



FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

Issue I — Winter 2025

TRENDS TO WATCH:

The 2025 Edition

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on Your Agency's Social Media:
Seven Strategies for Success

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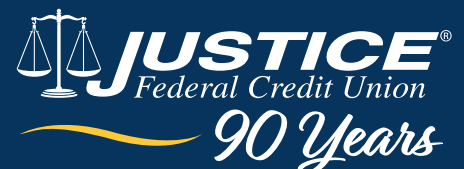
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Issue I — Winter 2025

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2024-2025

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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.



President's Letter

Greetings, FBI-LEEDA family,

Please accept this letter as a testament to the deep respect and gratitude the FBI-LEEDA Executive Board, staff, instructors, and I have for all of you and the vital work you do in public safety. Together, we've achieved incredible milestones, and I want to take this opportunity to thank each of you for your steadfast commitment to excellence. It is because of your support that we have been able to continue to build a legacy of distinction in law enforcement training.

PRESIDENT

Dr. Joel Fitzgerald

In 2024, we broke records—delivering over **570 classes** to nearly **18,000 students**, expanding our reach, and reinforcing our commitment to the professional growth of policing personnel at all levels. But we're not

stopping there. We reinvigorated our international training efforts by offering a weeklong customized Strategic Communication for Leaders in Public Safety course in the Cayman Islands, expanding our partnerships globally. In a powerful new initiative, we've entered an agreement with the NFL Hall of Fame and the Safety Blitz Foundation National Child Identification Program, working alongside the National Football League to eliminate human trafficking and safeguard our children.

We are also incredibly excited to announce the development of the **Five Star – Chief Executive Institute**, which will build upon the Trilogy program, offering an even higher level of executive leadership training for law enforcement professionals. Additionally, we've launched our new and improved FBI-LEEDA merchandise store for members to show their support with exclusive gear, and unveiled an enhanced FBI-LEEDA website that will better serve the needs of our community.

As we look to the future of this organization, we are committed to expanding our impact and strengthening our connections within the global law enforcement community. We are broadening our international reach beyond the Caribbean with a new agreement to offer training in Canada, providing even more opportunities for leadership development. Additionally, we are reinvigorating key strategic partnerships with organizations such as the National Law Enforcement Officers Memorial Fund, FBI National Academy Associates, the Association of Caribbean Commissioners of Police, and the IACP. Our presence at the World Police Summit in Dubai will also be intentionally expanded to enhance engagements with partners in the UAE. Furthermore, we are actively developing new content—yet to be officially named—that will allow us to better support public safety professionals at every stage of their careers. These efforts reflect our unwavering dedication to equipping law enforcement leaders with the tools and relationships necessary to navigate an evolving profession. FBI-LEEDA has developed a detailed plan mapping out our shared goals and the strategic actions aimed at guiding the future of public safety leadership and administration—I encourage you to review our strategic plan on our website outlining our goals through 2029.

I also want to take a moment to recognize First Vice President Lon Thiele as he steps into the role of President in April. Under his leadership, we can look forward to new opportunities, a renewed vision, and an even brighter future for FBI-LEEDA and the law enforcement community at large. We are excited to work alongside him and continue to push the boundaries of what's possible in law enforcement leadership training.

This momentum sets the stage for an exceptional year ahead. We invite you to join us at our **33rd Annual Executive Training Conference**, taking place April 27-30, 2025, in New Orleans, Louisiana. This conference will offer an unparalleled opportunity to connect with industry-leading instructors, chiefs, and speakers both inside and outside of sessions. Please visit **FBILEEDA2025.org** to explore all the incredible opportunities awaiting you in New Orleans.

Serving as FBI-LEEDA President has been a profound honor, and I remain dedicated to advancing our mission and values in my ongoing leadership.

Warm regards,

Dr. Joel Fitzgerald, Sr.

Dr. Joel Fitzgerald
Chief, retired



EXECUTIVE DIRECTOR

Jacques S. Battiste

Executive Director's Letter

Greetings, FBI-LEEDA Family,

As we step into 2025, I reflect on the past year with gratitude for the honor and privilege of serving in law enforcement and military service at all levels. Beginning my third year as Executive Director of FBI-LEEDA, I am deeply humbled to lead one of the greatest police executive leadership development associations in the world.

Police officers are my heroes. They answer the call to serve, striving to enhance the quality of life in their communities. Their commitment to public safety, willingness to risk their lives for others, and dedication to an institution they hold sacred embody "Uncommon Valor." With an average of 150 officers lost annually in the U.S., and many more worldwide, the gravity of our mission is clear. Democracy relies on the policing model, and we, as leaders, bear the responsibility of providing the finest leadership to those who protect and serve.

FBI-LEEDA remains committed to advancing law enforcement leadership. Guided by our strategic five-year plan, here are key priorities for 2025:

- **Five Star Chief Executive Institute:** A new course designed to take you beyond receiving your Trilogy award. This class provides a next-level training experience to enhance your leadership and professional developmental skills in the ever-emergent law enforcement/public safety arena.
- **Front Line Leadership Course:** Designed to target and impact law enforcement personnel that are in early developmental stages of leadership, this new course emphasizes how officers can provide quality service from the police academy to promotion, ideally designed for those who have yet to obtain the rank of Sergeant.
- **Annual Conference Enhancements:** New speaker series on "Uncommon Valor" and "Intrinsic Officer Wellness and Safety."
- **Expanded Partnerships:** Increased partnerships with our fellow international law enforcement agencies that border the United States (i.e., Canada and the Caribbean) and potentially traveling well beyond to the Middle East, Far East and Europe. This is accomplished while not losing sight of service to our law enforcement partners in the United States.
- **Increased Engagement:** Enhancing sponsor participation and exhibitor involvement in our conferences, backed by data-driven insights.
- **FBI-LEEDA Online Store:** After years of planning, our branded merchandise store is now live at www.promoplace.com/fbi-leeda.
- **Membership Re-Engagement:** Encouraging past and current members to renew their commitment to FBI-LEEDA. FBI-LEEDA is evolving and enhancing its offerings, making membership even more valuable for your professional development. We encourage current and former members, especially those who have transitioned to new roles, to rejoin and contribute their valuable experience to help us remain the leading advocate for law enforcement success in today's changing world.



There comes a point where we need to stop just pulling people out of the river. We need to go upstream and find out why they are falling in."

— Desmond Tutu

Collaboration remains essential. Effective policing requires strong community partnerships, mutual trust, and a culture that upholds human dignity and constitutional protections. We will continue working alongside esteemed organizations such as:

- International Association of Chiefs of Police (IACP)
- National Association of Women in Law Enforcement (NAWLEE)
- Major Cities Police Chiefs Association (MCCA)
- National Sheriffs' Association (NSA)
- National Organization of Black Law Enforcement Executives (NOBLE)
- Police Executive Research Forum (PERF)
- FBI National Academy (FBI-NAA)
- FBI National Executive Institute Association (FBI-NEIA)
- FBI National Command College (FBI-NCC)
- FBI Law Enforcement Executive Development Seminar (FBI-LEEDS)
- National Native Law Enforcement Association (NNALEA)
- Small & Rural Law Enforcement Executives Association (SRLEEA)
- Historically Black Colleges and Universities Law Enforcement Executives and Administrators Association (HBCU-LEEA)
- Association of Caribbean Commissioners of Police (ACCP)
- Hispanic American Police Command Officers Association (HAPCOA)
- Anti-Defamation League (ADL)

I believe that community policing, information sharing, and collaborative intelligence are essential for creating safer communities. Police effectiveness requires active citizen support and trust, which can only be achieved through genuine investment in the community and a culture that respects human dignity and constitutional rights. Law enforcement leaders must cultivate this culture by establishing and reinforcing policies and training that ensure fair and unbiased policing, reflecting community input and expectations. These efforts are key to LEEDA's accomplishments in 2024 and goals for 2025.

I invite you to join us at our **33rd Annual FBI-LEEDA Executive Training Conference** in New Orleans, Louisiana, from April 27-30, 2025! Based upon the geographics, sights, cuisine, and culture, New Orleans will make an excellent backdrop for the success of this year's conference! Registration and details can be found at **FBILEEDA2025.org**.

Finally, I extend my heartfelt thanks to Past President Donna McNamara, President Dr. Joel Fitzgerald, Sr., newly inducted President Sheriff Lon Thiele, and our Executive Board, instructors, staff, and members for their dedication to our mission.

It is my honor to serve as your Executive Director, and I pledge to uphold the values of honor, courage, and commitment in leading FBI-LEEDA.

Warmest regards,



Jacques S. Battiste
Executive Director

Evidence-Based Policing: More than a Buzzword

Chief Edward Tjaden, York, Nebraska Police Department

Police officers are natural skeptics. The chiseled armor of this profession leads officers to doubt new-fangled approaches and roll their eyes at trendy buzzwords. The problem, though, is that this skepticism can also hold the profession back. Now more than ever, communities are asking their law enforcement about the “why” and “how” of policing, and “because that’s the way we’ve always done it” just isn’t good enough. Before methods can be shared and justified, they must be understood. Enter: Evidence Based Policing (EBP). Evidence Based Policing aims to bridge the gap between scientific research and the criminal justice field by utilizing data and scientific research to objectively evaluate what works and what doesn’t.

Evidence-based policing was introduced in the late 90s, and was loosely modeled after the evidence-based trends in the medical field. One of EBP’s original advocates, Lawrence Sherman (1998), argued for the use of research to generate positive police practices. Since then, EBP has been building steam, and has become more and more mainstream. Reaching far beyond a handful of sporadic journal articles, EBP has become a powerful movement supported at an institutional level. Here are some organizations to check out for great EBP information: the National Policing Institute, the American Society of Evidence Based Policing, George Mason University, the National Institute of Justice (particularly the LEADS Scholars Program), the International Association of Chiefs of Police, the Police Executive Research Forum, and RAND.

One of the key foundations of EBP is enabling decision-making that is supported by real data and science. For example, many departments are currently struggling with recruitment. According to the U.S. Department of Justice, Office of Community Oriented Policing Services (2021), the City of Charleston, SC has found success with an evidence-based, multi-faceted approach to recruiting. Finding the right people to serve as police officers has always been a challenge, but the ongoing nationwide shortage illustrates the need for new approaches and ideas.

Another recurring and important aspect of policing that EBP has offered research on is community involvement and community policing. Many departments face difficult decisions when balancing community presence and practical work challenges such as overtime and crime-specific responses. According to Smith (2021), community-focused policing strategies can build trust and cooperation, and can help prevent crime. The qualitative value of community policing can be easier to communicate during budget talks or after a negative event with academic research backing up administrative decisions.

Implementing evidence-based practices in agencies isn’t easy; skepticism and resistance to change are formidable challenges for any organization, but they are particularly poignant in the criminal justice field. Fittingly, research has been conducted on these challenges and how they pertain to EBP as well. As noted by Thompson (2018), when building support for EBP, agency leaders need to embrace evidence-based approaches and provide staff with education and tools that allow them to understand the value of research, data, and science in law enforcement.

Using data, science, and research to make informed, educated decisions in policing is rightfully marching towards becoming the field’s new “norm”. It offers justifiable and relatable solutions for law enforcement and the public. Evidence-based policing is more than just a buzzword, it is a widely supported, redefining method that offers police agencies more effective policing avenues in rapidly changing times.



Chief Edward Tjaden

YORK, NEBRASKA POLICE DEPARTMENT

Edward Tjaden has served as the Chief of Police in York, Nebraska since 2017. He utilizes his 25 years of varied law enforcement experience to continually shed light upon, and offer solutions for small and rural policing challenges. His primary focus as Chief has been change management and positive culture building. He has a Master's Degree in Organizational Management, is a graduate of the Northwestern University Center for Public Safety's School of Police Staff and Command, recently completed the FBI National Command College for small agencies, and is an alumni member of the National Institute of Justice and National Police Institute's LEADS scholar program.

Sherman, L. W. (1998). Evidence-based policing. *Ideas in American Policing* (July). Police Foundation. Retrieved from <https://www.policinginstitute.org/wp-content/uploads/2015/06/Sherman-1998-Evidence-Based-Policing.pdf>

U.S. Department of Justice, Office of Community Oriented Policing Services. (2021, December). Evidence-based policing: The value of research in police decision-making. COPS Office Dispatch. Retrieved from https://cops.usdoj.gov/html/dispatch/12-2021/evidence_based_policing.html

Smith, J. A. (2021). *Evidence Based Policing and Community Crime Prevention*. Springer.

Thompson, R. (2018). Bridging the research-practice divide. *Policing Today*, 15(2), 123-134.



This class, by far, is the most influential and inspirational course I have ever attended. More than just providing information and skills, this course truly forces students to take a deep look inside and make substantive changes to develop themselves and their agency."

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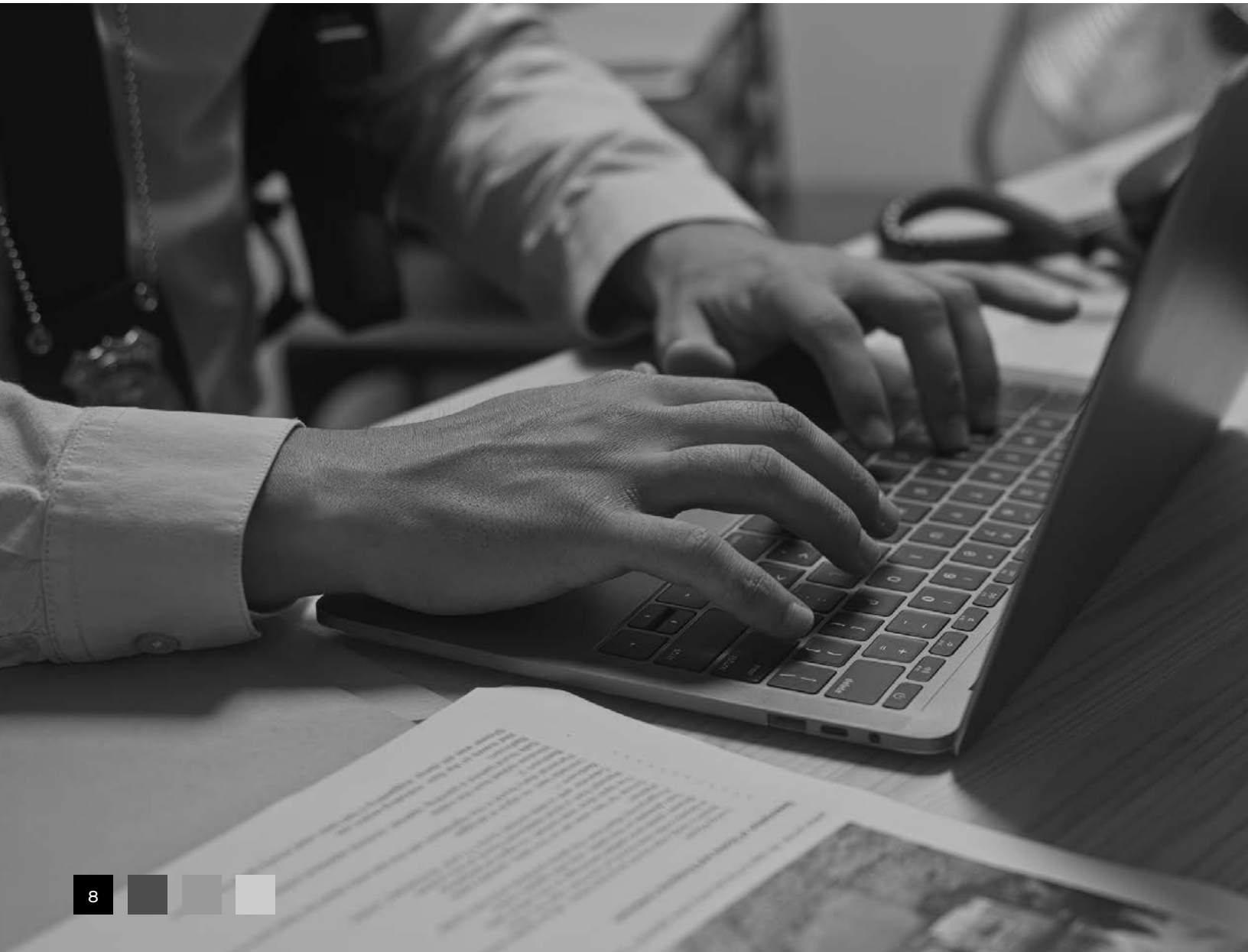


Combating False Information on Your Agency's Social Media: Seven Strategies for Success

Sergeant Kenric Alexander, Cary (NC) Police Department

Have you ever encountered a situation in which a light-hearted social media post about an upcoming community engagement event goes sideways? A community member floods the comments section with statements about a negative police encounter totally unrelated to your original post. And it doesn't stop there. Meta Business Suite is alerting you that they are copying those negative comments onto multiple postings created over the past year. What if their comments are not about your agency at all but rather another agency with the same name, only in a different state? Does your agency have a plan to combat this?

In an age where information spreads rapidly through social media, police agencies face the challenge of combating false information that can undermine public trust and safety. Misinformation can arise from misunderstandings, rumors, or intentional disinformation, making it crucial for agencies to have a proactive strategy in place to address these issues effectively.



Establish a Clear Communication Protocol

The first step in combating false information is to establish a clear communication protocol. Designate a Public Information Officer (PIO) or a team responsible for monitoring social media channels and responding to misinformation. This team should be trained to identify false claims quickly and assess their potential impact on the community.

Monitor Social Media Regularly

Active monitoring of social media platforms is essential. Utilize social media management tools to track mentions of your agency and relevant keywords. By staying informed about what is being said, your agency can respond promptly to any false information before it spreads further.

Respond Quickly and Accurately

When false information is identified, it is crucial to respond quickly with accurate information. Craft clear and concise messages that address the misinformation directly. Use the same platforms where the false information was posted to ensure your response reaches the same audience. Being open and honest is key; acknowledge the issue and provide factual details to clarify the situation.

Educate the Community

Proactively educate the community about how to identify misinformation. Share tips on verifying information, such as checking official sources or looking for credible news outlets. By empowering the public with knowledge, you can help them become more discerning consumers of information.

Utilize Visual Content

Visual content, such as infographics and videos, can be effective in conveying accurate information quickly. Create shareable graphics that debunk common myths or clarify misunderstandings. Visuals are more likely to be shared, increasing the reach of your accurate messaging.

Foster Community Engagement

Encourage open dialogue with the community through social media. Create opportunities for residents to ask questions and express concerns. By fostering a sense of community engagement online, you can build trust and encourage individuals to seek clarification from your agency rather than relying on unverified sources.

Collaborate with Local Media

Establish relationships with local media outlets to ensure they have accurate information about your agency's activities. When misinformation arises, local journalists can help disseminate the correct information to a broader audience, reinforcing your agency's credibility.

Final Thoughts

Combating false information on social media requires a proactive and strategic approach. By establishing clear communication protocols, monitoring platforms, responding quickly, educating the community, utilizing visual content, fostering engagement, and collaborating with local media, police agencies can effectively mitigate the impact of misinformation. In doing so, they not only protect their brand and reputation but also strengthen the trust and safety of the communities they serve.



Sergeant Kenric Alexander
CARY (NC) POLICE DEPARTMENT

Sergeant Kenric Alexander is the Public Information Officer for the Cary Police Department in Cary, NC. He began his career in Cary as a Telecommunicator in 2001 before graduating the police academy and transitioning over to a sworn officer in 2002. He holds his international PIO credential with the Commission on Professional Credentialing through the Center for Public Safety Excellence. Sgt. Alexander received his Master PIO training through FBI-LEEDA. He can be reached at kenric.alexander@carync.gov



Navigating Officer Grievances: Best Practices for Resolution and Maintaining Cohesion

Fredrick Lemons II, Commander of the University City Bureau of Field Operations and Internal Affairs

Handling internal grievances in a police department requires a blend of structured process, empathy, and transparency. Addressing officer disputes effectively ensures a harmonious work environment and strengthens departmental cohesion. Effective grievance management involves ensuring that officers feel heard, valued, and treated fairly, which fosters trust within the department and between the police and the community they serve.

The Complexity of Officer Grievances

Police work, known for its high-stress environment, often brings interpersonal conflicts. Grievances can range from policy disputes to conduct issues among peers. If left unaddressed, these conflicts can escalate, affecting unit effectiveness and public trust. Thus, developing reliable approaches to grievance handling can prevent negative outcomes and promote a respectful and supportive atmosphere (Smith & Brown, 2020).

Key Strategies for Effective Grievance Mediation

1. Structured and Transparent Process:

Implementing a clear framework for grievances helps manage expectations and ensures consistency. Officers should be aware of their rights and understand the mediation steps. Transparent processes help reduce perceptions of bias and enhance trust in leadership (*Policing Best Practices*, 2018). Outlining steps, timelines, and participant roles in the grievance process fosters confidence in its fairness.

2. Professionalism and Neutral Facilitation:

The mediator, usually a superior or an HR representative, must maintain neutrality and ensure that all parties are treated equitably. Neutral facilitation is essential for preserving decorum and guiding discussions productively (*Johnson*, 2021). This prevents escalations and helps maintain focus on resolution rather than personal conflicts.

3. Fact-Based Resolution:

Grounding decisions in objective evidence, such as documented statements, video recordings, or witness accounts, is crucial for a fair outcome. Objective, evidence-based mediation ensures that resolutions are not swayed by subjective accounts and reduces biases (*Smith & Brown*, 2020). This practice also reinforces a culture of integrity and fairness.

4. Clear Follow-Up Actions:

Concluding mediation with clear outcomes and recommendations ensures that all parties understand the resolution and any necessary next steps. These can include follow-up training, behavioral assessments, or reassignments to support workplace harmony and

mitigate potential future issues (*Johnson*, 2021). Outlining actions to be taken helps solidify the lessons learned and aligns behavior with department standards.

5. Promoting a Culture of Accountability:

Building and maintaining trust requires fostering a culture of accountability at all levels. Policies that encourage constructive feedback and establish appropriate consequences for behavior create an environment where officers feel respected and fairly treated (*Policing Best Practices*, 2018). This approach ensures that grievance processes do not just resolve specific cases but also contribute to long-term organizational growth.

Enhancing Resilience Through Cohesion

The aftermath of unresolved grievances can weaken unit cohesion and diminish morale. Proactive and thoughtful management that emphasizes fairness and transparency can transform potentially divisive situations into opportunities for growth and reinforcement of professional standards (*Johnson*, 2021). Effective grievance handling is not just about resolving immediate issues but fostering an environment where open communication and mutual respect are norms.

Conclusion

Grievance mediation, when conducted effectively, enhances trust and supports operational integrity in police departments. Structured, impartial, and transparent handling of grievances sets the foundation for a respectful and unified work environment. By focusing on professionalism, evidence-based resolution, and a culture of accountability, departments can navigate grievances successfully, strengthening both internal cohesion and public confidence.



Fredrick Lemons II

COMMANDER OF THE UNIVERSITY CITY BUREAU OF
FIELD OPERATIONS AND INTERNAL AFFAIRS INSPECTOR

Fredrick Lemons II is a seasoned law enforcement leader with over 25 years of experience in public safety and management. He currently serves as Commander of the University City Bureau of Field Operations and Internal Affairs Inspector, where he oversees training programs and community initiatives that improve transparency and efficiency. Fredrick is a Ph.D. candidate at Amridge University, focusing his research on Generational Theory and Systemic Racism. He also holds an M.A. in Management and Leadership and an MBA from Webster University. Committed to mentoring and developing future leaders, Fredrick's experience includes directing community outreach programs through his role as Executive Director of St. John House of Hope. Known for his dedication to both public service and education, he combines practical expertise with academic knowledge to make a positive impact in his community and profession.

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Policing Best Practices. (2018). Structured processes and transparency in police grievance handling. Policing: A Journal of Policy and Practice. <https://doi.org/10.1093/policing/pay055>

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Louisiana State Police Mobile Field Force Assists in Hurricane Helene Relief Efforts in North Carolina

Trooper First Class Ryan Davis, Jacob Pucheu, and Tiah Larvadain

Louisiana State Police Mobile Field Force (MFF) is a specialized unit trained to respond to large-scale events, civil disturbances, natural disasters, and other emergencies requiring a significant law enforcement presence. Comprised of Troopers with expertise in crowd control and public safety during protests, large gatherings, and high-security incidents, the MFF is also extensively trained in disaster response and operating in high-pressure environments. This combination of skills and versatility makes the MFF an invaluable asset to the Louisiana State Police.

In addition to its core law enforcement duties, the MFF plays a crucial role in disaster response throughout Louisiana. During natural disasters like hurricanes, the unit supports local authorities in the hardest-hit areas, providing security, visibility, logistical assistance, and disaster relief. Over the years, the MFF has gained substantial experience, frequently deploying in the aftermath of weather events across Louisiana to ensure public safety and assist in recovery efforts.

Following the devastation caused by Hurricane Helene in North Carolina, the MFF's expertise was called upon to assist beyond Louisiana's borders. Recognizing the unit's specialized skills, the MFF team answered the call without hesitation. On September 30, 2024, a caravan of 20 Troopers, along with essential equipment such as trailers, side-by-sides, drones, and chainsaws, traveled 14 hours from Baton Rouge to Asheville.

The team collaborated with the North Carolina State Highway Patrol and the Buncombe County Sheriff's Office, participating in critical operations including visibility and looting patrols, search and rescue, infrastructure damage assessments, and welfare checks. Troopers met with community leaders and local officials to discuss immediate and long-term needs, including additional resources like food and law enforcement support.

Facing limited cell service, they relied on paper maps to navigate the heavily damaged areas. Troopers assisted local first responders by distributing food and water, staffing medical and evacuation shelters, and manning road closures. On foot patrols, they provided essential supplies to residents in need and worked through a list of over 300 missing individuals, successfully accounting for 289 and reducing the list to just 11 unaccounted for.

Despite the challenges posed by the unfamiliar North Carolina mountainous terrain and extensive landslides, Troopers pressed on, hiking up mountain paths to reach isolated residents. Their determination ensured that no one was left behind, making them the first to reach hard-hit areas like Bat Cave, NC, where other agencies had yet to arrive due to impassable roads.

Navigating these conditions required adaptability, and the team's use of drones for aerial reconnaissance and mapping proved invaluable. Their efforts left a lasting positive impression on the residents of North Carolina, showcasing their commitment and resilience during the state's most vulnerable times. Much of their success stemmed from the team's ability to adapt their skillsets to meet the demands of the mission.

On October 25, 2024, the team returned home after completing three 10-day deployments. This deployment proved to be an invaluable learning experience for the MFF, offering insights into the complexities of disaster response in diverse environments. The Troopers gained a deeper appreciation for the challenges faced by other regions during hurricane recovery, while also fostering lasting connections with agencies outside of Louisiana. These partnerships will enhance future coordination and mutual support in cross-state disaster responses.

While the Louisiana State Police hopes North Carolina will not face such devastating hurricanes again, the positive outcomes of this deployment—especially the strengthened inter-agency relationships—are invaluable. The MFF's role in responding to Hurricane Helene underscores the power of teamwork and cooperation among law enforcement agencies, improving their collective ability to serve their communities more effectively in future emergencies.



Trooper First
Class Ryan Davis



Trooper First
Class Jacob
Pucheu



Trooper First
Class Tiah
Larvadain

LOUISIANA STATE POLICE

Trooper First Class Ryan Davis has been with the Louisiana State Police for over nine years. He has served in patrol, a specialized aggressive driving interdiction unit, and is currently Troop F's Public Information Officer. Since 2016, he has been a member of the Mobile Field Force.

Trooper First Class Jacob Pucheu has been with the Louisiana State Police for over seven years. He has served on patrol at Troop B in Kenner, the Bureau of Investigations, and is currently the Public Information Officer at Troop B. Since 2018, he has been part of the Mobile Field Force, now serving as a Squad Leader.

Trooper First Class Tiah Larvadain has been with the Louisiana State Police for over six years. She has served on patrol at Troop C, in the Bureau of Investigations, and currently as Troop C's Public Information Officer. Since 2018, she has been a member of the Mobile Field Force and its Mounted Team.

Ryan, Jacob, and Tiah each deployed to Asheville on three separate deployments and have been deployed multiple times throughout the state to work special events and respond to natural disasters.



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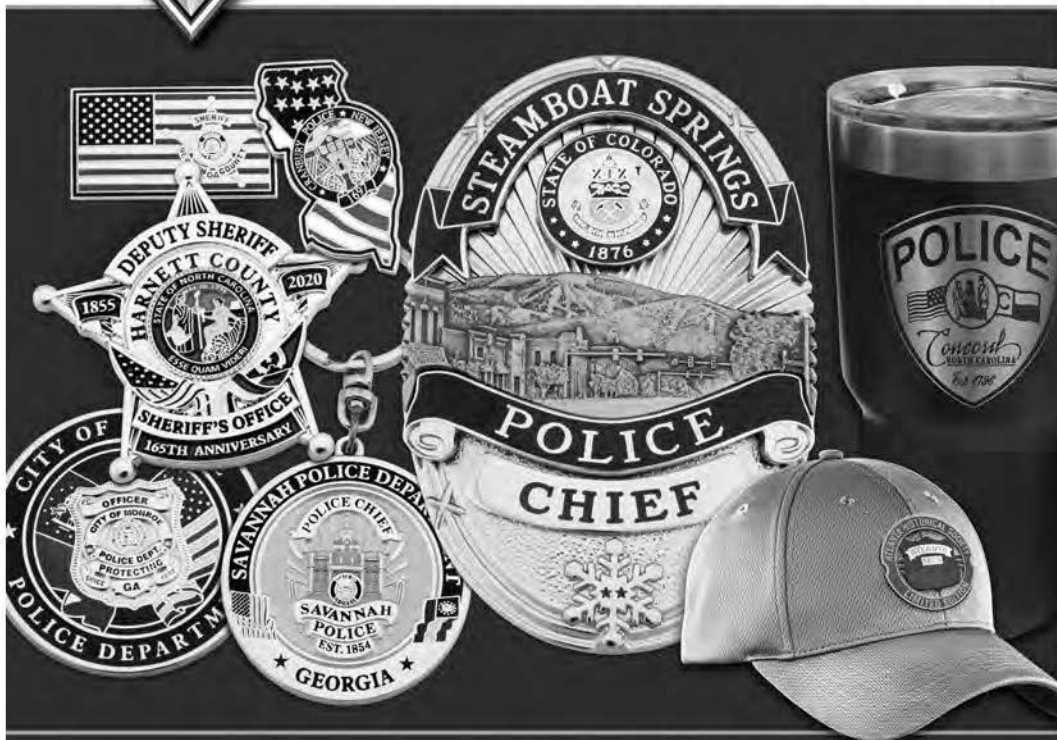
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Harnessing Technology as Force Multipliers is the Future of Law Enforcement

Lieutenant Tim Pucci, San Angelo (TX) Police Department

The potential of emergent technologies to transform law enforcement is immense. AI technology, drones with extended loitering capabilities, improved ALPR (automated license plate reader) technologies, and real-time and post-incident video capture are just a few examples. These technologies can revolutionize our approach to crime prevention, detection, and investigation if strategically implemented.

However, technology alone is not a panacea.

It is crucial to avoid the pitfalls of numerous law enforcement agencies that have wasted millions of dollars on technology that, while new and innovative, failed to be transformative. This underscores the importance of strategic implementation, where the technology's use must be carefully planned and executed to unlock its true potential.

A guiding principle is essential in the selection and implementation of technology. This principle, which focuses on force multiplication, data collection enhancement, and service to the overall goal of crime detection, provides a strategic direction for our profession's use of technology.

Implementing technology in law enforcement must significantly increase force multiplication, enhance or improve data collection, and serve the overall goal of detecting, solving, and deterring crime.

Keeping this principle in mind will focus our profession's use of technology to the maximum effect.

It is crucial to learn from past failures in technology implementation. Realigning our agencies, organizations, and leaders to assess all forms of technology through the lens of force multiplication is challenging but necessary to avoid repeating past mistakes.

Moreover, thinking of our workspace from a three-dimensional perspective leads to the larger concept of an integrated technology center. Within this concept is an understanding of controlling the airspace using extended-flight drones, capturing data with ALPR technologies, sourcing video (real-time and static) from prepositioned cameras, and directing these technologies to become force multipliers.

Within the next five years, it is possible to imagine a law enforcement organization that utilizes extended-flight drones to patrol its jurisdiction 24/7. When high-priority incidents occur, a high-speed drone launches and arrives before the responding officers, providing real-time assessment and overwatch of the incident. At the same time, ALPR technology captures the suspect vehicle leaving the area. Post-incident analysis by the integrated technology center identifies the suspect vehicle from ALPR scans. These technologies combine as force multipliers, improving officer safety while increasing the likelihood of detecting, identifying, and capturing criminal activity.

The synergistic effects of technologies designed and utilized for force multiplication provide a road map to innovative problem-solving in our profession.

Current and future law enforcement leaders should realign their thinking about technology away from two-dimensional applications and choose to apply those technologies from a three-dimensional perspective. Our profession's path forward is combining the concepts of the three-dimensional workspace and harnessing technologies as force multipliers.

Finally, regardless of your agency's size or budget, policing from a three-dimensional perspective and using technology as a force multiplier is relevant. Scaling these concepts to larger agencies provides significant benefits. However, all technology is costly and requires fiscal planning. Implementing these concepts now will result in transformative changes in the future of our agencies and profession.



Lieutenant Tim Pucci
SAN ANGELO (TX) POLICE DEPARTMENT

Lieutenant Tim Pucci is a member of the San Angelo Police Department in Texas. He has 28 years of service in law enforcement. Lieutenant Pucci served 20 years as a patrol officer, patrol sergeant, and patrol lieutenant. His current assignment is as the department's Administrative lieutenant. In that capacity, Lieutenant Pucci manages the Department's Best Practices Program, researches and writes departmental policy, is the project manager for the Department's RMS (records management system) and the Department's body-worn camera program, chairman of the Department's Meritorious Awards Board, and supervises the PIO unit, and I.T. unit. Lt. Pucci is an avid reader and writer. He also enjoys the outdoors.



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Law Enforcement's Newest Best Friend

Investigator Lieutenant John H. Haning, Rogers County Sheriff's Office (RCSO)

Law enforcement has long relied on dogs to aid in policing, a practice that began in Europe. In 1899, Belgium established the first organized police dog program in Ghent, using dogs to patrol streets and assist in crime prevention. Over time, K9 units have become essential to modern policing in the United States, evolving to take on highly specialized roles. Advances in training and technology now equip some police dogs with GPS trackers and even cameras, enabling them to provide real-time data to their handlers during operations.

Among these specialized K9s is Rosco, the newest partner of the Rogers County Sheriff's Office (RCSO) in Oklahoma. Rosco works alongside Lt. John Haning, a task force officer for multiple agencies, including Homeland Security Investigations (HSI) and the Oklahoma State Bureau of Investigations' Internet Crimes Against Children (ICAC) task force. Rosco, provided by OURRESCUE.ORG, is an electronic scent detection K9. He is trained to detect electronic devices, such as mobile phones, USB drives, laptops, and hard drives, by sniffing out the chemical compound triphenylphosphine oxide (TPPO) found in circuit boards.



Rosco's skills have become vital as the number of cyber tips from the National Center for Missing and Exploited Children (NCMEC) has surged by 300% between 2021 and 2023. With the rapid evolution of technology, criminals can store massive amounts of data on increasingly smaller devices, often hidden in obscure locations. Rosco helps ensure no device is overlooked during searches, providing critical evidence that could save children or lead to the prosecution of predators.

In July 2024, Rosco's expertise was put to the test in Ecuador during a high-profile investigation. The Ecuadorian National Police (ENP), along with other agencies, sought assistance from OURRESCUE. ORG to execute a search warrant for Pablo Aníbal, accused of producing and distributing child sexual assault material (CSAM). NCMEC provided a tip about Aníbal's victims, aged 8 to 12. During the search, Rosco uncovered two micro SD cards and a cellphone missed by investigators. These devices could play a pivotal role in the investigation and potentially identify more victims.

Beyond his technical skills, Rosco also offers emotional support. During the Ecuador operation, he comforted a 15-year-old special needs victim in crisis. His calming presence helps ease the trauma of victims and their families during search warrants, which can be intrusive and overwhelming. Rosco instinctively senses stress and pain, lying beside those in distress and resting his head on their lap.

This secondary role is invaluable in helping children navigate the aftermath of abuse. Rosco often accompanies victims to forensic interviews, providing comfort as they recount their experiences. He remains a steady source of support throughout the legal process, fostering trust and easing anxiety. Victims receive Rosco-themed baseball cards and stickers, strengthening their bond with their newfound friend.

Rosco exemplifies how K9 units can enhance both the technical and human aspects of law enforcement. By helping locate crucial evidence and providing emotional support, he truly is law enforcement's newest best friend in the fight against crimes targeting children.



Investigator Lieutenant John H. Haning
ROGERS COUNTY SHERIFF'S OFFICE (RCSO)

Investigator Lieutenant John H. Haning has dedicated over 20 years to law enforcement, serving in various roles that demonstrate his expertise in criminal investigations, community policing, and task force operations. He is currently with the Rogers County Sheriff's Office (RCSO) in Claremore, Oklahoma, where he has served since 2015. As an Investigator Lieutenant, Lt. Haning plays a critical role in multiple high-profile task forces. He is a Task Force Officer (TFO) for Homeland Security Investigations (HSI) and a former task force officer for the Federal Bureau of Investigation, contributing to complex investigations involving Internet Crimes Against Children (ICAC). Additionally, he serves as an investigator for the Cherokee Marshal Service, the District 12 District Attorney's Office, and the Muscogee (Creek) Nation, where he works on a wide range of criminal cases.

With a strong commitment to justice and public safety, Lt. Haning has earned numerous certifications, including Advanced Peace Officer and Hostage Negotiator credentials. His leadership, investigative expertise, and unwavering dedication to protecting vulnerable populations make him an invaluable asset to the agencies and communities he serves. Lt. Haning holds an associate degree in Criminal Justice, a bachelor's degree in Justice Administration, and a master's degree in Criminal Justice. He is currently pursuing a doctorate in Forensic Science, further enhancing his knowledge and skills in the field.

Leading Against The Tide

Chief Jose Pelaez, St. Charles Police Department (MN)

According to the U.S Department of Justice's Office of Community Oriented Policing Services (COPS Office), more than two-thirds of law enforcement agencies in the United States serve small, rural, or tribal communities. Since the death of George Floyd and the COVID-19 Pandemic, police departments all over the country have suffered devastating budget cuts and staffing shortages. Furthermore, since 2021, at least 12 small-town agencies in the U.S have completely disbanded (AP, 2023). Since I became the Chief in 2021, I truly believe that city-wide genuine and creative leadership has kept my small-town agency afloat through these challenging times.

Small-town police departments inherently come with small budgets and consequent challenges such as noncompetitive wages, technology gaps, professional development gaps, staffing shortages, among other issues. I realized that in order to survive with a small budget, I needed to lead with purpose and creativity. First, we needed to start by addressing the fact that our Officers were significantly underpaid, compared to other similar-size cities. Fortunately, city leadership understood the significance of this issue, and as a result the city approved a much-needed pay bump for our Officers, which in turn not only made us more competitive among other small departments, but it also boosted morale. It's just simple, if you take care of them (Officers), they will stick around (Retention).

Similarly, the best recruitment tool is having good Officer retention. Lately, law enforcement leaders seem to overlook the importance of retention and tend to focus too much on paying people to come work for them. From day one, I made it a goal to take care of my people first. I wanted every single one of my Officers to become an important contributor to the department's success. Subsequently, each one of my Officers became a Training Instructor, attended formal leadership training, or is directly involved in policy or training development; some even have formal leadership positions. This leadership approach not only helped me retain officers during the last four years, but it also helped me resurrect our Police Reserve Program, and most importantly, it produced a significant boost in Officers' work performance and morale.

One last point on recruitment: if you are not putting efforts into selling your (department's) brand on social media or at career fairs, and making law enforcement exciting again to potential applicants, you are doing it wrong! Social media and career fairs are not just for big departments with big budgets; get creative and be willing to put the time and effort.

Despite my small budget, in the last four years my department has been approved to purchase an online policy management subscription, body-worn-cameras, new Tasers, and new radio equipment. For small towns, these purchases certainly create a huge tax burden. However, I truly believe that the trust and strong relationship that our department has built with our community over the years allowed them to accept and justify the expenses. We never asked to be on the forefront of law enforcement technology, we simply asked to at least be allowed to keep up with technology so we could do our jobs more safely and more efficiently.

In conclusion, I am certain that many of these strategies and concepts are not new to many of you; but I just wanted to share what has worked for me as a small-town Police Chief. I am grateful for the support I get from our community, city leadership, and my Officers, and we will continue to build upon that trust that we have cultivated with our community through the years.



Chief Jose Pelaez

ST. CHARLES POLICE DEPARTMENT (MN)

Chief Jose Pelaez has served the St. Charles Police Department (MN) since 2008 and has led as the Chief of Police and EM Director since February 2021. He was born in the City of Manta, Ecuador. He immigrated to the U.S in 2002, and settled with his family in Winona county, MN. In 2012, he enlisted in the USAF Reserves and was assigned to the 934th Security Forces Squadron (MN). He deployed twice to Kuwait in support of Operation Inherent Resolve from which he was awarded the Air Force Commendation Medal and the Air Force Achievement Medal. He has earned an A.A.S Degree in Law Enforcement, a B.A in Criminal Justice, and an M.A in Emergency Management-Homeland Security. Additionally, he graduated from the USAF Non-Commissioned Officer Academy, is a recipient of the FBI-LEEDA Trilogy Award, and is a current member of the Winona County ERT.

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Dispelling Myths and Embracing Digital Transformation in Law Enforcement Recruitment and Vetting

David Boggs

Contrary to popular belief, interest in careers in public safety, especially policing, remains robust among young people. However, the methods to engage these candidates are evolving rapidly, driven by digital advancements. Law enforcement agencies across the U.S. are adopting advanced digital recruiting and vetting programs to attract and retain top talent.

Today's applicants are digital natives, accustomed to seamless, instant interactions in their daily lives. Agencies are leveraging this by adopting technologies that prioritize efficiency and transparency, aligning with candidate expectations shaped by modern conveniences like online orders and ride-sharing apps.

Digital Recruitment Strategies

Key strategies include direct communication via email and text messaging, which offer immediacy and personal connection crucial for engaging potential recruits effectively. Pam Hong, Director of Operations at All Star Talent, emphasizes the importance of understanding candidate motivations: "To attract more candidates, you need to understand what makes these roles attractive and what motivates people to pursue them."

Strategic Online Advertising

Social media across all platforms such as Instagram, Facebook, LinkedIn, and Twitter are pivotal in reaching the youth demographic. Agencies are investing in visually engaging content and targeted paid advertising, resulting in significant application growth. According to Scott Cooper, Director of Business Development at All-Star Talent, effective implementation of online advertising, combined with effective digital communication activity, has led to a doubling or even tripling of application rates monthly.

Modernizing the Application Process

Beyond recruitment, modernizing the pre-employment background investigation process is vital. Guardian Alliance Technologies provides software specifically designed for professional public safety background investigators to streamline background investigations, reducing time and resources while maintaining rigorous standards. Chief Jeff Brinkley of the Mason City Police Department notes the impact: "The adoption of Guardian Alliance's technology has dramatically shortened our hiring process from months to just 60 days or less."

Effectiveness & Key Benefits of Digital Vetting:

- 1. Reduce Time to Complete Background Investigation by 50% or More:** Dramatically cuts the time and resources needed for a background investigation, saving agencies 20 labor-hours per investigation, on average.
- 2. Streamline and Modernize the Background Investigation Process:** Modernize your background investigation process by shifting from outdated paper methods to a secure, efficient cloud-based system.
- 3. Accelerate Hiring Process:** Significantly shorten your department's hiring timeline with advanced digital pre-screening and investigation tools.
- 4. Cost Savings and Enhanced Applicant Screening:** Reduce recruitment expenses while maintaining a rigorous vetting process through advanced screening capabilities.
- 5. Customization and Real-Time Applicant Tracking:** Enhance the recruitment process with a platform that offers customizable PHQ and real-time tracking of applicant status.

Building a Positive Brand Image

In today's competitive job market, agencies recognize the importance of maintaining a positive brand image through technology. Interactive websites, virtual job fairs, and online application tracking systems enhance transparency and accessibility, fostering trust and reliability among candidates.



Conclusion

In conclusion, while misconceptions about declining interest in law enforcement persist, the reality is that young people are still drawn to careers in public safety. By embracing digital recruitment and vetting practices, agencies can effectively connect with this new generation of applicants. By leveraging email, text communication, and strategic online advertising, agencies can ensure they attract and retain dedicated individuals ready to serve their communities.

The key lies in meeting candidates where they are—embracing technology to engage meaningfully and demonstrate commitment to modern practices. Through these efforts, law enforcement agencies can continue to attract passionate individuals eager to make a difference in their communities.



David Boggs
FBI-LEEDA INSTRUCTOR

David Boggs holds bachelor's and master's degrees from Eastern Kentucky University and comes to LEEDA as an instructor with 27 years of law enforcement leadership experience from Lexington, Kentucky where he retired as Deputy Chief and Broken Arrow, Oklahoma where he retired as the Chief of Police. He has served in a variety of leadership positions inside both agencies and within the communities that he has served. As an Executive Teaching Fellow with the F.B.I. his leadership instruction took him around the world, learning from and teaching executives on a wide variety of leadership topics.

Chief Boggs is a longtime supporter of FBI-LEEDA and teaches Leadership for the entire Trilogy series; Supervisory, Command and Executive Leadership. When he is not actively engaged in teaching and public speaking, he is spending time with his wife and daughters and fishing anywhere he gets a chance.

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Utilizing Situational Training to Enhance Supervisor Preparedness

Chief Norm Allison, Plano Police Department (IL)

Assessment centers are an effective way to gauge the competence of potential supervisors. So, we put our candidates through the grueling process of a few hour scenario based set of exercises meant to challenge them and set the high performers apart from the rest of the group. What happens when they've made it? At the sergeant rank, we continue to provide mandatory training that is set by law or our state training and standards board. We may even invest in the sergeant and send them to FBI-LEEDA, Northwestern, or some other advanced training. But, do we really dial in and provide high quality situational training to ensure our supervisors are prepared, competent, and confident? Your first-line leaders should be the backbone of the organization and I challenge you to ensure they are prepared for anything thrown their way.

Being a first-line supervisor is a difficult job. A sergeant is tasked with not only managing the day to day activities of the shift they are assigned but also carrying out and explaining the directives of executive command personnel. This position is always evolving, and there is no room for error or complacency. We have to remember that leadership is not only a concept but a set of actions meant to serve and consistently improve our supervisory staff. If your organization is not already doing this, it is time to embed situational training into your leadership team meetings.

In my organization, we went away from the term command staff and we evolved. We are a leadership team tasked with developing, guiding, and leading our staff. Historically, we failed at developing new sergeants. On a Monday night they were promoted to their next rank and given the keys to the sergeant's office the very next day. So, they passed an assessment center, written exam, and were allowed to now lead our patrol officers. You may agree with me that conceptually, this was pure managing not leading.

Continuing education training for first-line leaders needs to be more than online or mobile training unit classes. Ask yourself this, what specific issues are your leaders facing that you can help them improve their knowledge and tactics? Answering this question and putting into place a plan to train them at leadership team meetings through scenario based training creates not only preparedness but confidence. Properly handling citizen complaints, employee issues such as poor attendance and the counseling session that follows, or thorough use of force reviews are all examples of scenarios that you can create for your leadership team meetings.

Be the change agent in your organization. Identify opportunities for growth and develop situational training for your leadership team meetings. Expose your first-line supervisors to the uncomfortable situations that I guarantee they will experience in their career. An assessment center should not be the last time they are going through scenario based training with a leadership component. If that is the case, we are failing them and the entire organization. I stand firm on the fact that first-line supervisors must be confident in their abilities, competent in the way they guide and direct patrol officers, and prepared to handle those situations we all know will take place at zero dark thirty when you are not present. I beg you and challenge you to build a leadership team that is prepared and outstanding. I love our profession and I know you do as well.



Chief Norm Allison

PLANO POLICE DEPARTMENT (IL)

Norm Allison has been with the Plano Police Department in Illinois for 24 years and is currently the Chief of Police. Chief Allison holds a BS from Aurora University and an MS in Public Safety Administration from Lewis University. He has a passion for teaching and has taught on leadership and emergency preparedness to name a few classes. In his spare time, Chief Allison enjoys golf, reading, volunteering at his church, and spending time with his son and daughter.



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This year's agenda includes dynamic sessions on critical topics such as officer wellness, legal challenges in law enforcement, leadership strategies, collective problem-solving, and effective communication in public safety. Beyond the sessions, attendees can enjoy receptions, banquets, and exclusive offsite networking events, making this a must-attend gathering for law enforcement professionals.

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Building Precision Policing:

How to Establish an Effective Real Time Crime Center

Captain Darin Hull, Cobb County

A 911 dispatcher takes a call about a stolen car. After gathering the details, they broadcast the vehicle description to officers responding to the scene. The primary officer arrives, meets the victim, enters the stolen vehicle into NCIC, and begins the report. This scenario plays out daily in agencies across the nation. But in this case, something transformative happened.

At the Cobb County Police Department's Real Time Crime Center (RTCC), analysts immediately heard the call and began working. Leveraging resources like integrated DOT cameras and license plate readers (LPRs), they located the vehicle and tracked it in real-time. Analysts guided officers to the vehicle, resulting in an arrest, the clearance of an active warrant, and the recovery of the stolen car – before the primary officer had even started their report.



This is the power of an RTCC: real-time, actionable information enabling precision policing. As law enforcement faces challenges like staffing shortages and rising public expectations, RTCCs can act as force multipliers and a precision tool, making operations more efficient and effective.

Starting an RTCC: A Practical Approach

Starting an RTCC doesn't require a massive investment or a full-scale rollout. With careful planning and an incremental approach, any agency can build a center tailored to its needs. Here are four key steps to guide the process:

1. Inventory Your Existing Resources

Many agencies already have the foundational tools for an RTCC, such as government-owned cameras, LPRs, body-worn cameras, and vehicle dash cameras. Integrating these resources into a centralized platform is critical. Selecting an RTCC platform that creates an intuitive and cohesive ecosystem should be a priority, as it serves as the operational backbone of the center.

2. Define Your Mission

What does your community need, and how can an RTCC meet that need? Whether it's reducing response times, solving specific types of crimes, or improving officer safety, a clear purpose will guide your decisions. Let your "why" serve as your north star throughout the development process.

3. Choose the Right People

The success of an RTCC depends on the personnel as much as the technology. Select individuals who are the ideal team player – hungry, humble, and smart. While the center may run on technology, it

is the people who are the heart of the center. Good technology is nothing without good people.

4. Take an Incremental Approach

Building an RTCC is not an overnight process. You can start small—integrate one or two systems and expand as needed. This "crawl, walk, run" approach allows for thoughtful growth, ensuring resources are used efficiently and the center evolves into a well-tailored asset.

Best Practices for Growth

RTCCs are not one-size-fits-all. Tailor yours to your agency's size, jurisdiction, and specific challenges. Research and networking are invaluable. Visit RTCCs in other jurisdictions to learn from their experiences, and connect with organizations like the National Real Time Crime Center Association to access resources and build a network of peers.

RTCCs can revolutionize policing by increasing efficiency, reducing improper stops, and fostering better community relations. They enable precision policing—targeting the right suspects for the right reasons.

Closing Thoughts

Policing is evolving, and technology is at the forefront of this transformation. An RTCC can propel your agency into the future of policing, providing tools for safer, smarter, and more effective law enforcement. Don't wait for change—lead it.

For more information, reach out to the Cobb County Police Department's RTCC at rtcc@cobbcounty.org or visit the National Real-Time Crime Center Association at nrtcca.org.



Captain Darin Hull
COBB COUNTY PD

Captain Darin Hull has dedicated 21 years to serving Cobb County, where he currently is the Special Response & Technologies Commander. His responsibilities encompass the Real-Time Crime Center (RTCC), Violent Crime Bureau, SWAT, Homeland Security, and the Crime Analysis Unit. A recognized leader in public safety technology, Captain Hull is an international speaker and a published author, contributing to professional publications such as the Georgia Association of Chiefs of Police magazine. He also serves as an Advisory Board member for the National Real Time Crime Center Association, helping shape best practices in modern policing.

Captain Hull holds a Master's degree in Public Administration from Jacksonville State University.

To learn more about his experience and professional background, visit his LinkedIn profile at [linkedin.com/in/darinhull](https://www.linkedin.com/in/darinhull).

Leveraging Private Sector Skills to Enhance Law Enforcement Leadership

Lieutenant John Belt, Manatee County Sheriff's Office

As someone who has spent time both managing a private business and serving in law enforcement, I've seen firsthand how the skills from one world can benefit the other. Modern policing is full of challenges that require us to think creatively and embrace approaches from outside our traditional playbook. Many of the strategies I've found most helpful come from the private sector—especially in areas like project management, financial planning, and building strong relationships.

Lessons in Project Management

When I started managing my own business, I quickly realized that success depended on my ability to juggle multiple priorities. I had to set clear goals, plan effectively, and make sure my team had the resources they needed to succeed. These skills became second nature, but it wasn't until later that I saw how well they could be applied to law enforcement.

In policing, we often face similar challenges: organizing large community events, rolling out new departmental programs, or handling critical incidents. Project management techniques like creating timelines, assigning roles, and staying focused on the bigger picture have helped me tackle these tasks more efficiently. Adopting these methods has not only made operations smoother but also freed up time and resources to focus on what really matters—serving the community.

Managing Resources Wisely

Every small business owner learns quickly how to make every dollar count. Whether it's budgeting for payroll or deciding how much inventory to order, financial decisions can make or break a business. This mindset carried over naturally when I began managing budgets and resources in law enforcement.

Departments often face tight financial constraints, and just like in business, it's all about prioritizing what will have the most impact. I've found that careful planning and keeping a close eye on spending can go a long way. For example, by analyzing costs and thinking creatively about resource allocation, we've been able to stretch our budgets to fund new initiatives without overspending.

Building Community Trust

Customer service might not seem like an obvious comparison to law enforcement, but at its core, both are about building trust and understanding people's needs. In my business, maintaining good relationships with clients was key to our success, and I've found the same to be true in policing.

Just as businesses ask for feedback to improve their services, we can engage with the public to learn how we're doing and where we can improve. Simple, open conversations with community members go a long way toward building partnerships and fostering trust. These efforts not only strengthen relationships but also make neighborhoods safer and more connected.

Leading and Developing Teams

Running a business taught me a lot about leadership. I learned how to motivate a team, set clear expectations, and celebrate wins—no matter how small. These lessons have been just as valuable in managing law enforcement teams.

In both fields, investing in people is essential. Mentoring and training are opportunities to help team members grow and succeed. Whether it's a new officer on their first patrol or a new hire in the business world, giving people the tools and guidance they need to thrive is one of the most rewarding parts of leadership.

Learning From Business Leaders

One of the most surprising things I've learned is how much inspiration law enforcement leaders can gain by looking outside our field. Books and podcasts from business leaders are full of insights that we can use in policing.

For example, Tilman Fertitta's *Shut up and Listen* taught me his 95/5 rule: Even if everything is going right, focus on the 5% that still needs improvement. Simon Sinek's *Leaders Eat Last* offered powerful lessons on building trust and fostering collaboration. Podcasts like *The Ed Mylett Show* and *The Tim Ferriss Show* have also provided actionable advice on productivity and decision-making. These resources have helped me think more strategically and bring fresh ideas to my work.

Closing Thoughts

Looking back, it's clear that the private sector has a lot to teach us in law enforcement. By adopting skills like project management, financial oversight, and relationship-building, we can approach challenges in new and innovative ways. At the same time, exploring resources from business leaders helps us stay adaptable and prepared for whatever comes next.

Ultimately, combining lessons from both worlds allows us to lead more effectively, strengthen our communities, and deliver the results that people count on us for.



Lieutenant John Belt
MANATEE COUNTY SHERIFF'S OFFICE

John Belt is a Lieutenant at the Manatee County Sheriff's Office, where he has served for 16 years in a variety of roles, including patrol and investigative assignments. Throughout his career, he has demonstrated strong leadership and a commitment to serving his community. In addition to his law enforcement duties, John is the co-owner of Belt Salon, which he operates alongside his wife, blending his experience in business and public service.

John is also deeply involved in community outreach as the president of the board of directors for Hope Family Services, a nonprofit dedicated to supporting domestic violence victims. His professional development includes completing the FBI-LEEDA Trilogy, which further enhanced his leadership skills. John's unique ability to bridge business principles with law enforcement practices allows him to bring innovative strategies to both fields.



They Say Lightning Doesn't Strike Twice

... Or does it?

Kellie A. Cournoyer

On December 14, 1992, a mass shooting occurred at Bard College at Simon's Rock in Great Barrington, Massachusetts. Professor Nacunan Saez and student Galen Gibson died in the attack and four others were injured by the shooter, Wayne Lo. He was 18 years old at the time and a student of the college. This tragic incident was a significant event in the history of school shootings in the United States, highlighting issues about campus security and gun violence in educational settings.



In 1992, communities were not thinking about the possibility of an increase in active school shootings and thought of this as an isolated incident. Fast forward to the end of 2024, and there have been 78 school active shooter incidents. Twenty-five have been on college campuses, and fifty-three in K-12 schools. Thirty-six people have died with a hundred and five people injured. In an era marked by increasing incidents of active shooter events, we as a society face pressing challenges in ensuring safety and preparedness in our schools, colleges, and universities.

I began my new role, as the Director of Campus Safety and Emergency Planning in April 2020, during COVID-19 pandemic. However, despite the tragic events of the 1992 shooting, I was surprised to find that, over the years, little had been done to enhance campus security.

Many people who were here in 1992, still employed at the College and felt that senior leadership had their heads in the sand. There are no emergency blue light phones on campus and cameras only in the hallway of our residence hall for students who are non-traditional aged. We have Campus Safety Officers who are not sworn and they do not carry firearms. It's almost as though the shooting hadn't occurred or nobody thought it would happen again.

Once I began work in my new role, I started to build bridges with the Great Barrington Police Department, which had been strained. We began to meet with our Emergency Response Team to gauge what training opportunities we would like the community to participate in. I am a Rape Aggression

Defense Instructor (RAD) and now provide training opportunities for our community. In November 2022, we hired the Protective Advanced Safety Services (PASS) to provide a security assessment of the buildings on campus that I was most concerned about. This training proved invaluable for many members of the campus community. The trainers even fired fake guns during the session to help participants understand the sound and smell of gunfire.

We also introduced the Run, Hide, Fight training for the Simon's Rock Community to promote additional discussions on best practices for this institution. Representatives from the area hospitals of Berkshire Medical Center, Vice President of Support Services Sean Jennings, and Fairview Hospital's Emergency Management Director Heather Barbieri who were invited to assist the senior leadership to think outside the box, and further our work to ensure a safe community. I reached out to Virginia Tech and spoke with Caroline Newell who is the Threat Assessment Team Coordinator to educate myself on how to implement a threat assessment team. There is still so much work to accomplish, but we are grateful for the foundation we have begun to build after all these years.

As a mother and an emergency planner in a college community, I find it deeply disheartening that we must focus on ways to keep our campuses safe in a country founded on the principle of freedom. My continued hope is that, through continued training, education, and efforts to improve school safety, we can ultimately answer the question: Does lightning strike twice? Hopefully, the answer is no.



Kellie A. Cournoyer

Director of Campus Safety and Emergency Planning, Bard College at Simon's Rock

Kellie A. Cournoyer is an experienced leader in campus safety, currently serving as the Director of Campus Safety and Emergency Planning at Bard College at Simon's Rock in Great Barrington, Massachusetts, and as Lieutenant for Public Safety and Service at Mount Holyoke College in South Hadley, Massachusetts. I provide strategic leadership, including presentations at Emergency Response Team (ERT) meetings and engaging with diverse campus communities to ensure our communities safety and build trust.

I also had the opportunity to spearhead the formation of a Threat Assessment Team at Bard College in 2023, drawing on my Board Certification in Workplace Violence and Threat Specialist from McAfee Institute. I lead the ERT at Bard College at Simon's Rock and organize essential training on topics such as active shooter scenarios. Additionally, I have published work on police diversity and safety in academic settings and have received multiple awards for her work, including the Faculty Choice Award in Criminal Justice and the Compassion Award.

An adjunct professor at Mount Holyoke, Kellie teaches self-defense and has trained in a range of specialized areas, from sexual assault investigations to ALICE and RAD instruction. Outside of work, she enjoys hiking and reading, and treasures time spent with her son, Garrett, a senior at SUNY Oswego studying Zoology.



A Word from Judy Grubb

18 Years with FBI-LEEDA

In mid-2006, a former work colleague asked me if I could assist her with a newsletter project she had been struggling with in Microsoft Word. As a graphic designer and power user of Microsoft Word, I was quickly able to resolve her project's issues and suggest several ideas, thus saving her countless hours for something that came naturally to me. This was my first 'unofficial' assist with FBI-LEEDA's newsletter. The wheels were set in motion when Dianna Stone suggested to her husband, Tom Stone, Executive Director, at the time, to bring me on board to help produce their quarterly 'newsletter.' My interview with Tom went very well and I became the first non-instructional staff member, contracted to assist with the creative, digital and print needs for FBI-LEEDA.

After my indoctrination to the law enforcement industry, my first major project was to design and produce the Insider magazine, January 2007 edition. This issue announced the 16th Annual Training Conference in Lexington, Kentucky: Todd Ackerman was President; there was one authored article; there were countless pages featuring conference information and registrations; training pages consisted of Command Institute and Supervisor Leadership as the core classes, supplemented by several seminar class offerings; and finally, listings of Corporate Partnerships. This issue was only 24 pages. The magazine evolution was about to begin.

Over the years, more course offerings were added, more article submissions were received from experienced leaders, corporate advertisements in full color and the magazine developed into an informational resource for continuing education programs, increasing the page count and importance as our communication tool. "Save the Date" announcements to register and attend our annual conference and the post-conference highlights issue with photographic memories became a most coveted issue.

As the Association grew, so did my role as a graphic designer. I provided creative design and management of all FBI-LEEDA's collateral. From basic stationery materials, website design, and graphic support to producing flyer sheets for a plethora of one- and two-day summits in partnership with Corporate Sponsors, conference signage, logos, and so much more – if there was a need, I was up to the task to get it done.

Through the requests and direction of the Association's leadership and staff, I was able to develop and unify the FBI-LEEDA brand, build consistency in its visual collateral and presentations (through magazine, flyers, advertisements); and, if needed, improve and refresh materials as new courses and programs were rolled out. I supported all the behind-the-scenes visuals for the course curriculum you see today.





My Work and Vision with the Insider

When the next issue of the Insider magazine arrives in your mailbox, it comes to you after several months of planning to produce. What may not be apparent to most, it's a giant jigsaw puzzle. You don't know how many pieces you have until all the submissions are in. Fortunately for me, with over 45 years of experience in the print industry and project management, I take each piece, design them into place, and then prepare for print and delivery to your home or office. From its humble beginnings of a newsletter printed on copy paper, up to a 120-page magazine printed on a press, my eyes have read every word, on every page, cover to cover. Can you say the same?

I believe the Insider magazine has been a cornerstone of the Association. It has developed into a valuable resource of experiences and information for all levels of LE leadership; it acts as a map for continuing education course strategies; and it connects the Association's membership with Corporate Partners, education resources not to mention an address book of knowledgeable and experienced instructors. And for me, I am proud to say that it has been a great achievement for some of my best work.

Reflections

Looking back, it all started with my willingness to help a colleague. Similar to how law enforcement helps the citizens in their communities. It's been a long and rewarding journey since.

Some may not know who I am or how I've contributed to FBI-LEEDA, or why this is important. I have been 'the' graphic designer who has produced and published the Insider magazine for the past 18 years. I have created and designed many of the logos you identify with for our annual conferences and class courses. Although I missed last year's conference in San Antonio, many returning members may remember me at the annual conferences with a camera in my hand, covering every inch of the conference floor, capturing the memorable moments and every smile – yep, that was me.

The end of 2024 brought personal challenges for me, compelling me to plan for my retirement – from both the working world, and my commitment to FBI-LEEDA. It has been an honor and one of the most rewarding experiences in my life – both professionally and personally. I am grateful for the introduction to FBI-LEEDA from Tom and Dianna Stone, for the people I've met, the places we've traveled to, the speakers and presenters we've learned from, the friendships and memories made – and the countless photos I've taken – who could call this work? In this new year, I will focus my energies on my family but will always miss learning from each one of you, my FBI-LEEDA family.

Looking forward, the Insider will continue to thrive as will the Association – bringing you engaging articles and information to advance your law enforcement leadership training, education and networking experiences.

I wish you all well into 2025 and beyond, but above all, to be safe in the communities you serve.

Judy Grubb

Revitalizing Law Enforcement: Keeping Officers and Their Knowledge

Sgt Derrick Threadgill, Little Rock Police Department

Law enforcement is in a state of change. Departments face staffing shortages and the need to adopt new technologies, update management strategies, and rebuild public trust. A recent study by the Police Executive Research Forum highlights the alarming rate at which officers leave the profession, outpacing the ability to hire replacements. This essay dives into why officers are leaving, what is being done to recruit new ones, and why preserving the knowledge of those with decades of experience is a step the agency cannot pay attention to.

The Reality of Staffing Shortages

Police staffing numbers have taken a hit. Between 2019 and 2022, agencies saw a 5% drop in sworn officers, according to the Police Executive Research Forum. Resignations soared by nearly 50%, and while retirements slowed a bit in 2022, they were still 20% higher than pre-pandemic levels. Fewer officers can patrol neighborhoods, respond to emergencies, or build community relationships.

In response, agencies have rolled out signing bonuses, revamped training programs, and tried to make policing more attractive. However, as headlines about officer shortages make the news, the daily job challenges—like increased workloads and decreased morale—remain for those who stay. These numbers are more than statistics; they represent the strain on communities and officers alike.

Post-George Floyd Challenges in Recruitment

The death of George Floyd in 2020 sparked nationwide calls for police reform and reshaped recruitment efforts. Agencies began crafting flashy campaigns to appeal to younger recruits, especially Gen Z. They leaned on modern tools like social media,

hiring consultants, and slick marketing videos to highlight community engagement, cutting-edge technology, and mental health resources.

However, recruitment is about more than just looking good on camera. It is also about meeting the expectations of a generation that values work-life balance and meaningful contributions. Forbes highlights that retaining human capital—your people—is critical to any organization's success (Smith, 2021). While some departments sought “rock star” leaders to drive change, these efforts often overlooked a crucial issue: ensuring the expertise of retiring officers is not lost forever.

The Hidden Cost: Losing Institutional Knowledge

Every time an officer retires, they take decades of experience with them. These are not just memories—they are strategies for de-escalating tense situations, techniques for solving cases, and hard-earned lessons from years on the streets. Unfortunately, most departments do not have systems to capture this knowledge. Retiring officers rarely get the chance to pass on their insights through training sessions or academy lectures.

Imagine a rookie officer trying to navigate their first big case without the guidance of someone who has been there before. The absence of mentorship creates a steep learning curve, and the entire department needs to improve. Some departments have started addressing this by inviting retirees to document their methods or participate in knowledge-sharing initiatives. For example, the XYZ Police Department launched a legacy project where retiring officers created field manuals and recorded training videos. Programs like this help bridge the gap between generations of officers.

Making Knowledge Retention a Priority

To keep this invaluable resource, law enforcement agencies need a plan. Here is what that could look like:

- **Exit Interviews:** Before officers leave, sit down and ask them to share their experiences, strategies, and advice for future officers.
- **Mentorship Programs:** Pair seasoned officers with recruits to create a natural flow of knowledge and support.
- **Training Opportunities:** Invite retired officers to lead workshops or speak at the academy, giving recruits access to real-world expertise.
- **Digital Libraries:** Create an online repository of videos, case studies, and written guides from retired officers to ensure their wisdom is always accessible.

These steps preserve knowledge and show retiring officers that their contributions matter long after they leave.

Conclusion

As law enforcement adapts to the challenges of modern policing, it can't afford to let years of experience go unnoticed. While recruitment campaigns and signing bonuses are important, retaining the knowledge of seasoned officers is just as critical. By valuing human capital and creating systems to capture and share institutional knowledge, agencies can build stronger, more resilient departments that honor the past while preparing for the future.



Sgt Derrick Threadgill
LITTLE ROCK POLICE DEPARTMENT

I am in my 30th year as a law enforcement officer. I am currently a Sergeant working for the Little Rock Police Department. I have a Master of Arts Degree in Business and Organizational Security Management. I graduated from the University of Arkansas System Criminal Justice Institute School of Law Enforcement Supervision (SLES). I am also an FBI-LEEDA Leadership Trilogy Award winner.

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Smith, J. (2021). Gen Z hiring practices: What organizations need to consider. *Forbes*. Retrieved from Forbeswebsite.

Stone, C., & Travis, J. (2021). Building a better police force: Retention, recruitment, and reform in the 21st century. *Public Safety Journal*, 34(2), 120-138. <https://doi.org/10.1002/psj.3456>



Incredibly informative and well-presented class. The insights, lessons, and tools that I acquired from it will undoubtedly serve as great benefit to my agency, my community, my followers, and my family. I am beyond grateful for this opportunity to grow and further develop myself as both a person and a leader. I now feel far better prepared for the path ahead."

on Command Leadership Institute (CLI) course



Coaching Skills for Leaders and Supervisors

Matt Wallat, District Ranger for Colorado National Park Service (NPS)

Investment in leadership skills needs to be more employee-focused and organizationally driven within government as a means to create an operation, which runs with increased effectiveness. One engine for this is developing coaching skills within your workforce. These skills are not only foundational for your organization, right now, in leveling up employee empowerment and development, their use and execution will shift workplace culture for the long term.

With our ever-present paramilitary organizational structure, utilizing coaching may seem a bit out of place given the respective chain of command we work within. It's understandable why a higher-ranking officer would make decisions within their authority and forge on. Supervising and commanding officers certainly need to be the primary decision makers when necessary, yet there's incredible value in decision-making at the proverbial 'lowest level' as it gives lower ranked officers more autonomy, ownership, and responsibility.

Empowering your workforce to solve their own problems and challenges builds their own capacity, provides more space for your leaders to trust their employees, and allows for a more efficient and effective organization as employees can focus on being more effective in their respective roles. Starting out with foundational coaching skills to be the force multiplier you're looking for to incorporate meaningful employee, leader, and organizational development. You're looking at curiosity, active listening, presence, awareness, and having a coaching mindset. Oh and being curious some more.

When I attended a Use of Force Instructor Training Program in 2014, the instructor cadre regularly discussed 'mining the mind' of your students when you conduct your training drills and exercises. We know using force does not have a perfect answer, yet asking pertinent questions to build more awareness and understanding of how officers see situations, make decisions, and take actions increases the learning of everyone. It was the first time I truly saw a coach approach in a law enforcement environment.

There are a myriad of situations where coaching skills play a vital role in the development of employees, relationships, and over time whole organizations. Topics such as career development, performance appraisals, training environments, discouraged employee, promotional testing, as well as health and wellness aspects of life and career are examples of when you can deploy your coaching prowess.

Using effective coaching skills can create environments of inspiration and motivation, allow for employees to be challenged yet supported fully, and also creates more awareness for leaders to learn, be comfortable to not know it all, and cultivate healthier relationships.

The culture shift will take some time although starting with foundational skills training is a great place to start. These skills build a leader's skill set, can create your early adopters for culture change, and then can become the engines to fuel it further. We all need supportive work environments to provoke us to be the best we can, even if we tell ourselves we don't need it or have it all figured out.

Having your employees feeling empowered, having autonomy to solve their own problems, and being in control of their outcomes will change individuals and your whole organization. This one leadership skill building block will pay immediate dividends and can have a sweeping effect on your organizational culture. We know law enforcement work takes its toll on officers and the open, nonjudgmental, and curious approach with coaching can create the supportive workplace culture to help sustain officers throughout their career.



Matt Wallat

*DISTRICT RANGER, COLORADO
NATIONAL PARK SERVICE (NPS)*

Matt Wallat serves as a District Ranger with the National Park Service (NPS) in Colorado. His 20-year career spans eight different NPS units in six different states with assignments in patrol, investigations, program development, court liaison, training officer, and supervisor for 11+ years. He is an active agency instructor/presenter in various law enforcement and leadership topics.

Matt currently holds an Associate Coach Certification (ACC) through the International Coach Federation and is an active trainer/facilitator for coaching skills in workshops and in-depth, longer term training programs.

With a strong background in employee development, he continues to evolve with his coaching practice, creates leadership development programs, engages in curriculum design work, and has led two recent international training programs for anti-poaching ranger units in Tanzania.



FBINAA Youth Leadership Program

Since 2014, FBI-LEEDA has proudly supported FBINAA's Youth Leadership Program (YLP), a valuable week of leadership training at the FBI Academy. Designed for high school students aged 14-16 with a commitment to academic excellence and good citizenship, the YLP fosters personal growth and leadership skills.

For more information on the FBINAA Youth Leader Program, please visit www.FBINAA.org/membership/youth-leadership-program/

Managing Holiday Debt

Judy Pollard



Are you in need of a financial reset? The joy of the holiday season often brings increased expenses due to gifts, events, and travel. Consequently, many individuals may require a financial reassessment in the New Year.

While reducing debt might appear overwhelming, comparable to organizing a highly cluttered closet, it is manageable. By conducting a thorough review of your financial obligations, you can effectively prioritize, plan, and take necessary actions.

According to recent data, the national average holiday debt per individual is \$1,300. If adhering to a minimum payment plan, it would take approximately 61 months (or five additional holiday seasons) to repay this debt, with total interest charges averaging over \$500.

You can reestablish your financial footing and position yourself for a renewed financial outlook in the New Year. Here's how:

- 1. Avoid Post-Holiday Sales:** Avoid post-holiday sales. Instead, set up an emergency fund for unexpected expenses like car or home repairs, medical or vet bills, or loss of income. A high-yield savings account, such as Freedom Direct Savings by Justice Federal, can help build financial resilience.
- 2. Consolidate Your Debt:** Debt consolidation is an effective strategy for managing high-interest rate debt, enabling you to make a single fixed payment at a lower interest rate. A Justice Federal Personal Loan provides an opportunity to borrow up to \$50,000 with flexible terms ranging from 24-84 months, and an annual percentage rate as low as 7.99%.*
- 3. Make Bi-Weekly Debt Payments:** If possible, make payments on your debt every two weeks. This approach may help reduce debt more quickly while keeping a healthy credit score.
- 4. Review Your Interest Rates:** It is essential to examine the interest rates on the credit cards you frequently utilize. Lowering the interest rate can lead to substantial savings. For example, the official FBI-LEEDA Visa Credit Card provides a 0% annual percentage rate (APR) for the first 18 months, which then adjusts to an 11.90% APR after this introductory period.** In contrast, the median credit card interest rate hovers around 25%, with retail cards often exceeding 30%.
- 5. Plan for Future Holiday Expenses:** Understanding your spending during the holiday season can assist you in preparing for future holiday costs. By establishing a high-yield savings account with an annual percentage yield of 4%, an initial deposit of \$500, and monthly direct deposits of \$50, you will be able to save over \$1,100 to allocate towards your future holiday expenses.

Reevaluating your finances and establishing new goals can contribute to a more stable future in the New Year. Develop a strategic plan that aligns with your lifestyle to effectively manage future expenses, as financial resilience is among the most valuable assets you can secure for yourself.

If you are experiencing difficulties with debt, be assured that many individuals face similar challenges. Life's unpredictability often leads to unforeseen financial setbacks. Justice Federal has a team of Certified Financial Counselors available to assist you, alongside our partners at GreenPath, who offer complimentary financial counseling services.

To contact a Justice Federal Certified Financial Counselor, please call **800.550.5328**, or to speak to a GreenPath Representative call **877.337.3399**.



Judy Pollard

*BUSINESS DEVELOPMENT MANAGER,
JUSTICE FEDERAL CREDIT UNION*

Judy Pollard has worked in the finance industry for over 4 decades, mainly in the areas of Collections, Underwriting, Bankruptcy, and Training and Development and earned her Bachelor of Science degree in Business Management from Western Governors' University in 2011. She has presented on the topic of Financial Resiliency at several Law Enforcement conferences across the United States.

As Business Development Manager for Justice Federal Credit Union, Judy has had the pleasure of cultivating new members and strong partner relationships within the Justice and Law Enforcement community.

Judy embodies the Credit Union philosophy of "People helping People." As a certified Financial Counselor, she is passionate about helping Members align the financial products and services they need to establish a degree of financial stability to lead a more enjoyable life, and work towards achieving their future goals.

*Subject to credit approval. *Rate effective as of November 7, 2024. \$500 minimum loan amount. Example of repayment terms: eighty-four monthly payments of \$17.54 per \$1,000 borrowed.** An introductory rate will apply for the eighteen-month period immediately following the date your account is established. FBILEEDA VISA Credit Card subject to the following: Cash advance fee, convenience check fee: either 2.00% of the advance or \$10 whichever is greater (\$50 maximum), Foreign transaction fees: 1.00% of each foreign currency transaction in U.S. dollars or 1.00% of each U.S. Dollar transaction that occurs in a foreign country. The credit card has no annual fee, balance transfer fee or transaction fee. To view the Credit Card Account Agreement*



Partner With Us

FBI-LEEDA is a non-profit, 501(c)3 corporation funded through membership dues and its corporate partnership program. Through a partnership with FBI-LEEDA, your company's program and message can be disseminated to police departments, sheriff's offices, and federal and state agencies across the country. FBI-LEEDA corporate participation is available in Bronze, Silver, Gold, Platinum, and Diamond levels.

For more information on corporate partnership opportunities, visit **FBILEEDA.org** or email Donna Stone at **dstone@FBILEEDA.org**

FBI-LEEDA POST Approvals by State (as of January 2025)

State/Class	SLI	CLI	ELI	IA	MPR	MPO	CDI	DLB	DLA	DLE	DLFA	LI	KEY
Alabama Peace Officers Standards and Training Commission	X	X	X	X	X	X							ATA
Alaska Police Standards Council	X	X	X	X	X	X	X	X	X	X	X	X	
Arizona Peace Officer Standards and Training Board	X	X	X	X	X	X						X	ATA
Arkansas Commission on Law Enforcement Standards and Training	X	X	X										ATA
California Commission on Peace Officer Standards and Training	X	X	X		X								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	***

FBI-LEEDA POST Approvals by State (Continued) (as of January 2025)

State/Class	SLI	CLI	ELI	IA	MPR	MPO	CDI	DLB	DLA	DLE	DLFA	LI	KEY
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

Instructor Milestones

Over 3,950 Classes!

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.

Thank you for your continued commitment to FBI-LEEDA and to excellent public safety instruction and leadership.

Keep up the great work!

50	■ Sarah Connolly ■ Michael Horn ■ Mary O'Connor ■ Ed Pallas ■ Dan Rincon ■ Mary Rook ■ Emma Swearingen ■ Mike Zaro
100	■ Carol Frederick ■ Adam Hirsch ■ David Lyons ■ Neil Moore ■ Todd Radford
150	■ Jeff Green ■ Frank Woodall
200	■ David Boggs ■ Jennifer Harris ■ Larry Horak
250	■ Tony Batts ■ Luis Soler ■ Sean Whent ■ Terri Wilfong
300	■ Dave Allen ■ Les Kachurek ■ Jerry Thompson



Agency Trilogy Award Recipients

Congratulations!

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, August through December:

Southbury Police Department	CT	Walla Walla Co Sheriff's Office	WA
Birmingham Police Department	AL	Shallowater Police Department	TX
Colerain Police Department	OH	Umaine Police Department	ME
Gresham Police Department	OR	Bothell Police Department	WA
Kannapolis Police Department	NC	Regional Transportation District - Denver	CO
Ingram ISD Police Department	TX	Kenosha Police Department	WI
Hampton Police Department	GA	Emmaus Police Department	PA
Gwinnett District Attorney's Office	GA	City of Fountain Inn Police Department	SC
Spring Valley Village Police Department	TX	University of Houston Downtown Police Department	TX
San Juan Police Department	TX	Warsaw Police Department	VA
Medina Police Department	OH	Town of Leland Police Department	NC
Gilford Police Department	NH	Blue Mound Police Department	TX
Fort Atkinson Police Department	WI	Albany Police Department	OR
Tualatin Police Department	OR	Bentonville Police Department	AR
Upper Providence Township Police Department	PA	Sunset Beach Police Department	NC
Glendale Police Department	OH	Williamsport Bureau of Police Department	PA
University of Oklahoma Police Department	OK	Goose Creek Police Department	SC
Warren County Sheriff's Office	VA	Kennedale, Texas Police Department	TX
Brenham Police Department	TX	Petersburg Bureau Police Department	VA

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.

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

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

Provisions

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

How to Apply

Applicant must provide the following items:

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

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

Application for the 2025-2026 academic year is now open! Send your completed application, postmarked by *March 30, 2025*, to:

FBI-LEEDA, Inc.

Attention: Donna Stone

5 Great Valley Parkway, Suite 359

Malvern, PA 19355





Law Enforcement Executive Development Courses

FBI-LEEDA Trilogy

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



1

Supervisor Leadership Institute

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

The registration fee is **\$795**.



2

Command Leadership Institute

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

The registration fee is **\$795**.



3

Executive Leadership Institute

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

The registration fee is **\$795**.

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

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

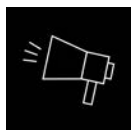
FBI-LEEDA Course Catalogue

Additional Education Opportunities



Media and Public Relations | \$795 registration fee

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.



Master Public Information Officer

| \$795 registration fee

This intensive Masters-level course, building on the Media & Public Relations curriculum, moves the student from the tactical to strategic level of brand communication. Designed for leadership, command staff and agency heads, students will spend 4-1/2 days learning the art of being a strategic advisor to a law enforcement executive and take a deeper dive into cultivating a brand image through internal and external communication.

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.



Leadership & Cultural Awareness | \$795 registration fee

Leadership & Cultural Awareness (LCA) 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. LCA 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.

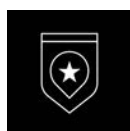
This dynamic, 4 day course may be considered the next level of training for leaders who have completed the FBI-LEEDA Trilogy. It is also for those who understand that they must consider the diverse needs of the people in their current and future workplace and community contexts.



Managing and Conducting Internal Affairs Investigations

| \$795 registration fee

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

| \$450 registration fee

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.

Distance Learning Online Courses

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

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. **FBI-LEEDA offers four courses via distance:**

Phase I – Basic Supervisory Liability

\$350 registration fee
Sessions start every thirty (30) days.

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.

Ethics

\$350 registration fee
Sessions start every sixty (60) days.

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.

Phase II – Advanced Supervisory Liability

Ensuring Effective and Constitution Policing
\$350 registration fee
Sessions start every sixty (60) days.

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.

First Amendment Liability Issues for Supervisors

\$350 registration fee
Sessions start every sixty (60) days.

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.

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.

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



FBI-LEEDA Instructors



Cpt. Dave Allen



Dr. Anthony Batts



Cpt. Carolyn Birch



David Boggs



Paul Chambers



Sarah Connolly



Eric Daigle



Kim Edmondson



T. Matthew Fagiana



Carol Frederick



Virginia Gleason



Dr. Jeff Green



Mike Hairston



Jennifer Harris



Mjr. Adam Hirsch



Larry Horak



Mike Horn



Chief Les Kachurek



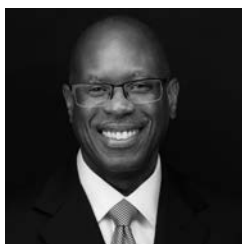
David Lyons



Chief Jason Lyons



David W. McGill



Darryl McSwain



T. Neil Moore, Ed.D.



Adam Myrick



Mary O'Conner



Cmdr. Edward Pallas



John Perez



Todd Radford



Div. Chief Chad Read



Jeffery B. Rice Sr.



Cmdr. Daniel Rincon



Mary Rook



Stephanie Slater
Goldfuss



Chief Luis Soler



Marcel Spaulding



Emma Swearingen



Jerry Thompson



Marcia K.
Thompson, Esq.



Chris Twitchel



Sean Whent



Terri Wilfong



Frank Woodall



Chief Mike Zaro



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 in the 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
 - (251) 923-4239



Husson University

- John Michaud, M.A., M.A., Director of the School of Legal Studies
 - (207) 941-7037
 - michaudjoh@husson.edu
- William Watson, MBA, General Manager of Husson University (Southern Maine), and Director of Internships and Partner Program
 - (207) 874-5801
 - watsonw@husson.edu
- Marie Hansen, J.D., Ph.D., Dean of the College of Business, and Interim Dean of the New England School of Communication (NESCom)
 - (207) 973-1081
 - hansenm@husson.edu



Purdue University Global

- For more information about the PGU program, contact Bryon M. Mills, Director of Public Sector National Accounts .
 - bryon.mills@purdueglobal.edu
 - (210) 632-2699



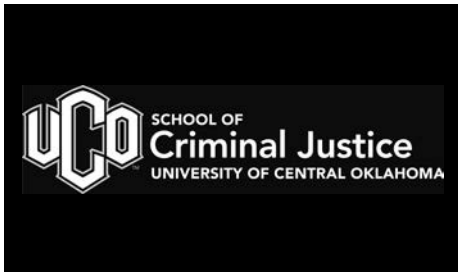
Rosemont College

- For more information about their program, contact E. Jay Kolick, Director of Criminal Justice HLS-EM Schools of Graduate and Professional Studies.
 - (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, and Director of the Graduate Program in Justice Administration and Public Service.
 - jford@steu.edu | 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
 - (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
 - 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
 - (251) 385-3900

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.

FBI-LEEDA Corporate Partners

Contracted as of September 2024

PLATINUM LEVEL



Justice Federal Credit Union

Contact: Judy Pollard, Business Development Officer

5175 Parkstone Drive, Suite 200, Chantilly, VA 20151
Telephone: 703-480-5300 Ext. 3148
pollardj@jfcu.org

SILVER LEVEL



ELITE Interactive Solutions, Inc.

Contact: Chief Tom Stone (Ret.), Chairman, Law Enforcement Advisory Board

1200 W. 7th Street, Suite 120, Los Angeles, CA 90017
Telephone: 877-435-4832
Mobile: 610-564-4823
tstone@eliteisi.com



Guardian Alliance Technologies, Inc.

Contact: Adam Anthony, Chief Operations Officer

P.O. Box 321, Oakdale, CA 95361
Telephone: 415-655-2733
adam@guardianalliancetechnologies.com



University of San Diego

Contact: Casey Murphy, Senior Marketing Manager

5998 Alcala Park, San Diego, CA 92110
Telephone: 619-260-4573
caseymurphy@sandiego.edu
www.criminaljustice.sandiego.edu

BRONZE LEVEL



ecoATM — Gazelle

Contact: Michael McCann, Sr. Director of Law Enforcement Relations

10121 Barnes Canyon Road, San Diego, CA 92121
Telephone: 858-739-7287
michael.mccann@ecoatm.com
www.ecoatm.com/law-enforcement



Off Duty Management

Contact: Linda Tsai, Marketing Specialist

Direct Line: 281-574-6295
Office: 877-636-8300
lchutsai@offdutymanagement.com
www.offdutymanagement.com



Police and Sheriffs Press

Contact: Frank Raiford

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



SymbolArts

Contact: Scott Burnett, Regional Sales Manager

Telephone: 801-475-6000 ext. 123
Direct: 801-689-8023
scott@symbolarts.com
www.symbolarts.com



Membership Resources

Membership Benefits

Remember to renew your membership!

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

FBI-LEEDA members benefit from:

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



Life Membership Benefits

Are you eligible for FBI-LEEDA Life Membership?

To qualify, you must be:

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

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



Members' Spotlight

Share your experiences. Get published.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. Maximum word count for article submissions is 500 words. Please include your high resolution professional portrait (300 dpi, .JPG or .TIF file), and a short bio and e-mail to the FBI-LEEDA office: marketing@fbileeda.org

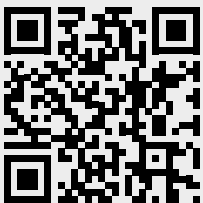
We welcome your submission.



Hosting Courses

How to host an FBI-LEEDA Training

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



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

- Supervisor Leadership Institute
- Command Leadership Institute
- Executive Leadership Institute
- Media and Public Relations
- Master PIO
- Leadership and Cultural Awareness
- Managing & Conducting Internal Affairs Investigations
- Leadership Integrity

www.fbileeda.org

Find Us Online

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

www.fbileeda.org

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@FBILEEDA



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@FBI-LEEDA

Contact Us

FBI-LEEDA, Inc.

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About Us

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

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Editor: Michael D. Robinson, Sr.

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Scan the QR code and let's do this together.





FBI-LEEDA

ADVANCING THE
SCIENCE AND
ART OF LAW
ENFORCEMENT
LEADERSHIP
SINCE 1991

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

FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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