitability for a leadership role. Merit-based promotions emphasize performance over time, allowing the most qualified individuals to ascend quickly, bringing fresh perspectives and energy to leadership positions.

Political Neutrality and Public Trust

The injection of politics into the promotion process can erode public trust in law enforcement. Merit-based promotions eliminate the perception of favoritism or bias, as officers know they will be advanced based on their abilities and achievements rather than political affiliations. This transparency helps build public trust, a cornerstone of effective policing in any community.

Personal Relationships and Individual Subjectivity

Basing promotions on who we like or who our friends are may feel good, but it does a disservice to both the organization and the community due to the inherent bias. Our biases will inevitably cloud our judgement and drive our evaluations of others via subjective measures instead of clearly established objective standards. Only when we base performance on objective standards are we able to legitimately identify the best and brightest among us. An organization with well-rounded and high achieving managers and supervisors breeds contagious success and durability. Conversely, an organization comprised of individuals promoted due to personal relationships, favoritism, or cliques is demoralizing and ultimately doomed to fail.

Fostering a Culture of Continuous Improvement

Merit-based promotions create a culture where officers are incentivized to invest in their professional development continually. Knowing that their efforts and achievements will be recognized and rewarded, officers are more likely to pursue additional training, education, and skills enhancement. This commitment to ongoing improvement benefits the entire force, creating a more capable and adaptable law enforcement community.



Jeremy Miller

Sergeant Jeremy Miller, MBA – Jeremy draws on his vast background as a prior Navy SEAL, military officer, law enforcement officer, and consultant, to create lead, and manage high performance teams. For over three decades, his “no nonsense” approach and practical techniques have repeatedly catapulted individuals, teams, and companies to success! Jeremy is an FBI-LEEDA Leadership Trilogy award winner who currently serves as a supervisor for school resource officers.

... valuing competence, performance, and ... law enforcement agencies can ensure their leaders are the best equipped to navigate the complex challenges of maintaining public safety.

Conclusion

In the pursuit of a just and effective law enforcement system, the adoption of a merit-based promotion process is paramount. By valuing competence, performance, and objectivity over longevity, personal relationships, individual subjectivity, or political considerations, law enforcement agencies can ensure their leaders are the best equipped to navigate the complex challenges of maintaining public safety. The benefits extend beyond the force itself, fostering public trust, encouraging continuous improvement, and ultimately creating a more accountable and efficient criminal justice system. As communities demand greater transparency and accountability, the shift toward merit-based promotions stands as a crucial step in building a law enforcement system that truly serves and protects.

Driving Customer Satisfaction with the Delivery of Police Service

— Jeffrey H. Witte, PhD
Retired Chief of Police, Woodlawn, OH

I had the privilege of conducting a qualitative case study with the Yonkers, New York Police Department to examine leadership practices that promote customer satisfaction and the practice of procedural justice in the delivery of police service. Yonkers was selected due to the highly diverse population served by the department. The interview phase of the study focused on police officers and sergeants, as front line officers have the most frequent and direct contact with both voluntary and involuntary customers, and also wield the greatest amount of discretion in how they perform their duties.



Five basic themes evolved from the case study data:

1. A positive tone and supportive environment from police and city leaders promotes police officers' delivery of customer satisfaction. Respondents cited a good working relationship with city council members, a city-wide push by leaders for customer satisfaction and procedural justice, accountability of officers, and a support system throughout the chain of command.
2. Peer officer interaction is the strongest influence in promoting police officers' delivery of customer satisfaction and the practice of procedural justice. Officers reported the strongest influence from their partner, followed by other officers on their squad or shift, particularly senior officers. The second strongest influence on police officers is their immediate supervisor (sergeant), with influence decreasing at subsequent levels in the hierarchy. Sergeants acknowledged their influence on officers, as well as peer influence from fellow sergeants. Sergeants also noted that they are influenced by the "wealth of knowledge" that their officers have, especially older officers, as well as "talking a lot" with their officers in the field.
3. Police and city leaders are conduits for gathering information from customers and disseminating it to the police officers who deliver service. Information comes through multiple channels, such as public meetings, civic advocates, calls to officials, complaints, local media, department and city web sites, social media, and community surveys.
4. A synthesis of department activities, policies, and tools promotes police officers' delivery of customer satisfaction. Examples of activities include regular training in topics such as procedural justice, ongoing formal or informal conversations within the department, and roll calls and debriefings. Policies include the agency's mission statement and related policies which stress key values such as respect. Tools include technology like body worn cameras and other CCTV systems, as well as reviewing body cam video and bystander video from incidents in other agencies as a debriefing and training resource.
5. A variety of internal and external performance mechanisms influence police officers' delivery of customer satisfaction. Yonkers has an easily accessible online system to file a complaint against an officer or to compliment an officer. Citizen feedback is used not only for discipline, but in the department's formal and informal recognition of officers' positive performance. Recognition might come through a structured annual awards program, notations in an officer's file, or a feature by the Public Information Officer on the web page or social media. Respondents also noted each department member's "duty to intervene" when witnessing conduct inconsistent with procedural justice or in violation of Constitutional rights, stressing that Yonkers expects it regardless of rank—from a probationary patrol officer to a captain.

In order for a police agency to satisfy its customers, leaders must understand the interactions and dynamics involved in the operation of their department that impact service delivery. This includes the influence of peer officers, first line supervisors, police and city leaders, policies and procedures, tools and technology, and training. Police leaders must also recognize that delivering satisfactory service and the practice of procedural justice is more challenging in diverse, multicultural, and evolving environments.

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Jeffrey Witte

Dr. Witte is a retired 35-year police veteran and former police chief. He is a graduate of the FBI-LEEDA 56th Command Institute and FBI-LEEDA Supervisory Liability Class 13-1. In 2014, he hosted the first FBI-LEEDA class in the Greater Cincinnati area (87th Supervisor Leadership Institute). Dr. Witte was a U.S. delegate to the 3rd IACP Sub-Saharan Africa Executive Policing Conference in Kigali, Rwanda (2014) and is a graduate of the EVOLVE—Leadership in Complex Environments Program at the Australian Institute of Police Management in Manly, New South Wales (2015). Dr. Witte holds degrees from the University of Notre Dame (BBA, Finance & Business Economics), the University of Cincinnati (MS, Criminal Justice/Police Management), the University of Dayton (MSEd, Educational Leadership), and the Indiana Institute of Technology (PhD, Global Leadership/Organizational Leadership).

Leadership in Law Enforcement:

The Necessity of Cross-Training Officers with School Safety Personnel for Critical Incident Response

— *Lieutenant Randall Doizaki*
Littleton, Colorado

In today's rapidly evolving public safety environment, the integration of law enforcement and school safety personnel is increasingly vital. Cross-training law enforcement officers with school safety officers is essential for effective critical incident response. As leaders, it is our responsibility to promote this collaboration, enhancing our teams' readiness and resilience in safeguarding educational environments.

Law enforcement officers and school safety personnel play distinct but complementary roles in public safety. Law enforcement officers are adept at handling a broad range of criminal activities and critical incidents, bringing extensive tactical response, investigative, and community policing skills. Conversely, school safety officers focus on maintaining a secure educational setting, managing student behavior, and addressing specific challenges within schools.

A primary benefit of cross-training is the improvement of coordination and communication between law enforcement and school safety officers. During a critical incident, the ability to communicate effectively and understand each other's roles can mean the difference between order and chaos. School safety officers, with their intimate knowledge of the school's layout and student population, can guide law enforcement officers more effectively, who can then deploy their tactical skills with greater precision.

For example, in an active shooter scenario, a well-coordinated response involving both law enforcement and school safety personnel can significantly reduce response times and improve outcomes. This synergy is essential in mitigating threats and ensuring the safety of students and staff.

Trust is the cornerstone of effective collaboration. Cross-training builds mutual trust and confidence between law enforcement and school safety officers through shared experiences, joint training exercises, and a collective commitment to student safety. When both groups trust each other's capabilities and intentions, they can operate more cohesively and supportively, especially during high-pressure situations.

Leadership is crucial in nurturing this trust and collaboration. Law enforcement leaders must actively support cross-training initiatives, recognizing their value in enhancing overall community safety. Encouraging open dialogue, joint training sessions, and regular interactions between officers and school safety personnel fosters a culture of collaboration that extends beyond training into everyday operations.

In today's unpredictable world, preparing for critical incidents requires more than just individual expertise; it demands a collaborative, multidisciplinary approach. Cross-training law enforcement officers with school safety personnel equips both groups with the skills, knowledge, and confidence to respond effectively to any threat within our schools. It ensures that when the unthinkable happens, our response is unified, swift, and decisive.

As leaders, we are responsible for championing these initiatives, understanding that the safety of our students and communities' hinges on our ability to work together. By fostering this partnership, we enhance our readiness and reinforce our commitment to protecting the most vulnerable among us.

Randall Doizaki is a Lieutenant with a Department of Safety for a major school district, also a retired lieutenant in law enforcement, a United States Marine, he is the Vice President of National Chapters with Warrior Rescue (a veteran's non-profit), a Law Enforcement Coach with Performance Protocol and the CEO of Doizaki on Leadership LLC, where he leverages over 40 years of leadership experience across public and private sectors.

Randall holds dual master's degree in organizational leadership and human resources.

He has facilitated classroom course work as an adjunct faculty in various colleges and in the police academy. He is dedicated to developing leadership skills in individuals and teams through coaching and organizational training sessions or speaking engagements. Randall's philosophy of servant leadership is evident in his personalized coaching and dynamic presentations, which inspire and empower others. Through his various roles, Randall continues to serve and support communities, embodying the principles he encourages in others.



Randall Doizaki

“

I attended the SLI class in Dothan, AL a few weeks ago and met Larry Horak. On top of being an excellent class instructor, he has become a tremendous resource for me. I have had instructors in various trainings offer their assistance and contact info but Larry has gone above and beyond. He mentioned throughout the class that he had tons of training and academic material on numerous subjects that was available for us to use and I recently got a chance to call on his assistance. I have to give a class on interviewing for investigators soon and contacted Larry for some materials. Within 10 minutes, he provided links to files that had more than enough information for my class.

SLI

Dothan, AL
July 2024

The Evolution of Leaders in Corrections

— *Correctional Lieutenant Brien Breiten, CBHC-CO*
Riverside County Sheriff's Office, California

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hen I started in the corrections field 24 years ago, the “leaders” I worked for were viewed as authoritarian figures, to be avoided at all costs. Yes, they interacted daily with staff, but some did so only because it was required of them to do daily rounds of the facility to ensure everyone was doing their job. This laissez-faire style of leadership may sound great to the staff because they are given a task, and they will not be micromanaged during the process. There is, however, no participation or involvement within the workforce, leading to many processes being out of control (Goodnight, 2011). These types of leaders do not care whether their employees maintain standards or reach performance goals (Sosik & Jung, 2010). The words “mentor” and “coach” are nowhere to be found in their vocabulary.

Luckily, those who followed this style of leadership quickly faded into retirement. This paved the way for others, who, at least on the surface, gave the impression they cared for their employees. Ultimately, everyone reacts differently to individual leadership styles; therefore, effective leaders need to be able to adapt accordingly. Some employees may respond favorably to a laissez-faire style of leadership, while others may perform more favorably when led by someone using a transactional style of leadership. Just as correctional institutions have transitioned from the principle of incarceration to a principle of rehabilitation, leaders in corrections need to shift focus to a more transformational style of leadership, focusing on the current needs of the profession.

As leaders in corrections, we need to not only be a model of higher morals, we also need to shift our focus to transforming followers to leaders while progressing our organizations to achieve sustainable and limitless success (B.J. Avolio, 2011). By doing this, we will inspire change while motivating others and improving ourselves and the organization simultaneously. Leaders need to empower their employees to develop as leaders. The days of only speaking to a subordinate once a year as they receive their yearly performance evaluation are long gone. To be an effective coach and mentor, we need to be able to communicate more frequently and proactively seek opportunities for our employees to learn the skills to one day take our positions in the organization.

The workforce of today wants someone more personable and open to communication. Leaders need to be able to switch from motivator, mentor, and coach to counselor or therapist for some employees. Although, I have seen some leaders walk this slippery slope and fall flat on their faces because they are unable to switch from being someone’s friend to being their supervisor. In corrections, we are in the “people” business, whether they are inmates or employees. The leadership style you exhibit, and the quality of that leadership are essential in accomplishing the mission of your organization.

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Brian Breiten

Correctional Lieutenant Breiten has 26 years in law enforcement with both the San Bernardino Police Department and the Riverside County Sheriff's Office. He has worked corrections since 1999 and has worked various assignments such as Operations, Classification, Transportation, Business Office, and served as both the Bail Bond and Medical / Mental Health Liaison. He currently serves as the Corrections Administrative Lieutenant, with his primary duties as being the Medical / Mental Health Liaison. He is certified in Supervision, Leadership, and Teambuilding and has taught leadership courses in the Basic Correctional Academy for his department. Throughout his career he has attended numerous Leadership courses and received the FBI-LEEDA Trilogy award in 2021.



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The Youth Movement in Policing:

How Do We Overcome the Obstacles of Training in Younger Police Departments?

— *Patrol Sergeant David Faucher*
Shrewsbury Police Department, Massachusetts

Police departments across the nation have witnessed a monumental shift within the ranks of police departments throughout the country over the past four years. The COVID-19 pandemic and the events surrounding George Floyd set in motion a mass exodus from the law enforcement profession.

A study published by the Police Executive Research Forum in April of 2024 showed that responding departments reported an approximate five percent drop in sworn officers between 2020 to 2024. The most alarming numbers highlighted by the study showed resignations increased by approximately forty percent in 2021 and by an additional fourteen percent in 2022. With resignations spiking and a roller coaster ride of retirements reported between 2019 and today, the faces of law enforcement in departments across the country are vastly different than they were just a short four years ago.

The days of handing the keys to a new officer and relying on what they may have been taught in the academy are over.

The PERF study was not all bad news. The hiring of new officers has rebounded since 2019 with departments hiring approximately 6.5 percent more officers compared to 2019. The numbers in the PERF study on the surface show a bleak staffing problem of the rank and file of departments nationwide in the past, and a light at the end of the tunnel for departments in the future. Stepping back and looking at the statistics from a wider view, it is immediately apparent that there is a major issue with the loss of older more experienced officers and the increased hiring of officers. Who is left to train these newer officers?

Within our department thirty of the forty-five patrolmen have less than four years of experience in law enforcement and of the fifteen remaining their assignment to specialty positions or their current point in their careers make them unavailable to train the new generation of police officers. The department, like many others, has had to adjust its way of thinking and more importantly, policies. Historically officers with at least five years of experience were eligible to be chosen to serve as Field Training Officers. Now officers with just two years of experience are showing interest in the Field Training program and are being chosen to be trainers.

The days of handing the keys to a new officer and relying on what they may have been taught in the academy are over. The role of the law enforcement officer has evolved

greatly in a very short period. No longer is an officer simply just an enforcer of the law but a community representative who must be capable of handling a variety of calls for service dealing with an extremely diverse population in cities and towns across the nation.

The San Jose Model, a phased approach where trainees work through various competencies through on-the-job training and are assessed through daily evaluations based on standardized evaluation guidelines has been in existence since the early 1970s. The model provides the best direction for building a successful Field Training Program. Trainers, who may be less experienced, are given clear expectations on what is acceptable and unacceptable regarding a trainee's performance. A program should include a supervisor/coordinator who attends performance meetings to review and monitor evaluations to discuss a trainee's progress and future training plans.

The establishment and constant development of a department's Field Training program will pay dividends for years to come as the success of the department is built from the ground up. Getting officers to buy into the importance of the Field Training program and the impacts it has on the department will create a sustainable cycle of producing quality officers to serve the communities they work in now and in the future.



David Faucher

David Faucher has been with the Shrewsbury Police Department since 2007. A second-generation police officer in his hometown department he began his career as a dispatcher with the department moving on to patrolman, Detective, and then Sergeant. Sgt. Faucher currently serves as the FTO Supervisor at his department and instructs a Field Training Officer Program for the Massachusetts Municipal Training Council. In his spare time, you can find Sgt. Faucher on the golf course or with his wife on the sidelines of their son's baseball games or front row at their daughter's Irish Step Dancing competitions.

Pursuing Safety: Strategies to Reduce Eluding Incidents

— *Dr. Dement*
University of Central Oklahoma

Law enforcement agencies across the nation grapple with the problem of individuals eluding lawful police directives. Eluding, in this context, refers to the act of fleeing or attempting to escape from law enforcement to avoid apprehension. This issue not only endangers public safety but also poses significant challenges to officers. Despite its severity, the true scale of eluding incidents remains elusive because it is underreported in official crime records like NIBRS. This article explores the motivations behind these incidents and presents strategies to mitigate them while emphasizing the need for better reporting.

Understanding Motivations

Research on why individuals elude the police is limited. However, existing literature highlights several motivations. Cherbonneau and Jacobs (2019) link eluding to “consequence irrelevance,” where offenders, such as thrill-seeking auto thieves, disregard potential risks for immediate gratification. They suggest urban environments, with their numerous obstacles, might encourage more frequent eluding attempts as offenders believe they can evade capture more easily.

General noncompliance can arise from factors like defiance, impairment, and loss aversion. Defiant offenders may challenge authority due to perceived unfairness or to express personal grievances (Whichard & Felson, 2016). Impairment from substances, mental disorders, or emotional distress also plays a role, as it impairs rational decision-making (Cherbonneau & Jacobs, 2019). Loss aversion, based on the work of Kahneman and Tversky (1979), suggests individuals are more likely to take risks to avoid certain losses, even if it means facing the chance of greater consequences later.

Deterrence: What Works and What Doesn’t

Traditional punitive measures, like increasing the severity of punishment, have been shown to be ineffective general deterrents (Nagin, 2013). Cherbonneau and Jacobs (2019) found that even when the threat of punishment is immediate, offenders often still choose to elude. This counterintuitive result stems from the offenders’ use of fear as a resource to evade apprehension.

Alternative deterrent strategies are crucial. Francisco et al. (2015) recommend focusing on education, problem awareness, and community mobilization rather than solely relying on punitive measures. These strategies address the root causes of eluding and foster a more cooperative community-police relationship.

In their study, Sunshine and Tyler (2003) found perceptions of procedural justice significantly influenced compliance and cooperation with the law. When people view the police as fair, they are more likely to self-regulate and comply with legal directives, reducing the need for forceful interventions.

Recommendations

To effectively address eluding incidents, it is essential to enhance the visibility of these events in official crime reports. Currently, eluding is not represented as a separate offense in the 52 Group A offenses or the 10 Group B offenses in the National Incident-Based Reporting System (NIBRS). This lack of categorization contributes to the underreporting and underrepresentation of eluding incidents. Legislators can support efforts to correct this by passing bills requiring state and local agencies to more accurately capture and report eluding incidents. Better data will help law enforcement agencies understand the true scope of the problem and develop targeted interventions.

Additionally, fostering procedural justice and strengthening community-police relations are key strategies. Providing officers with procedural justice training and implementing community engagement programs can build trust and cooperation between law enforcement and the public. This approach not only deters eluding but also enhances overall community safety.



Dr. Dement

Dr. Dement is a full-time lecturer in the School of Criminal Justice at the University of Central Oklahoma. His research focuses on the practical application of theory to real world law enforcement problems.

Conclusion

Eluding police is a complex issue requiring a multifaceted approach. By understanding the motivations behind these incidents and implementing effective deterrence strategies, law enforcement agencies can better address this challenge. Improved reporting and a focus on procedural justice and community engagement are crucial steps in enhancing public safety and fostering a cooperative relationship between the police and the communities they serve.

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Physics and Law Enforcement

— *William Cottringer, Ph.D.*
Retired Executive Vice President of Puget Sound Security, Bellevue, Washington

Heisenberg's *Principle of Uncertainty*, from research in quantum physics, has widespread applications in life and work. And it is especially relevant to potentially dangerous situations involving law enforcement and other emergency response professionals. This important principle characterizes the universe and all the interactions going on as always in constant motion—with outcomes with the interactions being ever-changing and evolving from potential, rather than fixed, permanent and definitively predictable. A difficult reality to swallow is that the right means won't always guarantee the right results.

This all has huge implications in law enforcement training which assumes that with enough practice at making the right response to a difficult situation, the results can be favorable. The trouble with this assumption is that it may be missing some very important variables involved with the interactions. These can often act to influence outcomes in not so small ways as it might seem. Intelligent managing of this many intervening influences can at least improve the potential for success, even in extremely dangerous, complex situations. And given advances in virtual training and AI applications, this becomes easier than in the past.

The best starting point is dealing with any potentially dangerous situation is to realize that the situation is already and always ongoing, before you become part of it, during your involvement and even after you leave the situation. There is no stopping things to fix them with a permanent cure. It is much like trying to hit a moving target while running and shooting with a

rubber gun and rubber bullets in high winds. Here are just a few of these important influences which need to be understood and managed effectively to assure better outcomes in these situations.

- The who, what, when where, why and how of the situation.
- The interpersonal and communication skills of the parties.
- The levels of mental, emotional and social intelligence of all involved.
- Active, two-eared listening to capture both what is said or isn't said, and what is being said apart from how it is being said.
- The abilities to employ mindfulness to be fully aware of what is going on in the environment and at the moment, without mind wandering back to past memories or future expectations.
- Any relevant baggage being brought to the situation.
- Past experience with similar situations.
- Experience at intuitive decision-making.
- Information processing and thinking styles of the involved parties.
- Interfering influences such as intoxication or substance abuse.
- The expectations of desired methods and outcomes of all those involved.
- Past experience with successful or failed conflict resolutions strategies.
- Relevant cultural, age, ethnic, religious and gender influences.
- Any communication clues that cause defensiveness, such as control, certainty, judgment, insensitivity, or superiority.

The most effective law enforcement training will provide in-depth understanding of these influences and offer creative ways to best manage them to improve outcomes.



William Cottringer

William Cottringer, Ph.D. is retired Executive Vice President of Puget Sound Security in Bellevue, WA, but still practices sport psychology, business success coaching, photography, and writing, living on the scenic Snoqualmie River and mountains of North Bend. He is also on the Board of Directors of the Because Organization, an intervention program in human trafficking. Bill is author of several business and self-development books, including, Re-Braining for 2000 (MJR Publishing); The Prosperity Zone (Authorlink Press); You Can Have Your Cheese & Eat It Too (Executive Excellence); The Bow-Wow Secrets (Wisdom Tree); Do What Matters Most and "P" Point Management (Atlantic Book Publishers); Reality Repair (Global Vision Press), Reality Repair Rx (Publish America); Critical Thinking (Authorstend); Thoughts on Happiness, Pearls of Wisdom: A Dog's Tale (Covenant Books, Inc.). Coming soon: A Cliché a day will keep the Vet Away and Christian Psychology for Everyday Use (Covenant Books, Inc.). Bill can be reached for comments or questions at (206)-914-1863 or ckuretdoc.comcast.net.



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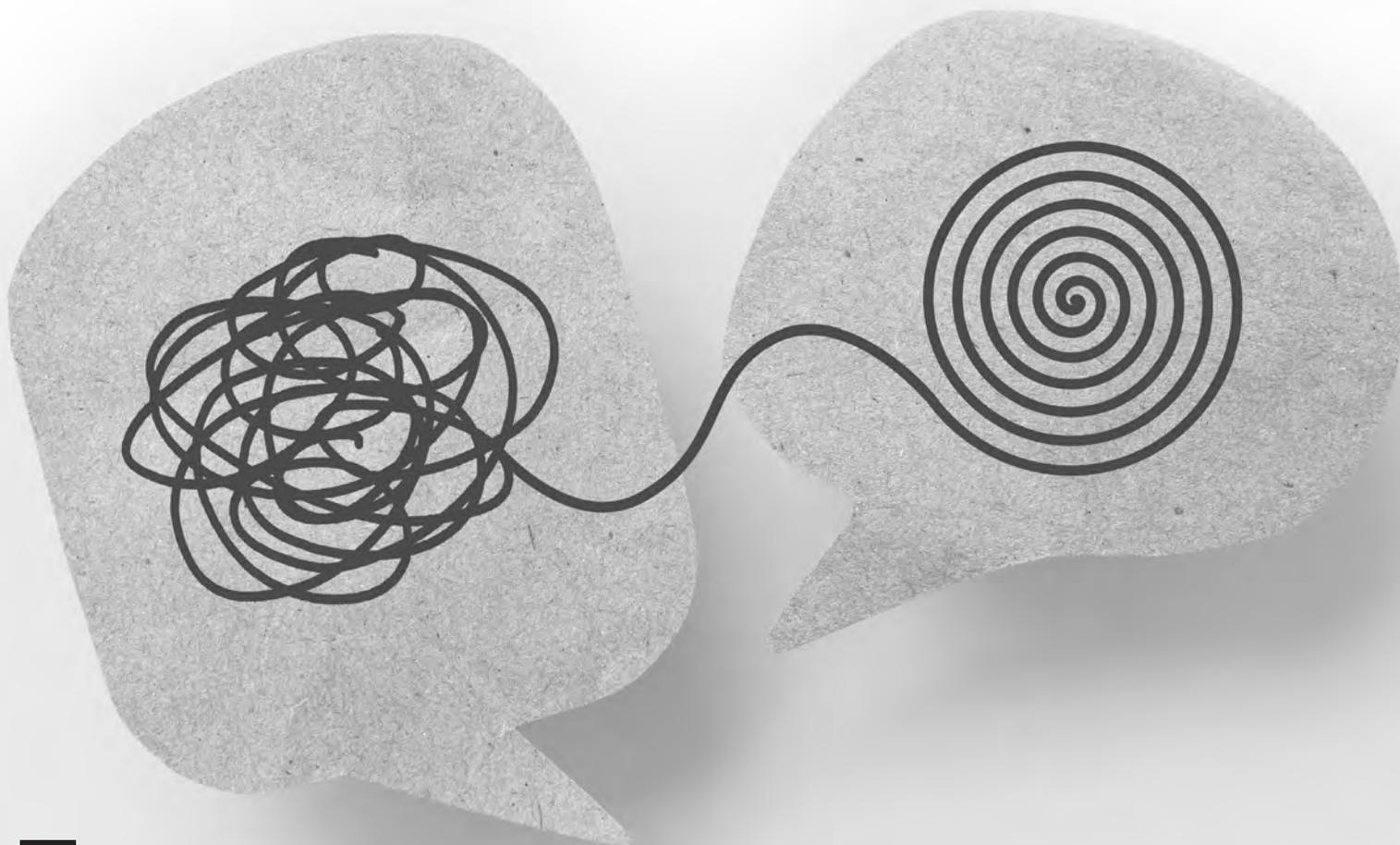


Two Days in the World of Police Mental Health: A Juxtaposition

— Paul Hallett, B.S.M.E., CMM III Police Executive, Superintendent
Durham Regional Police Service, Ontario, Canada

On two separate days last week, the paramount importance of police mental health again became evident to me, as police members around the world continue to struggle with the toll the job takes on their well-being. Last Friday morning, the founder of Boots on the Ground (an Ontario-based volunteer peer support organization for first responders) spoke to our senior officer peer support group about their program, which includes therapy dogs and 24/7 support via phone. These and other vital services are offered to not only police officers, but also firefighters, paramedics, nurses, corrections officers, emergency dispatch operators, and military personnel.

Immediately afterward, I attended a presentation where members of our police service and another nearby service outlined their research proposals following a two-week ‘Micro Research’ workshop. Interestingly, the participants – who were divided into three independent and competing teams – proposed similar-themed projects: ‘In this alone? Mental Health Impacts on Officers Involved in SIU¹ Investigations’; ‘What Really Matters: Police Personnel Experiences with Post-Traumatic Event Support Systems’; and ‘Learning from Our



Warriors: How to Better Prepare Our Recruits.’ Without any collaboration, the teams had landed on three important topics for further exploration, all germane to police agency member mental health.

As encouraging as the aforementioned endeavors are, on the other day (a Sunday), a memorial service in Toronto provided a somber reminder of the perils of police trauma: “The first annual Ontario Police Suicide Memorial honours and pays tribute to Ontario’s Police Members who have died by suicide ‘Because of the line of duty’” (Deonarine, 2024). In 2018, deaths by suicide of nine serving and retired police officers occurred in the province of Ontario. The following year, an expert panel released its report, which included the following plea:

We call for deliberate steps to introduce a more open culture that will support earlier and continuing visibility of mental health conditions, better and sustained access to care, treatment and recovery, and an end to the isolating social disconnections that can often carry these conditions to their extremes. (The Members of the Ontario Chief Coroner’s Expert Panel on Police Officer Deaths by Suicide, 2019, Exec. Sum. para. 3)

In addition to efforts to eliminate the stigma associated with seeking help for trauma-related mental illness, building resiliency in recruits and current police members is an emerging focus, with agencies implementing programs to equip police members with that specific skill. At the October 2023 IACP conference, participants in the “Current Issues in Police Psychology” session discussed the importance of support systems in increasing resilience and creating a culture of wellness, a concept confirmed in a recent article in the Journal of Community Safety and Well-Being:

Fostering a sense of community within the police service can improve wellness and build resiliency—two facets of policing that are mutually dependent on one another to realize their full potential. Building a resilient workforce means we can’t wait until mental health challenges arise to provide support; we need to empower members of the policing community to proactively manage their own health and wellness. (Jackson & Theroux, 2023, s. 3 para. 1)

Truer words were never spoken. As leaders in this police community, we need to remember we are responsible not only for our own mental health, but also that of our colleagues who wear the same uniform and face the same challenges associated with our demanding roles.

¹ Special Investigations Unit, the civilian law enforcement agency in Ontario that has jurisdiction over and oversight of municipal, regional and provincial police officers.

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Paul Hallett

Superintendent Paul Hallett is in his twenty-fifth year with the Durham Regional Police Service, a 1300-member agency east of Toronto, Ontario. After his initial uniform patrol time in Oshawa, he went on to assignments in the Criminal Investigation Branch, Intelligence – Auto Theft, Major Fraud, Professional Standards, and Education & Training Centre. As a senior officer, Paul began as a platoon Duty Inspector, briefly returned to Professional Standards, and then spent almost two years as the unit leader for Communications / 9-1-1. As Superintendent of Patrol Operations, Paul oversaw the service’s five uniform divisions, and currently has responsibility for Strategic Services. Prior to policing, Paul spent ten years in the private sector as a mechanical engineer in both the United States and Canada. He and his wife are proud parents of a firefighter and a musician, and live with their two dogs in Newcastle, Ontario.

The Healing Grapple:

Brazilian Jiu-Jitsu's Role in Rehabilitation for Veterans and First Responders



— *Richard O. Segovia, Ph.D., Ed.D., Texas HHS Office of Inspector General, Austin, Texas*
 and *Brian Sunderman, M.A., Texas Department of Public Safety, Austin*

Brazilian Jiu-Jitsu (BJJ), traditionally seen as a competitive martial art, is increasingly recognized for its therapeutic benefits, especially for veterans and first responders. BJJ training combines physical conditioning with mental and emotional resilience, making it an effective tool for those recovering from their service's physical and psychological impacts. Research ^[3,5] shows how structured combat sports like BJJ can significantly enhance mental and physical health, suggesting its potential as a viable therapeutic modality in rehabilitation programs.

BJJ offers a structured yet flexible framework that adapts to the unique needs of each practitioner, making it an exceptional choice for tailored rehabilitation programs. BJJ emphasizes techniques that require mindfulness and physical precision, significantly enhancing cognitive function and emotional regulation—critical components in managing conditions such as PTSD, anxiety, and depression ^[2,3]. Additionally, BJJ promotes continuous personal growth and resilience, resonating deeply with those accustomed to the discipline and challenges of military and first responder work. This alignment facilitates physical rehabilitation and bolsters psychological resilience, providing a comprehensive recovery approach that addresses the mind and body ^[3,5].

Therapeutic Dimensions of Brazilian Jiu-Jitsu

BJJ integrates physical exertion with mental and emotional skill development, making it an ideal therapeutic modality for recovery from intense professional environments ^[2,3]. The physical aspect of BJJ focuses on improving flexibility and building muscle strength while enhancing cardiovascular health, which is essential for anyone rehabilitating from physical injuries ^[1]. Unlike other combat sports that rely heavily on physical dominance, BJJ emphasizes technique and leverage over physical strength, accommodating practitioners of all physical capabilities. This approach to physical exertion is critical for individuals at various stages of physical recovery, allowing safe and effective engagement without the risk of exacerbating existing injuries ^[1].

Moreover, BJJ requires high mental engagement and strategic planning, which is critical for cognitive rehabilitation ^[4]. Practitioners must learn to anticipate their opponent's moves and react strategically, enhancing problem-solving skills and mental agility. This level of cognitive engagement is particularly beneficial for veterans and first responders who often face situations requiring quick thinking under stress ^[5]. The discipline and focus needed to master BJJ techniques foster a meditative state of mind, aiding in the mitigation of symptoms related to stress, anxiety, and PTSD ^[5]. BJJ's controlled and intentional movements encourage practitioners to remain present-focused, an essential aspect of mindfulness practices increasingly recognized as effective in mental health treatments ^[2].

Physical Rehabilitation and Strength Building

BJJ provides an excellent platform for physical rehabilitation tailored to the specific needs of veterans and first responders. It emphasizes controlled movements and techniques that improve muscle strength, enhance flexibility, and boost overall endurance. These aspects are particularly beneficial for individuals rehabilitating



from injuries. BJJ's focus on technique over strength allows for gradual and safe physical development ^[2]. BJJ adapts well to different levels of physical ability, enabling participants to engage at their own pace without risking exacerbating existing conditions. This adaptive approach helps maintain physical activity during recovery and fosters long-term health improvements ^[1].

Additionally, regular BJJ participation improves cardiovascular health and core strength, which is vital for the demanding physical tasks that veterans and first responders frequently encounter ^[1,5]. BJJ training sessions require sustained physical exertion, which aids in building a stronger cardiovascular system and more resilient muscle groups ^[1,4]. Over time, this can significantly reduce the risk of chronic diseases and improve overall physical health. For those recovering from physical trauma, the increased blood flow and muscle activation help accelerate the healing process, providing a holistic approach to physical rehabilitation that addresses acute and long-term health needs ^[1].

Mental Health Benefits

BJJ serves as a powerful tool for mental health rehabilitation, offering a unique combination of physical exertion and mental engagement that is particularly effective in treating conditions such as PTSD, anxiety, and depression ^[5]. The practice requires continuous mental presence and strategic thinking, which can help distract individuals from stressors and negative thoughts, facilitating a mental break and aiding in emotional regulation. This intense focus necessary during training can also enhance overall cognitive functions, promoting sharper thinking and better problem-solving skills ^[5]

Moreover, the structured nature of BJJ provides a stable and predictable environment, which can be therapeutic for individuals dealing with PTSD and other anxiety-relat-

ed conditions ^[5]. The discipline and routine associated with regular training sessions can help create a sense of normalcy and control, often needed by those who have experienced trauma. Additionally, the physical activity involved in BJJ releases endorphins, which are natural mood lifters that can alleviate symptoms of depression and elevate general well-being. These biochemical changes, combined with the supportive community aspect of BJJ, contribute significantly to improving mental health outcomes ^[3].

Social Reintegration through Community Engagement

BJJ provides a solid social framework that can be particularly transformative for veterans and first responders transitioning back to civilian life. BJJ training academies serve as a community hub where individuals can engage with peers who often share similar experiences and challenges ^[2]. This environment fosters a sense of belonging and mutual support, which is crucial for those who may feel isolated after service. Training together in BJJ builds physical strength and cultivates strong interpersonal relationships that can lead to lifelong friendships ^[3].

Furthermore, the collaborative nature of BJJ training requires constant communication and teamwork, skills essential for successful social reintegration. By working closely with others in a structured setting, individuals improve their social skills and learn to trust and rely on others again ^[2]. This experience is invaluable for rebuilding social networks. It can significantly enhance an individual's ability to interact and connect with others outside of the BJJ gym. BJJ classes' sense of community and shared purpose also provides psychological benefits, reducing loneliness and increasing overall life satisfaction ^[3].

Case Studies of BJJ in Rehabilitation Programs

The application of Brazilian Jiu-Jitsu in rehabilitation programs for veterans and first responders has been well-documented in several impactful case studies, demonstrating its effectiveness across various dimensions of recovery^[3,5]. One notable program integrated BJJ as a core component of the rehabilitation process for veterans who have PTSD and physical injuries. The study^[5] reported significant improvements in both psychological well-being and physical health, with participants noting reduced symptoms of PTSD and enhanced physical mobility throughout the program.

Another compelling case involved a rehabilitation program designed for first responders who experienced high levels of stress and physical strain in their duties. This program utilized BJJ training to help participants manage stress, improve physical fitness, and develop healthier coping mechanisms. The outcomes were profoundly positive, with a notable decrease in stress-related symptoms and increased overall job performance and satisfaction among participants. This case study^[4] underscores BJJ's potential to address physical and mental health challenges and enhance the quality of life and operational effectiveness of those in high-stress professions.

Conclusion

Integrating BJJ into rehabilitation and wellness programs for veterans and first responders has demonstrated profound benefits, addressing physical, psychological, and social needs in a cohesive and supportive manner. BJJ's holistic approach facilitates physical rehabilitation by emphasizing controlled and adaptive movements. It enhances mental resilience through strategic thinking and focus. This martial art offers a therapeutic community fostering significant social reintegration, providing a sense of belonging and mutual support crucial for successful recovery.

BJJ's application extends beyond individual recovery; it enhances operational effectiveness through wellness, ensuring military personnel and first responders maintain peak physical and mental clarity. The case studies discussed in this article provide empirical evidence supporting BJJ's effectiveness in improving quality of life and professional performance. As BJJ continues to gain recognition as a valuable tool for rehabilitation, it is poised to reshape how recovery programs are structured, offering a model that

could be replicated across various domains to support those who serve and protect. Its continued adoption in therapeutic settings underscores a commitment to innovative, effective recovery methods that honor the complexity of the challenges faced by veterans and first responders.

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Rich Segovia

*Dr. Richard "Rich" Segovia has dedicated decades to law enforcement at the local and state levels. His career has spanned various areas, including patrol operations, investigations, training, and other specialized assignments. In addition, Dr. Segovia served in the United States Coast Guard during the Gulf War era and is a disabled American veteran. Today, he serves at the Texas Health and Human Services Office of the Inspector General. Dr. Segovia is a certified California and Texas law enforcement instructor and contributes to the academic community as an adjunct professor/qualitative dissertation chair with Liberty University and an academic evaluator with Western Governors University. Dr. Segovia holds multiple degrees, including an MBA, Ed.D., and Ph.D. He is the author of *Mastering Qualitative Research: Your Concise and Comprehensive Blueprint*, a book on conducting qualitative research. Dr. Segovia also has published works in scholarly journals and trade magazines.*



Brian Sunderman

Lt. Brian Sunderman is the program coordinator for the Arrest and Control Tactics Unit of the Texas Department of Public Safety (DPS). He is the Training Operations Division's expert and lead instructor in multiple force option disciplines and advises the Major Force Review Board and the Highway Patrol Use of Force Committee. Lt. Sunderman has been assigned to border operations, violent crime task forces, capital patrol, medical support, and training. He is also a United States Army veteran who served as a medic during the Global War on Terror era. Lt. Brian Sunderman earned his Bachelor's and Master's Degrees in Homeland Security from the American University and plans to pursue his doctorate, reflecting his commitment to continuous learning and sharing knowledge.



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Living In One Half Of A Second

— *Lieutenant Mike Butero*
Davie County Sheriff's Office, Mocksville, North Carolina

Look at your watch, try and count one half of a second. Grab anything in front of you and try to time it to just one half of a second. Try and use a stop watch and do something completed in just a half of a second. Try and flip a quarter in just half of a second. Any attempt you'd like, but in just one half of a second.

Is it somewhat difficult? Yes, yes it is. Imagine now you have that amount of time to make a decision that will change the lives of you, a person or multiple people. This decision could be right or possibly wrong. The thing is it is a decision you must make. Now make it even more difficult and a life may be taken or may be spared, but all you have is one half of a second.

Now let's make this even more problematic. Let's say that you now are watched by everyone as you make this half of a second decision. Let's make sure you know that you could change your life forever even if you do the right thing. It could change the lives of several people including children, grandparents, brothers and sisters, mothers and fathers. It could make you or break you, but you only have one half of a second.

Not everyone will understand this and most don't want to be put in this spot, but those who chose the career certainly do understand. They understand that life is important, no matter the skin color, the ethnicity, the gender or the age. They understand that they do what they do knowing that they put their life on the line every day that a badge goes on their chest and a gun goes in their holster. They stop the bad from hurting the good. They help those who cannot help themselves. They go into the den of wolves while others flee for cover. They are here to protect and serve and meet and greet. They are people with families and friends just like everyone else.

The difference truly is their lives are based on one half of a second. The time they let the criminal have that one half of a second to drop the weapon even knowing they could have ended it quicker. That one half of a second decision to go into the house before back up arrives, because they hear the scream of the victim inside the home and they need help now. That one half of a second to let the suspect stop beating the other officer that they had pinned to the ground even knowing they could have ended that life. That one half of a second that they decided to step in between you and the suspect who was about to fire and they lay their life on the line to save YOU.

Remember this when you see that badge. Remember that these are people who took an oath to serve the public and know they may night go home at the end of their tour of duty. Remember that most of them are good and love their community, their family and their country. Remember that you have all day, but they might only have one half of a second.



Mike Butero

Mike Butero has been with the Davie County Sheriff's Office for almost 17 years. Butero started his career in law enforcement in January of 2008 with his current agency. In October of 2007, Mike and his family moved to Mocksville and by January of 2008 he was employed by the Davie County Sheriff's Office. His career in law enforcement began as a detention officer and quickly moved to being a patrol deputy. He then moved to CID as a property crimes detective, then went back to patrol as a sergeant. As he gained more experience, Butero moved over to Narcotics and soon was offered a spot as Lieutenant back in the patrol division. After working multiple divisions and ending his patrol stint as a Watch Commander in 2021, Lieutenant Butero is now the Community Relations Officer for Davie County.



Congratulations and Thank You

Over 1450 Classes ... and Counting!

FBI-LEEDA congratulates our instructors for these milestone accomplishments. As our Association continues to grow, we are mindful of our mission to advance our public safety professionals through excellence in leadership education through our class and online offerings.

We are so fortunate to have **Les, Luis, Sean, David, Frank, Emma, Mary, Mary, Mike, Adam** and **Sarah** as instructors in our community. Thank you for your continued commitment to FBI-LEEDA and to excellent public safety instruction and leadership.

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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 2025-2026 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*
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- *Answers to essay questions*
- *Documentation of acceptance to college/university*
- *Send your completed application, postmarked by March 30, 2025, to:*

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FBI-LEEDA, Inc.

Attention: Donna Stone

5 Great Valley Parkway, Suite 359
Malvern, PA 19355

If you have questions
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dstone@fbileeda.org

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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.

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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.

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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.

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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.

Building trust and legitimacy with the community you serve is one of the most pressing issues facing law enforcement today. How your agency informs, empowers and engages with community members is critical to the foundation of those relationships. Your agency's image and brand are as important as the messages you deliver. In this 4-1/2 day media and public relations course, participants will learn strategies for building a brand, explore best practices for managing your agency's message and participate in real time crisis communication exercises. Anyone who publicly speaks on behalf of the agency, from the top down—sworn officer and professional staff—is strongly encouraged to take this class.



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Students will learn how to proactively pitch stories in today's 24/7 news environment, develop messaging strategies and calendars, and build on crisis management skills in tabletop exercises while developing a crisis communication manual.



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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 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.

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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.

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 this year, January through July:

Rangely Police Department (Colorado)

Green Cove Springs Police Department (Florida)

Orlando Veterans Affairs Medical Center (Florida)

Cumming Police Department (Georgia)

Winnebago Police Department (Illinois)

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Ludlow Police Department (Massachusetts)

Walpole Police Department (Massachusetts)

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Rocky Mountain Police Department (Virginia)

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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



Columbia Southern University

For more information about the Columbia Southern University program,
Contact: Christie Ball
Christie.Ball@columbiasouthern.edu | Tel: (251) 923-4239



Husson University

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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

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



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



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 Central Oklahoma

For more information about the University of Central Oklahoma program,
Contact: Dr. Elizabeth Maier
emaier@uco.edu | Tel: (405) 974-5504.



University of San Diego

For more information about the University of San Diego program,
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: Ron Spradling, MS, Director of Outreach
ron.spradling@waldorf.edu | Tel: (251) 385-3900

FBI-LEEDA's Agency Trilogy Award

U.S. Department of Veterans Affairs Police Department Becomes First Federal Agency to be Awarded FBI-LEEDA's Agency Trilogy Award

In February 2024, the U.S. Department of Veterans Affairs Police Department in Cleveland, Ohio, became the first federal agency to receive the FBI-LEEDA Agency Trilogy Award. The department's entire Command Staff completed the highly interactive, three-part leadership series covering crucial topics such as diversity and inclusion, bias, public trust, transformational leadership, social and emotional intelligence and more. The Agency Trilogy Award equips law enforcement agencies with the skills needed to advance their departments and the communities they serve.

The U.S. Department of Veterans Affairs' achievement highlights the department's commitment to enhancing leadership skills and fostering excellence in public safety in their community and on a federal level.

This milestone represents a significant advancement in federal public safety training practices through FBI-LEEDA coursework and underscores our mission to advance the science and art of law enforcement leadership globally.

FBI-LEEDA looks forward to awarding more agencies with the Trilogy Award and welcoming additional federal agencies to this distinguished group. Congratulations!



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Contracted as of September 2024

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



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1. Visit fbileeda.org/page/host
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www.fbileeda.org

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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.



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2025 FBI-LEEDA
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