



FBI-LEEDA

Issue II — Fall 2025

INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP



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The 34th Annual Executive Training Conference heads to Fort Lauderdale

May 31 – June 3, 2026

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2025-2026 FBI-LEEDA Executive Board

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Sheriff Lon Thiele

Steele County Sheriff's Office
2500 Alexander Street, S.W.
Owatonna, MN 55060
Email: lon.thiele@steelecountymn.gov

FIRST VICE PRESIDENT

Chief Christopher Workman

Cheswold Police Department
P.O. Box 220, Cheswold, DE 19936
Email: christopher.workman@cj.state.de.us

SECOND VICE PRESIDENT

Chief Torrie James

Town of Hartly Police Department
P.O. Box 181
Hartly, DE 19953
Email: torrie.james@cj.state.de.us

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Chief TiRynn Hamblin

Rangely Police Department
209 E. Main Street, Rangely, CO 81648
Email: thamblin@rangelyco.gov

SERGEANT AT ARMS

Chief Mark Chambers

Westford Police Department, MA
53 Main Street
Westford, MA 01886
Email: mchambers@westfordma.gov

PAST PRESIDENT

Dr. Joel Fitzgerald, Sr.

Chief, retired
Email: joel.fitzgerald.sr@gmail.com

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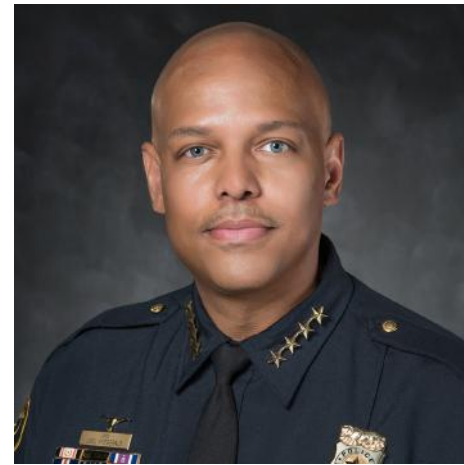
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The Mission of FBI-LEEDA

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

Dear FBI-LEEDA Members,

The FBI-Law Enforcement Executive Development Association (FBI-LEEDA) has long been a cornerstone in shaping the future of law enforcement leadership. With a mission to promote continuous learning, enduring relationships, and inclusive leadership, FBI-LEEDA empowers agencies to lead with integrity, vision, and purpose.

As we move through 2025, I'm proud to share the remarkable progress and achievements that continue to define our organization's mission: to develop and empower law enforcement leaders through premier education, training, and collaboration.

With an astonishing training impact, FBI-LEEDA has now surpassed 110,000 law enforcement professionals trained through our programs, with over 3,800 training classes held and more than 190 agencies honored with the prestigious Agency Trilogy Award. This milestone reflects the growing demand for ethical, effective, and forward-thinking leadership in policing.

The 33rd Annual Executive Training Conference in New Orleans was a great success. Highlights included the "Uncommon Valor" keynote by Green Beret Nick Lavery, who inspired attendees with his message of resilience and leadership under pressure. The "Cop to Cop" panel also sparked vital conversations about the evolving challenges facing today's law enforcement executives.



PRESIDENT
Sheriff Lon Thiele, Steele County Sheriff's Office - Minnesota

As President, my focus is clear: to expand access and development to high-quality leadership training and education — especially for small agencies, which make up 85% of law enforcement nationwide. There needs to be a meaningful ripple effect on law enforcement leadership across the U.S.

With stating that, I believe the Five Star Chief Executive Institute program will be that ripple. The beta testing is proving to have resounding and exciting effects. When it's officially launched, the program will continue to educate and refresh the leadership outlook — enhancing development of leaders and future leaders who are not only tactically sound but ethically grounded and community focused. Together, we are shaping the future of public safety — one leader at a time.

Thank you for your continued support and for being part of this extraordinary journey. Let's keep leading with purpose, together. FBI-LEEDA's strength lies in its members and leaders who are shaping the future of public safety with integrity, courage, and compassion. Whether you're a recent Trilogy graduate or a longtime member, your dedication fuels our mission.

With respect and gratitude,

Sheriff Lon Thiele



EXECUTIVE DIRECTOR
Jacques S. Battiste

Executive Director's Letter

Dear FBI-LEEDA family,

Today's FBI-LEEDA is a testament to what many could only dream of a quarter-century ago. Built on a solid foundation, the association now offers a wide range of meaningful services to its membership. It consistently and accurately reflects the perspectives of police chiefs, sheriffs, and heads of state agencies, and has even influenced leadership at the federal and international levels. As a result, FBI-LEEDA has earned widespread respect and is consulted by leaders in government, the private sector, and the public.

As Executive Director, I remain committed to working closely with the Executive Board, past presidents, instructors, staff, members, and our corporate and law enforcement partners to meet the evolving expectations of FBI-LEEDA as a premier public safety association.

Expanding Our Reach and Impact

FBI-LEEDA has significantly expanded its global presence, regularly convening law enforcement executives worldwide to address critical international policing topics. Our communication platforms and conference operations are state-of-the-art, ensuring we connect and collaborate effectively. Guided by our revised 2023 strategic plan, FBI-LEEDA has a clear, future-focused direction that will shape our efforts for years to come.

The success of FBI-LEEDA isn't due to any single individual. The strength and stability of our brand are rooted in the dedication, commitment, and wisdom of our leadership, members, instructors, and staff. We are a true team, working daily to elevate FBI-LEEDA through continued service to the public safety community.

Innovating for the Future

The development and beta testing of the **Five Star Chief Executive Institute** marks an exciting new trajectory beyond our Trilogy series. This achievement is a testament to the tireless efforts and insight of COO Michael Robinson, our dedicated staff, Columbia Southern University, our Past Presidents, the current Executive Board, and our exceptional team of instructors. Together, they have laid the groundwork for continued excellence and elevated leadership development — a vision over a decade in the making, and one we are proud to see come to fruition.

Following the success of the 2025 FBI-LEEDA Annual Executive Training Conference in New Orleans, we look forward to delivering another memorable experience in **Fort Lauderdale, Florida**, scheduled for **May 31 – June 3, 2026**. Stay tuned for updates at **FBILEEDA2026.org**.

Our Dedicated Team and Growing Expertise

Our front office continues to build an exceptional team of highly professional, efficient, and responsive staff. Known for their outstanding customer service and well-earned reputation, they embody our collaborative, team-oriented culture, with their loyalty reflecting a shared dedication to our members and the profession.

We're also making impressive progress in identifying and developing talented future instructors. With three new courses on the horizon, demand for our training continues to grow, further solidifying our role as a leader in law enforcement professional development.

Committed to Our Shared Vision

It is truly an honor to serve each of you every day. I remain dedicated to managing competing priorities, ensuring measurable success across all initiatives, and serving our membership and the law enforcement profession with integrity and excellence. My sincere dream is to continue advancing FBI-LEEDA toward becoming the world's preeminent professional public safety organization.

Respectfully,

Jacques S. Battiste
Executive Director



Meet FBI-LEEDA's 2025-2026 Sergeant At Arms

Chief Mark Chambers

At the 33rd Annual Executive Training Conference in New Orleans, FBI-LEEDA members proudly elected **Chief Mark Chambers** as the 2025-2026 Sergeant at Arms for FBI-LEEDA's Executive Board!

A dedicated FBI-LEEDA member since 2014, Chief Chambers has been leading the Westford, Massachusetts Police Department since January 2021. He began his career in 1998 as a patrol officer in Groton, MA, and steadily climbed the ranks upon his transfer to the Westford Police Department in 2000. Through hard work and commitment, he has served in every rank from Patrol Officer to Chief, including Detective, Sergeant, Lieutenant, Captain, and Deputy Chief.

Chief Chambers' passion for training and leadership is evident in his extensive career. He earned a bachelor's degree in criminal justice from the University of Massachusetts at Lowell and a master's in public administration from Anna Maria College. Since 2001, he has been a certified Firearms, Defensive Tactics, and Use of Force instructor for the State of Massachusetts, shaping the skills and careers of hundreds of recruits across the Commonwealth. He also currently serves on the executive board of the Northeast Massachusetts Law Enforcement Council (NEMLEC) as the 2nd Vice President.

Under his leadership, the Westford Police Department has maintained its accreditation through the Massachusetts Police Accreditation Commission since 2005 and was recognized as an FBI-LEEDA Trilogy awarded agency in 2023.

Thank you, Chief Chambers, for your unwavering commitment to advancing public safety leadership. We are honored to have you on the Executive Board and look forward to your impactful tenure!



FBI-LEEDA Makes History with First International MPR Course

FBI-LEEDA achieved a significant milestone this year by hosting its inaugural international Media & Public Relations (MPR) course in Canada, marking a groundbreaking expansion of our educational reach beyond U.S. borders. This historic initiative brought together representatives from the Royal Canadian Mounted Police, Winnipeg Police Service, Brandon Police Service, and other valued members of the Manitoba Police Chiefs Association, providing essential strategies for effective communication in today's dynamic media landscape. Special thanks to Gord Schumacher, Executive Director of the Manitoba Association of Chiefs of Police, for his invaluable support in making this cross-border training a reality, and to our exceptional FBI-LEEDA instructor Matt Fagiana, whose expertise made this course truly impactful. This collaborative effort demonstrates FBI-LEEDA's growing influence in empowering public safety professionals worldwide while fostering stronger relationships between law enforcement and the communities they serve.



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

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Building Tomorrow's Fire Service:

How One Leader Used FBI-LEEDA to Transform Her Crew

Captain Christine Tonetta of the Millville, New Jersey Fire Department discussed how FBI-LEEDA's leadership training has reshaped her approach to leading the next generation of firefighters.

Q: What was a key takeaway from your FBI-LEEDA training that significantly shifted your perspective on leadership within the fire service?

A: I have always seen myself as a servant leader, focusing on my crew's needs and ensuring they had the support to achieve their personal and professional goals. Through FBI-LEEDA training, I learned that while servant leadership is valuable, combining it with transformational leadership is the key to helping my team truly succeed.

This shift began when the entire crew created our team mission: "To serve with courage, lead with integrity, and operate as one team — committed to protecting lives and property through professionalism, preparedness, and relentless support for one another." This mission now serves as our daily "why," guiding our goals. By encouraging each crew member to lead drills, incidents, and events, we build their confidence and foster mutual trust. I am proud of my team and confident they will be the future leaders of our department.

Q: How have the leadership principles from your FBI-LEEDA training influenced your approach to decision-making?

A: FBI-LEEDA's focus on transformational leadership completely changed how I involve my crew. On the fireground, I still make the final, top-down decisions when we're in the moment. However, my crew knows they are being heard and are encouraged to speak up. Afterwards, we use the experience as a training opportunity to discuss leadership and decision-making. Away from an incident, I now involve my crew in all major decisions instead of just giving orders. I actively seek their input and encourage diverse perspectives, turning every decision into a valuable teaching moment.

Q: How has the training enhanced your ability to communicate and motivate your crew and other public safety partners?

A: The training significantly improved my ability to communicate with clarity and lead with purpose. The most eye-opening change came from the DISC assessment. I learned that while I could communicate effectively with some people, I struggled with others. After my crew and I completed the assessment, I understood what communication styles worked best for each person.

I also learned to use purpose-driven messages. Providing my crew and even fire school students with the "why" behind what we were doing helped drive home its importance. Finally, becoming more aware of nonverbal cues and other interpersonal dynamics has made it easier to adapt my communication to any audience or situation, from my crew to our public safety partners.

Q: How has the FBI-LEEDA training contributed to your professional growth and prepared you for future leadership responsibilities within the fire department?

A: The FBI-LEEDA training has been a pivotal part of my professional growth, helping me transition from a task-oriented leader to a strategic, people-centered leader — someone who not only manages operations but also builds culture, mentors others, and prepares the organization for the future.

The **Supervisor Leadership Institute (SLI)** training prompted me to take a hard look at myself and how I present as a leader — my tone, reactions, and impact on morale and trust. The **Command Leadership Institute (CLI)** enhanced my self-awareness and bolstered my confidence in addressing problems, managing employees, and leading change within our department. Ultimately, the **Executive Leadership Institute (ELI)** program broadened my understanding of emotional and social intelligence, physical and mental health within the crew, and bias and diversity within public safety. The entire Trilogy Program has prepared me not only for today, but also for the future of our department.

Q: What would you highlight as the most impactful aspects of the FBI-LEEDA courses for advancing leadership skills?

A: For anyone considering this training, I would highlight three key aspects that go beyond theory and directly apply to the day-to-day reality of the fire service.

- **Transformational Leadership:** This approach fosters a stronger, more unified crew that performs better under pressure, which is critical in the fire service where morale, teamwork, and resilience are paramount.
- **Practical Tools for Real-World Challenges:** The training offers tangible strategies for handling conflict, discipline, communication, and organizational change. The greatest value, however, came from connecting with like-minded peers. Hearing how others in fire, EMS, and law enforcement were tackling similar challenges gave me a fresh perspective and a renewed sense of motivation. It confirmed that we all face the same tough moments in leadership.
- **Personal Growth and Self-Awareness:** One of my biggest takeaways was facing my own blind spots. I sat down with my crew and asked them to point out behaviors or mannerisms I was unaware of. This was incredibly humbling, and it showed my team that I was willing to acknowledge my weaknesses to improve them. It built a foundation of open, honest communication and trust.

Thank you, Christine, for your service to the public safety profession!



The Cognitive Interview:

Unlocking Truth Through Tactical Listening

Justin W. Atherton

In an era where public trust is fragile and investigations are under constant scrutiny, the way officers gather information is just as critical as the information itself. Many agencies still rely on traditional interview methods that yield incomplete, biased, or even contaminated accounts. That's where the Cognitive Interview comes in. It's a science-based, field-tested technique that prioritizes memory retrieval, builds trust, and gets to the truth without relying on pressure or manipulation.

Originally developed by psychologists Dr. Ronald Fisher and Dr. Edward Geiselman, the Cognitive Interview was designed to mirror how memory actually works. The technique uses open-ended prompts, varied recall methods, and context reinstatement to improve the quantity and accuracy of witness and victim accounts. While its roots are academic, its application is tactical.



What sets the Cognitive Interview apart isn't just its effectiveness. It aligns with modern leadership values. Instructors at Proactive Leadership tell our students: "You should be talking 20% or less during an interview." That phrase changes everything. It reframes the interviewer from the enforcer to the facilitator. The officer doesn't need to dominate the conversation, they need to guide it and listen with precision.

For law enforcement leaders, this is more than a technique; it's a leadership mindset. Officers trained in the Cognitive Interview report increased confidence, reduced reliance on coercion, and better rapport with victims and witnesses. It also makes agencies more defensible, especially in high-profile or controversial investigations. When interviews are structured, consistent, and backed by science, it's easier to stand behind them in court and in the court of public opinion.

One of the most powerful aspects of the Cognitive Interview is that it empowers introverted or soft-spoken officers to excel. It's not about charisma, it's about control, patience, and emotional intelligence. The loudest person in the room isn't always the most effective. Often, the officer who asks fewer but better questions ends up with the most accurate and actionable information.

Agencies across the country are beginning to recognize this shift. From patrol to command staff, officers trained in this method are not only improving case outcomes, they're improving culture. They're modeling a new kind of leadership: one rooted in listening, integrity, and skill. Not intimidation.

Leadership in law enforcement today demands more than tactical readiness. It demands interviewing mastery grounded in science. The Cognitive Interview provides that and more. It's a tool that elevates both performance and perception, one conversation at a time.



Justin W. Atherton

VICE PRESIDENT OF GLOBAL OPERATIONS,
PROACTIVE LEADERSHIP

Justin W. Atherton is the Vice President of Global Operations at Proactive Leadership and an 18-year law enforcement veteran who served as a SWAT breacher, detective, patrol sergeant, and training lieutenant. He has trained officers across the U.S. in leadership, communication, and investigative interviewing. Justin specializes in teaching the Cognitive Interview technique to law enforcement, HR professionals, and compliance teams, blending scientific best practices with real-world experience. He is a TEDx speaker and a trusted consultant for police agencies and corporate leaders navigating high-stakes environments. Through the leadership training programs at Proactive Leadership, Justin and their team of expert instructors equip teams with the mindset and tools to perform under pressure, build trust, and uncover the truth.

“ This course was amazing. Thank you all for providing this opportunity to better ourselves so our profession continues to excel forward in a positive light.”

— Keith Quesada (City of Liberal Police Department) on CLI





After the Knock:

Supporting Officers Post-Incident

Lieutenant John Haning, Rogers County Sheriff's Office

Law enforcement officers are trained to remain calm in chaotic situations, to process tragedy without hesitation, and to perform their duties with professionalism, regardless of the scene. But after the knock on the door, after the child rescue, after the death notification — what happens to the officers who carry those moments with them? As a supervisor over a Criminal Investigations Division, I've learned that leading my team doesn't end at the crime scene. It continues in the quiet, often invisible space that follows.

High-impact investigations — especially those involving child exploitation, homicides, or violent personal trauma — can leave lasting emotional and psychological effects on investigators who work the worst cases that come into our agency and are in high concentrations. While these investigators may not always exhibit outward signs of stress, their mental and emotional load can accumulate quickly. The danger is not only in what we see, but in what we ignore. When the trauma goes unacknowledged, it quietly erodes job performance, morale, and even lives.

The supervisor's role is essential in this space. After a particularly difficult scene or interview, we make it a point to connect with the investigator, not just to debrief the facts of the case, but to check in as a person. A simple, "How are you holding up?" can open the door for meaningful conversation. I watch for signs that an investigator may need time, a temporary reduction of the case load, or just a moment to catch their breath before jumping back into their cases. Some need quiet space; others benefit from talking it out or spending time with Rosco, our ESD K9 and office support K9. The key is recognizing that trauma response is not one-size-fits-all.

Creating a culture where this kind of support is normalized starts at the top. Leaders have to make wellness conversations routine, not reactive. In our division, we emphasize peer check-ins and encourage staff to speak up when something is weighing heavily on them. I've shared my own challenges from earlier cases to show that even experienced investigators aren't immune. That kind of vulnerability, when used appropriately, can be a powerful leadership tool. We also work closely with Law Enforcement peer support groups, trusted mental health professionals (where our agency provides free mental health counseling to our Deputies and we are working to expand it to their families as well), and Law Enforcement chaplains who are trained to walk with our staff through the recovery process. We initiate this process immediately following any critical incident.

Proactively supporting our Deputies isn't just about empathy — it's about effectiveness and retention. Burnout can lead to mistakes, poor decision-making, and increased turnover. If we want our best investigators to remain in the field for the long term, we must care for them as whole persons. That means recognizing when they're masking pain behind a polite smile and stepping in — not to fix everything, but to remind them they're not alone and we will walk with them through the recovery process.

In the Criminal Investigation Division, we often focus on solving cases and delivering justice. But justice also means standing by the men and women who do that work every day. After the knock, after the paperwork, after the press conference — leadership means asking, listening, and supporting. Because the badge doesn't make someone bulletproof. Leadership does.



Lt. John Haning

CID SUPERVISOR, ROGERS COUNTY SHERIFF OFFICE (OK)

Lieutenant John Haning serves as the Criminal Investigations Division supervisor for the Rogers County Sheriff's Office in Oklahoma and supervises the Crisis Intervention deputies. With over 15 years in law enforcement, he has led or been involved with investigations involving homicides, child exploitation, and other significant crimes. He is a TFO with HSI, assigned to the Child Exploitation and Human Trafficking unit, and serves as the handler for Rosco, the ESD K9. Lt. Haning is committed to fostering a trauma-informed, mission-driven culture within the CID unit. He is a graduate student pursuing his Doctor of Forensic Science degree at Oklahoma State University and advocates for officer wellness, leadership accountability, and ethical investigations.

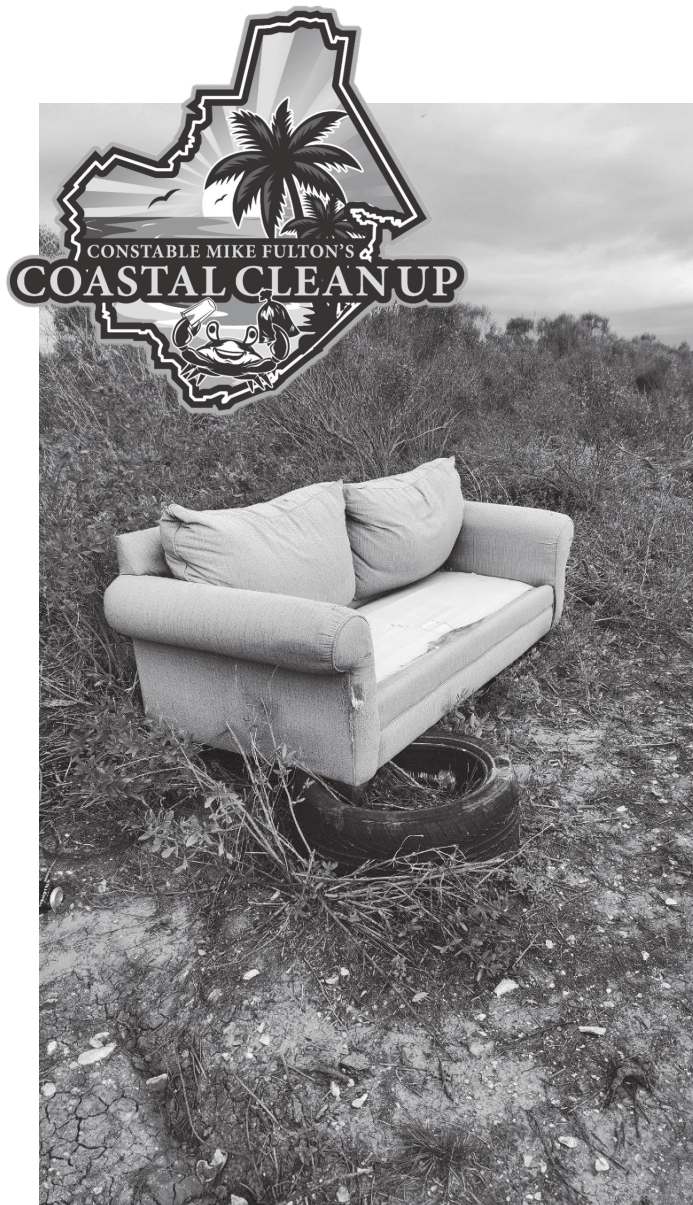
From Dump Sites to Criminal Disruption:

How Environmental Enforcement Can Strengthen Public Safety

Brazoria County Precinct One Constable Mike Fulton

What started as a local effort to tackle illegal dumping has exposed a broader opportunity for law enforcement across the country: the ability to use environmental enforcement as an early intervention tool in understanding and identifying areas at risk for larger, more intricate criminal activity.

The foundation of our department's Coastal Clean-Up Program was straightforward: restore environmental integrity in areas lacking enforcement by removing trash, while enforcing anti-dumping laws, and re-engaging communities in a positive manner. However, as the program advanced, we began to spot recurring patterns in geographic areas, lack of oversight, and noticeable signs of neglect. These conditions often correlated with a heightened sense of vulnerability to criminal exploitation¹.



In many jurisdictions across the country, illegal dumping locations may represent much more than just environmental dangers. While not always directly linked to more significant crimes, these areas can exhibit characteristics that may be exploited by individuals engaged in illicit activity. Criminal activities such as narcotics trafficking or human smuggling are key additions to the environmental crime locations². They are often unmonitored, easily accessible, and worse, rarely prioritized in conventional policing models. When these are combined, it makes the locations ideal for those seeking to operate under the radar of law enforcement.

Environmental enforcement offers a strategic launching pad — a way to proactively patrol neglected areas, collect actionable observations, and engage with communities that might otherwise go unnoticed. By treating environmental crime as a public safety issue, not just a regulatory one, law enforcement can begin to map potential risk zones, observe trends, and increase their operational reach.

This approach aligns with established criminological research, particularly the “broken windows” theory, which suggests that visible disorder, such as abandoned waste sites, can invite more serious criminal activity over time³. By targeting these conditions early, law enforcement not only improves quality of life but may also reduce the opportunity for broader criminal behaviors to develop in vulnerable spaces⁴.

Agencies don't need massive budgets or new divisions to get started. A single trained officer can be assigned to integrate environmental patrols into routine duties. From there, partnerships with local and state environmental agencies can be formed, and grant funding from sources like the EPA's Environmental Justice Program or Byrne Justice Assistance Grants can help scale efforts⁵.

Perhaps the most valuable return comes from the community itself. Residents are significantly more likely to report suspicious activity to officers they recognize, especially when those officers are visibly invested in the neighborhood's well-being. Environmental enforcement becomes a platform for visibility, engagement, and trust.

While environmental enforcement may not be the traditional entry point for disrupting criminal networks, it is proving to be a scalable and intelligence-rich addition to modern policing strategy. Local law enforcement agencies are uniquely positioned to identify and respond to the conditions that make exploitation possible, conditions that often begin with environmental neglect.

When we clean up the forgotten spaces, we don't just remove debris. We remove opportunity, and we reinforce the message that no part of the community is off-limits to law and order. Ultimately, illegal trash dumping ends where community begins.



Constable Mike Fulton
PRECINCT 1, BRAZORIA COUNTY (TX)

Constable Mike Fulton currently serves as the elected Constable for Precinct 1 in Brazoria County, Texas. He brings almost three decades of law enforcement experience and holds a master's degree in criminal justice with a specialization in Forensic Science. Constable Fulton is a certified Senior Crime Scene Analyst through the International Association for Identification (IAI) and a graduate of the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT) Constable Leadership Command College. He is the founder of Brazoria County's Coastal Clean-Up Program, a pioneering initiative that merges environmental enforcement with proactive public safety strategies. In addition to his leadership role, Constable Fulton is a dedicated law enforcement and forensic science educator, actively teaching investigative techniques to youth and law enforcement professionals alike. He is a strong advocate for integrating science, community trust, and environmental stewardship into modern policing models.

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Improving Cold Case Investigations by Building Strategic Partnerships with Community Colleges

Commander Josh Hester, Palatine Police Department

Cold case investigations, consisting of both long-term missing persons and homicides, represent a complex challenge for law enforcement agencies. These cases remain open due to numerous factors, including a lack of physical evidence, uncooperative witnesses, previously insufficient technology, or limited resources to investigate these incidents. This takes an emotional toll on victims' families due to the lack of closure and justice being served. Law enforcement leaders and investigative units owe it to the victims, their families, and the communities we serve to leverage all possible resources to solve these cases.

Universities and community colleges are being utilized more frequently as partners in solving cold cases due to their ability to offer specialized educational programs, student internships, and research capabilities. For local law enforcement agencies that are not located near renowned cold case programs — such as those at Michigan State University, Louisiana State University, or Texas State University — a community college partnership is a valuable option for collaborative opportunities. Many community colleges offer forensic science, criminal justice, and DNA science programs that prepare students for careers in law enforcement. By collaborating with local law enforcement agencies, these colleges can provide students with hands-on internships and experience in cold case investigations. Such collaboration can also support a department's recruiting and hiring efforts by building positive relationships.

Community colleges often have access to advanced lab facilities, funding sources, and specialized equipment that can be used to assist law enforcement agencies in the analysis of evidence. In addition, community colleges can facilitate collaboration across multiple disciplines, allowing faculty members from fields such as criminology, law, and technology to contribute their expertise. By nurturing these relationships, community colleges can act as a conduit between local academia and law enforcement agencies, fostering innovation and improving investigative efforts. This partnership could also be utilized to access community college funds or grants that can be used to test cold case evidence using emerging DNA technology.

One option that should be implemented in building partnerships is the creation of cold case internships for students in criminal justice programs at local community colleges. By working with the leaders of these programs to design an internship structure and welcoming students as part of a cold case team, departments can create a viable and effective model. Vetted and high-performing students would assist with digitization of reports and evidence, case reorganization, and offer a fresh set of eyes and innovation to the team. This approach can also serve as a recruiting tool to attract qualified candidates from the local community — especially those who might not initially be drawn to a career in law enforcement.

Strategic partnerships between community colleges, paired with emerging technologies and scientific advancements, offer promising solutions for solving cold cases. The integration of advanced forensic tools, academic expertise, and collaborative efforts can breathe new life into these unsolved investigations, helping to bring justice to victims and their families. As technology continues to evolve and partnerships expand, the future of cold case resolution looks more promising than ever. By pursuing these collaborative efforts, law enforcement can increase solvability rates for the most challenging cases and take meaningful steps toward closure and justice.



Commander Josh Hester
PALATINE POLICE DEPARTMENT (IL)

Commander Josh Hester has served with the Palatine Police Department for 19 years and is currently the Commander of Investigations. He has served in various roles throughout his career, including patrol, investigations, patrol sergeant, and patrol commander.

Commander Hester holds a Bachelor of Science degree in Criminal Justice from UNC-Wilmington and a Graduate Certificate in Criminal Justice Education from the University of Virginia. He is currently completing his Master's Degree in Public Safety from the University of Virginia. Commander Hester is a graduate of the Northwestern University School of Police Staff and Command (Class 524) and the FBI National Academy (Session 291).

“ 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.”

— Andrew Frank (Orange County Sheriff's Office) on SLI



“ 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.”

— Justin Blosch (Summit County Sheriff's Office) on CLI



“ These FBI-LEEDA courses are BY FAR the BEST leadership classes I have taken in my 18 years of Law Enforcement!!!! I am proud of myself and my agency to allow me to take and complete the Trilogy!!!! ELI was an INCREDIBLE class!!!! THANK YOU!!!!”

— Audra Blaney (Kennebunk Police Department) on ELI





Mark Your Calendars: Fort Lauderdale Awaits for **FBI-LEEDA'S 34TH ANNUAL EXECUTIVE TRAINING CONFERENCE**

The sun-soaked shores of Fort Lauderdale, Florida, will serve as the backdrop for FBI-LEEDA's 34th Annual Executive Training Conference from May 31 through June 3, 2026. This premier gathering promises to deliver the cutting-edge leadership development that has become synonymous with FBI-LEEDA's mission to advance the science and art of public safety leadership. The conference will bring together hundreds of industry professionals for an unparalleled educational experience that combines groundbreaking sessions with strategic networking opportunities in one of Florida's most vibrant destinations.

Building on Record-Breaking Success

Building on the momentum of record-breaking attendance and the historic presence of nine past presidents at the 2025 New Orleans conference, Fort Lauderdale 2026 is already generating significant excitement from our speaker lineup and the public safety community. The conference will continue FBI-LEEDA's proven tradition of addressing the most pressing challenges and providing practical, implementable solutions for today's public safety leaders.

An Unparalleled Professional Experience

As the leading educational event for public safety executives, the Annual Executive Training Conference represents an unparalleled opportunity to connect with industry thought leaders, discover breakthrough solutions, and strengthen the professional networks that drive positive change. This event promises to be a career-defining experience for attendees.

What Attendees Can Expect:

- Cutting-edge presentations from top industry thought leaders
- Strategic networking opportunities with public safety executives
- Hands-on training sessions with immediate practical application
- Access to the latest innovations in public safety leadership
- Professional development that impacts entire organizations

Secure Your Spot in Paradise

Complete registration information and event details will be available at FBILEEDA2026.org, where you can secure your place at this transformative gathering that continues to shape the future of public safety leadership.



The Other Side of the Shield:

How Civilian Staff Build Public Trust in Policing

Kathleen Jennings

Convincing someone to answer the call and put on a police shield is hard. Sometimes, convincing someone to work behind the scenes to support those officers is even harder.

Civilians, or as my department more accurately calls us, Professional Staff, are the stopgap. We are the ones holding the line when no one is watching, making sure the internal systems run smoothly so sworn personnel can respond when the public needs them most.

But professional staff are often placed in a difficult position. We are just as essential as those in uniform, but frequently overlooked. That is a mistake. Civilian employees have a powerful role to play in shaping the image, accessibility, and heart of a department. Whether we are managing communications, organizing outreach events, processing records, or keeping tech running smoothly, our work is not just support; it is stewardship.



In particular, staff who serve in public-facing-roles such as community engagement and public information can be strong builders of trust. We are often the ones who explain complex incidents in plain language, show up consistently at community events, and maintain the human side of the department in both the calm and the chaos. Many of us speak cop and community. It is a rare but valuable combination that allows us to meet people where they are and stay connected.

With nearly a decade of experience as a civilian in law enforcement, I have seen that trust is not only built through patrol cars or court appearances. It is built in parking lots during Cops and Cones, in school gyms playing basketball, while installing a car seat, giving a fraud prevention talk at a church, and even through conversations in the department's social media messages. These moments matter. And it is often the civilian staff making them happen.

Real community policing is not a solo effort by those in uniform. It is a team approach that works best when everyone has a seat at the table. When civilian staff are empowered and trusted, they become the connection between the agency and the community. That is where real trust begins.

We do not need a badge or a firearm to make a difference, but we do need the respect and support of our departments.

Agencies that fully include and invest in their professional staff will see stronger community ties and a healthier workplace culture. We are not just filling gaps; we are forming bridges.

I know this works, because I have lived it. Empower your civilian professionals, especially those in public-facing-roles and you will see the return in trust, connection, and community.



Kathleen Jennings

COMMUNITY ENGAGEMENT SPECIALIST,
LYNCHBURG POLICE DEPARTMENT (VA)

Kathleen "Katie" Jennings serves as the Community Engagement Specialist for the Lynchburg Police Department, where she plays a key role as a professional staff member promoting public safety through strategic communication and outreach. With a strong background in communications, Katie specializes in enhancing visibility and engagement for the department. Her expertise includes crisis communication, stakeholder relations, and project management. Passionate about public service and civic empowerment, she leads initiatives that build community trust and underscore the vital importance of community relations in modern policing.

“Thought this was an incredible opportunity to identify and explore my leadership style and continue to build upon it. Thank you.”

— William Rogers (Meriden Police Department) on SLI



Stop the Email Wars:

Leading Through Face-to-Face Conversations

Sergeant Alex M. Hutchison, Loveland Police Department

Choose Conversation Over Convenience

In law enforcement leadership, communication is everything. Yet email, originally intended to streamline our work, has quietly become a shield. While efficient, it can also create unnecessary conflict, damage relationships, and undermine leadership effectiveness.

Email often feels like an easier choice. It allows for carefully worded messages and avoids uncomfortable conversations. But that ease can come at a cost. Without tone, body language, or immediate feedback, email is easily misinterpreted. What's intended as thoughtful or constructive may come across as dismissive or critical, especially if the recipient is under stress or feels unrecognized.

Even positive messages can be overshadowed when paired with additional direction, a minor correction, or a request for follow-up. What begins as an effort to offer praise and maintain momentum can easily be misread. In written form, especially without the benefit of tone or body language, the underlying intent may be lost. These misunderstandings can quickly lead to frustration, disengagement, and strained working relationships.

Effective leadership requires more than just delivering instructions, it requires attention to how those instructions are received. A face-to-face conversation (or even a phone call) provides nuance, allows for dialogue, and reinforces respect. Email can be useful, but when addressing performance, resolving conflict, or giving feedback, real-time communication is far more effective. In leadership, avoidance is not neutral, it delays resolution and weakens connection.

Use Email for the Right Things

Email still serves an important purpose. It's useful for:

- Scheduling and logistics
- Summarizing conversations
- Sharing documents or data
- Providing updates or written records

But it should not be the default for messages that are:

- Emotionally sensitive
- Performance-related
- Easily misunderstood
- Complex or requiring back-and-forth

If the topic involves conflict, correction, or meaningful connection, don't email it.

The Power of Real Conversations

Leadership happens through human interaction. Conversations allow for empathy, clarity, and connection. Even difficult feedback lands differently when delivered in person. It communicates respect and opens the door for understanding and growth. A simple choice to engage directly can make the difference between defensiveness and development.

When leaders choose conversation over convenience, trust builds, misunderstandings lessen, and relationships grow stronger.

Tips for Getting It Right

1. **The 5-Minute Rule** — If what you're writing takes more than five minutes, or could be misread, have the conversation in person instead.
2. **Don't Hide Behind the Keyboard** — If email is being used to avoid discomfort, that's a signal to pick up the phone or walk down the hall.
3. **Model the Standard** — Let your team see you choosing dialogue over digital direction. They'll follow your example.
4. **Use Email to Document, Not Deliver** — After the conversation, use email to summarize, not to replace, the interaction.

Leadership Is Personal

At the core, leadership is about people, not processes or inboxes. Law enforcement is already filled with pressure and complexity. Miscommunication shouldn't be one more challenge. Leading well means leaning into discomfort, not away from it. The next time you find yourself drafting the "perfect" message, ask: *Am I communicating, or am I hiding?*

Choose connection. Choose conversation. Your leadership will be better for it.



Sergeant Alex Hutchison
LOVELAND POLICE DEPARTMENT (CO)

Alex M. Hutchison holds a bachelor's and master's degree in criminal justice and is currently pursuing a Ph.D. in Criminal Justice with an emphasis on leadership at Liberty University. His doctoral research focuses on the development of ethical and moral leadership in law enforcement. Since beginning his career in 2006, Alex has served in various investigative and leadership roles and is currently a sergeant in a Criminal Investigations Division, overseeing cases involving officer-involved shootings, sexual assaults, homicides, and other violent crimes. Alex has completed the FBI-LEEDA Trilogy series and is dedicated to advancing principled leadership, professional development, and mentorship within the profession. Beyond his work in law enforcement, he has served on the board of directors for several community organizations that align with his commitment to supporting children and families, reflecting his broader passion for service, integrity, and positive community impact.

Leading Through the Mental Health Crisis:

Building Officer Resilience from the Inside Out

Lieutenant Richard Reiser, Fort Bend County Sheriff's Office

We prepare officers to face armed suspects, high-speed pursuits, and life-or-death decisions. Too often, we leave them unprepared for the slow bleed of stress, trauma, and burnout.

As leaders, it is time we stop managing wellness like a checkbox and start owning it as a core responsibility. We are all aware of the effects caused by constant hypervigilance followed by an attempt to offset it with hypovigilance. Many of us have turned to alcohol or isolation after hours due to the stress of the job.

The emotional and psychological strain on modern law enforcement professionals is unprecedented. Between the overwhelming staffing shortages, public scrutiny, increased exposure to trauma, and the expectation to remain composed under extreme pressure, officers are experiencing burnout at a much higher rate. The impact is measurable; from higher rates of suicide and sick leave to a strain on retention and morale. What we cannot measure, but is just as damaging, if not more, is the erosion of trust and performance when our staff feels unsupported.

Leadership is where this cultural shift must begin. If we want mentally healthy departments, we must model what that looks like. That does not mean we abandon accountability or the idea of being "firm but fair." It means recognizing that strength includes knowing when to ask for help, taking time to reset, and encouraging others to do the same.

Leaders can make meaningful progress in this by shifting from reactive to proactive strategies. One of the most effective first steps is simply normalizing mental health conversations. I first saw this with one of my prior Captains, and I have since followed in his footsteps. If a supervisor, whether first-line or higher ranking, openly talks about using the available peer support, taking a mental health day, or simply speaking about their own personal struggles, it gives our staff permission to do the same. Those small moments of vulnerability plant the seed of trust in their minds that we as leaders have the opportunity to see grow over time.

Departments need to consider formalizing their wellness efforts. Critical Incident Stress Management (CISM) teams, embedded clinicians, and confidential counseling access are essential, but they are only as effective as the leadership behind them. Supervisors should be trained not just to detect signs of burnout, but to routinely check in with their teams. Asking someone how they are doing in passing is not sufficient. Having true conversations where your supervisors ask, "How are you really doing?" should be as natural for them as reviewing a case report.

Operational changes play a key role as well. Leaders need to advocate for balanced shift rotations, critical incident decompression protocols, and reduced administrative burdens after traumatic events. Resilience is not something you can throw counseling at and hope it will fix itself. Resilience is built by allowing officers the time and space to process what they have endured.

Ultimately, the departments that thrive in the next decade will not just be those that embrace new technology or community policing initiatives; they will be the ones who understand that healthy, supported officers are their greatest assets. Resilient officers make better decisions, build stronger community relationships, and stay in the profession (and your agency) longer. Why invest in their training if we are not going to ensure their retention?

Wellness is no longer a "nice to have," it is a leadership imperative. If we want to lead effectively in one of the toughest jobs in America, we must start by protecting the minds and hearts of those we ask to protect everything else.



Lieutenant Richard Reiser
FORT BEND COUNTY SHERIFF'S OFFICE (TX)

Richard Reiser is a Lieutenant with the Fort Bend County Sheriff's Office, currently assigned to Detention. After graduating from the police academy in 2013, he joined the agency's Crisis Intervention Team, responding to mental health calls. He served in that role for three years before promoting to Sergeant in the Detention Division, where he continued his CIT work as an instructor.

Lieutenant Reiser has been a strong advocate for mental health awareness, particularly following the loss of his wife to suicide in 2020.

He holds Master Jailer and Peace Officer Certifications, a Police Instructor License, and a Mental Health Officer Certification. He has completed the FBI-LEEDA Trilogy, the National Jail Leadership Command Academy, and is a Certified Jail Administrator.

Reiser is currently pursuing a bachelor's degree in criminal justice administration while raising four children.



Quiet Command:

How Introverts Succeed in Leadership Roles

Lieutenant Ryan Linderson, New London Police Department

When people picture a police leader, they often envision someone loud, assertive, and charismatic — the kind of person who takes control of a room the moment they walk in. The quieter among us can feel out of place in this profession. But here's the truth: introverts not only have a place in command — they bring vital qualities that often go underappreciated.

I'm often told I have a "calming presence" or am "approachable." But what I am is reserved. I think before I speak. I reflect before I act. And I listen more than I talk. Early in my career, I wasted time trying to shape my personality to what I thought it had to be to lead. Eventually, I learned these traits are strengths.

Law enforcement culture can equate volume with leadership — the outspoken officer who always has an answer, the sergeant who barks orders with military precision, the command staff member who dominates a staff meeting.

But being loud doesn't mean being wise. Some of the most thoughtful, steady, and ethical decisions I've seen come from leaders who speak softly and think deeply. The quiet ones aren't always quick to speak, but people listen when they do.

Introverted leaders tend to be strong listeners. We're not waiting for our turn to talk; we're trying to understand. That matters in a profession where emotional intelligence is as important as tactical skill. When you supervise, you often hear about complaints, conflicts, or complicated situations that don't have easy answers. If you default to interrupting, lecturing, or imposing your view, you might miss what needs to be heard. But when you listen patiently and ask thoughtful questions, you often uncover more than the words reveal.

Listening also builds trust. When officers feel heard, they're more likely to accept guidance, adapt behavior, and stay engaged. For introverts, this comes naturally — and it's a critical foundation of good leadership.

Introverted leaders bring another powerful tool to the table: depth. We often process things internally, mulling over a decision before speaking. This means we're less prone to make knee-jerk decisions or emotional responses. In high-stakes environments this is invaluable.

Introverts also tend to think long-term. We may not jump at every new trend or idea, but we weigh it carefully and consider the bigger picture. In an era where policing is evolving rapidly, this kind of thoughtful perspective is sorely needed.

One challenge for introverted leaders is energy management. After long stretches of being "on," we may feel drained. That's not weakness — it's biology. Knowing how to manage energy is key to avoiding burnout — schedule time for solitude, thinking, and quiet work. Take short breaks when you can. Don't apologize for needing to recharge. A clear head and steady presence will serve your officers far better than a burnt-out, performative version of leadership.

I've seen firsthand how quiet leadership sets the tone. When a leader stays calm during a crisis, it has a ripple effect. Officers feel steadier. Tensions de-escalate. Decisions improve. This kind of leadership doesn't come from yelling. It comes from modeling, from being grounded, knowing who you are and leading from that place — even if you don't fit the traditional mold.

So, to the introverts rising through the ranks: don't change who you are to "play the part." Instead, redefine what leadership looks like. Use your natural strengths to lead with clarity, empathy, and quiet command. Leadership isn't about being the loudest voice in the room, but the one people trust when the room goes quiet.



Lieutenant Ryan Linderson
NEW LONDON POLICE DEPARTMENT (CT)

Lieutenant Ryan Linderson is a seventeen-year veteran of the New London (CT) Police Department and is presently assigned to the Patrol Division. Lieutenant Linderson has served as an Instructor, Field Training Officer and as a member of the Crisis Intervention Team. Lieutenant Linderson has a Master of Science in Law Enforcement and Public Safety Leadership (MS-LEPSL) from the University of San Diego and completed the FBI-LEEDA Trilogy. He can be reached at rlinderson@newlondonct.gov.



FBI-LEEDA 2025 Conference in New Orleans (Day 3)

A Practical Model from Westborough PD

Lieutenant Greg Schipporeit, Westborough Police Department

Over the last two decades, officer wellness has evolved from an afterthought to a strategic priority. Agencies nationwide now recognize that healthy employees lower insurance costs, reduce workers' compensation claims, and align with the 21st Century Policing focus on employee well-being. Yet, many departments, especially those facing budget constraints, struggle to move beyond health fair posters and optional gym stipends.

In 2023, Westborough (MA) Police Chief Todd Minardi faced a familiar yet pressing challenge: how to support officers in meaningful and lasting ways. His solution was both innovative and practical — the launch of a Five-Pillar Wellness Sabbatical. This program connects measurable health and wellness milestones with earned time off, offering officers a clear, tangible incentive to build and maintain positive habits.

The Model

Each sworn member may accumulate up to 40 hours of paid sabbatical leave over a two-year period by completing goals in five categories:

Pillar	Annual Requirement (examples)	Sabbatical Earned*
Fitness	60 workouts of ≥ 30 min.	8 hrs
Mental Health	One confidential counseling session	8 hrs
Physical Health	Annual physical exam	8 hrs
Financial Readiness	Bi-weekly deferred-comp contribution	8 hrs
Social / Community	Four-hour community-engagement event	8 hrs

*Maximum 40 hrs after all pillars are completed. Participation is voluntary, and documentation is routed through an internal wellness coordinator to ensure HIPAA compliance for medical records.

Why It Works

- Whole-Person Focus:** Including financial literacy and community engagement signals that wellness is broader than push-ups and blood pressure.
- Low Administrative Overhead:** Supervisors verify milestones already tracked (workout logs, payroll deductions, community-event rosters), reducing paperwork.
- Cost Neutrality:** A reduction in sick-leave hours should offset overtime costs for sabbatical coverage. Additionally, only one member per shift may be on sabbatical at a time.
- Sabbatical Time Off Requirements:** Officers must use the time off during a consecutive week and are restricted from taking overtime or extra duty shifts. This requirement supports the spirit of the plan, which is to rest, relax, and unplug from the everyday stress of the profession.

Lessons for Other Agencies

- **Start with One Pillar:** Pilot the fitness or mental-health component before scaling up.
- **Leverage Partnerships:** Local businesses donated a massage chair that anchors a new “recovery room”.
- **Celebrate Publicly, Document Privately:** Quarterly roll calls recognize officers who complete pillars; personal health data stays sealed.

Looking Ahead

Chief Minardi plans to survey participants at the 24-month mark to refine targets and explore a nutrition pillar. More immediately, the department is sharing its template with neighboring agencies — proof that a small-town department can prototype an idea worth scaling statewide.

Key Takeaway: By exchanging wellness milestones for meaningful paid leave, agencies can turn good intentions into measurable outcomes, without waiting for a bigger budget.



Lieutenant Greg Schipporeit
WESTBOROUGH POLICE DEPARTMENT (MA)

Greg Schipporeit is a Patrol Lieutenant with the Westborough Police Department in Massachusetts, where he also serves as the agency's Accreditation Manager and Wellness Coordinator. He brings over 20 years of law enforcement experience, including 13 years with the Lakewood Police Department in Colorado and the past 7 years in Westborough. Lt. Schipporeit holds a Bachelor's degree in Kinesiology and a Master's in Public Administration, blending expertise in health science with strategic leadership. He is dedicated to advancing officer wellness, policy excellence, and organizational resilience. His recent work includes leading the development of a Five Pillar Wellness Sabbatical to support the holistic well-being of law enforcement professionals.

“I've worked in marketing and media for the last 10 years and have attended conferences and classes around the country for marketing/branding. This was my first FBI-LEEDA class and first “official” training in a public information specialist role and this was the best class/training I've ever been to. Would recommend this to anyone! 10/10!”

— Randolph Angotti (Myrtle Beach Police Department) on MPR



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The Media and Public Relations course is hands down the BEST course I have attended in the field of Public Information/Relations. The course is well organized and has a great balance of lecture and practical exercises. I am grateful to be walking away from this course with more knowledge and tools that can aid me in my role as a PIO as well some amazing connections with fellow communicators!"

— Jami McCormick (Nassau County Sheriff's Office Emergency Management) on MPR



Not All Leaders Are Born Equal

Dr. Jessica Muccione, Slate Belt Regional Police Department

“Leadership reflects attitude.”

—Julius Campbell, *Remember the Titans*

There is a strong connection between a leader’s attitude and the behavior it reflects. While there is something to be said about good leadership in a police agency, there is more to be said about mismanagement in one. A team is likely to mirror the qualities of the leader. Furthermore, a leader who is disengaged or indifferent can foster similar attitudes in their team. The idea is a leader’s attitude directly impacts the team’s attitude and performance. There is a responsibility in leaders that requires self-awareness to consider how their actions influence the team.

Micromanagement

Micromanagement often comes with punitive oversight, where mistakes are overly scrutinized rather than treated as learning opportunities. This discourages honest communication and transparency, which are fundamental to a police culture. Officers need autonomy to make critical decisions in the field. When leaders micromanage, it signals a lack of trust in their judgement and professionalism. This poor quality within an administration stifles initiative and confidence within the agency, ultimately accepting a poorly led police department. Officers need space to develop judgment, leadership skills, and critical thinking. Micromanagement refutes officers’ opportunities to grow, leading to undeveloped talent and a weaker pipeline for future leadership.

Blameless

A blameless leader often shifts culpability onto others, raising distrust and resentment, eventually damaging team cohesion and morale. When a leader refuses to admit fault, it signals to officers that accountability only applies to subordinates, not to leadership. This creates a double standard that undermines discipline and credibility. Mistakes in a police agency are inevitable due to the high-pressure, unpredictable nature of the job. Consequently, if officers see that admitting mistakes leads to denunciation while leadership deflects, officers will be less likely to report errors or misconduct in the future. A blameless leader will encourage a contaminated environment where officers hide their mistakes, causing legal liabilities or disreputable outcomes. A blameless leader within a police agency is not simply avoiding individual discomfort, but actively poisoning the culture of responsibility that is essential for ethical policing.

Inconsistency

A leader who is inconsistent in how they enforce policies, distribute discipline, or respond to situations, result in the officers to stop trusting their judgment. Inconsistency breeds skepticism and cynicism, causing subordinates to question motives or assume favoritism. Once standards shift based on the mood, the individual(s) involved, or external pressure, morale plummets. An inconsistent leader applies rules or consequences unevenly, leading to double standards, causing internal conflict. Fickle leaders may change direction frequently or contradict previous orders, leaving officers unclear of how to proceed. Shifting feedback or mentorship from a leader prevents professional growth in an officer since it is unclear what standard they are being held to. An inconsistent leader limits motivation and contributes significantly to turnover or stagnation among an agency.

Steps Forward

A leader can address micromanagement, blamelessness, and inconsistency within a police department by first addressing these qualities in themselves. A commitment to self-awareness, cultural change, and structural improvements is necessary for an agency to progress.

Effective delegation limits micromanagement in an agency. Offering broad objectives and allowing the team to be led by others followed by providing feedback is an effective form of delegation. This encourages initiative among officers and allows space for execution of a task. Focusing on outcomes rather than methods shifts from controlling how the work is done to measuring the project’s results and impact.

Modeling accountability sets the tone for a culture of ownership within an agency and helps overcome a blameless mindset. The strongest leaders turn mistakes into opportunities for collective growth. Creating a climate where officers are comfortable admitting errors without the fear of unfair punishment inspires transparency. A leader’s decision influences outcomes at every level. Therefore, encouraging honest reflection within the team will help create a safe environment where responsibility is shared, not feared. Maintaining a solution-oriented outlook naturally shifts attention from blame to improvement.

A consistent leader communicates clearly and regularly. Standardizing policies and enforcement ensures discipline, recognition, and expectations are applied equally, regardless of rank or personal relationships. Self-awareness is fundamental in a leadership position to reflect on whether decisions are fair or influenced by emotion or pressure. Officer wellness, safety, and growth should come before bureaucratic concerns.

Leadership is contextual and embryonic; it is encouraged to maintain dialogue and new perspectives. While change will not happen overnight, sustained effort and self-reflection can restructure a leader’s effectiveness in an agency. Effective leadership demands implementation and executing it develops competence. Transform leadership from theory to practice.

“Leaders eat last.”

—Simon Sinek



Dr. Jessica Muccione

SLATE BELT REGIONAL POLICE DEPARTMENT (PA)

Dr. Jessica Muccione is currently serving as a police officer with the Slate Belt Regional Police Department in Pennsylvania. She is an Instructor with the Lackawanna College Police Academy for the Municipal Police Officers’ Education and Training Commission in Scranton, Pennsylvania. She is an Adjunct Professor with Lackawanna College’s Cybersecurity Program. She received a PhD in Criminal Justice, a Master’s degree in Criminology, a Bachelor’s degree focused on Homeland and International Security, and an Associate’s degree in Criminal Justice. Dr. Muccione received a Professional Certificate in Law Enforcement Administrative Development from Walden University as well as a Supervision of Police Personnel Professional Certificate from Northwestern University School of Police Staff & Command. She published a qualitative study that researched how male sexual offender recidivism impact sex crime investigations and may be downloaded without cost from <https://scholarworks.waldenu.edu/dissertations/14367/>.

Small Moments, Stronger Policing:

The Power of Everyday Engagement

Sergeant Ryan Bradley, Shrewsbury Police Department

In policing, trust isn't built during a single engagement event. It's built over time in small, often unnoticed moments that happen between the calls. A brief wave to a store owner, a kind word to someone sitting on a park bench, or a quick conversation with a teen outside the 7-Eleven. These are micro-engagements: short, informal, but meaningful interactions. They are one of the most underrated tools in modern policing.

Now, let's be clear. This isn't about "soft policing." Micro-engagements aren't a retreat from the mission. They are an extension of it. They improve officer safety, build operational efficiency, and foster the kind of community trust that can't be faked during a crisis.

Familiarity That De-Escalates

Consider this scenario. You've had a few brief, positive interactions with someone in the community who struggles with mental illness. You don't need to have a huge engagement event to get on their good side. Just casual check-ins, a shared laugh, and remembering their name. Then one day, you get the call. That same individual is in crisis. Either they are having a destructive moment or wandering from their home. But instead of fear or resistance, you're met with recognition and a level of comfort. The result is a safer, calmer resolution.

These micro-engagements, made when the person was in a good mindset, become the foundation for future de-escalation. Trust, built quietly, pays off when it matters most.

Fast Chats, Real Intel

In one example, officers assigned to the town's business district made it a habit to engage regularly in quick conversations with cashiers, hotel desk staff, and postal carriers. These everyday chats built trust over time. So when that postal worker notices the windows suddenly open at an otherwise abandoned house on his route, he reaches out. And when a hotel clerk senses something off about a guest, she feels comfortable flagging it the next time you stop by. Small interactions lay the groundwork for real-time, reliable information.

This isn't about optics. It's about building working relationships that make officers more effective and communities more responsive.

Small Habits, Big Culture Shifts

The beauty of micro-engagements is that they don't require funding, extra staffing, or specialized units. They require intention, culture, and leadership. That's where we come in. Supervisors and command staff play a critical role in modeling this behavior. We recognize it, support it, and remind officers that being approachable is not a weakness.

Start with five seconds at a call's end. Quick engagements during a bicycle patrol. A check-in with a familiar face. These moments may not appear in the crime statistics, but they build trust reserves that we draw upon when tensions rise.

Final Thoughts

In today's environment, we're often expected to be warriors, guardians, and counselors, sometimes all at once. Micro-engagements won't solve every problem, but they create the space where real policing can happen. People are more likely to talk, cooperate, and even forgive. It only takes a few seconds, but the impact can last years.

If you're not already making space for those moments, start today. It might just make your next call a little safer and your next case a little easier to close.



Sergeant Ryan Bradley
SHREWSBURY POLICE DEPARTMENT (MA)

Ryan Bradley is the Community Service Division Sergeant for the Shrewsbury Police Department, where he oversees community engagement initiatives, outreach programs, and quality-of-life projects. He began his law enforcement career after earning a Bachelor's degree in Criminal Justice from Westfield State University. Before joining Shrewsbury PD in 2016, he worked in juvenile corrections with the Massachusetts Department of Youth Services. Sergeant Bradley has completed the FBI LEEDA Trilogy, which focuses on leadership development for law enforcement professionals. He is also certified in Crisis Intervention Team (CIT) training through Open Sky, where he developed a deeper understanding of behavioral health crises and the support systems available to individuals experiencing them. In his current role, he is committed to fostering meaningful relationships between law enforcement and the community and to implementing proactive strategies that promote public safety, mental health, and outreach partnerships throughout the Town of Shrewsbury.



FBI-LEEDA 2025 Conference in New Orleans (Day 3)

Buttering The Bread:

One Civilian Leader's Success in Law Enforcement Leadership

Captain Chad A. Langley, Edmond Oklahoma Police Department

While facilitating a group discussion during a recent leadership course consisting of a combined group of professional staff and sworn members, I overheard a conversation that resonated with me regarding accountability.

Organizational accountability, or the responsibility of individual members to contribute to the success of the organization, is often difficult to achieve. Fundamentally, setting clear expectations, checking for compliance, and consistency of application are key elements of accountability.

Recently, I was listening to several young Detention Officers speaking about how frustrating one of their nightly duties had become. Each member is required to butter 15 slices of bread per shift for inmate meals. As their conversation proceeded it was apparent that the Detention Supervisor often checked for compliance and would request an explanation if the task wasn't completed. I inquired as to why it was so important, and they explained that the butter added to calorie content which allowed our complete meals to meet jail standards. Two former Detention Officers who were now new Police Officers also overheard the conversation and asked, "you guys talking about the bread?" It became immediately evident that "buttering the bread" had been a clear expectation for several generations of Detention Officers.

While the example was a bit comical, a few key lessons stuck with me. First, the Detention Supervisor set clear expectations and reinforced it by explaining why. The "why" is often omitted but can be a critical component in securing ownership in a given task. Secondly, by consistently checking to ensure the task had been completed the Detention Supervisor modeled how important he felt the task was to his group's success. Finally, the newer Police Officers' comments proved the supervisor had consistently enforced this standard. With the flow of detention staff into our sworn ranks the Detention Supervisor, as a civilian leader, has built a firm foundation of expectations and outcomes that will produce cultural dividends for years to come.

Professional support staff are an integral part of modern law enforcement agencies. It was inspiring to see a professional staff member have leadership success in the law enforcement community. I think the simplicity of this example should remind all of us leadership doesn't have to be hard if we consistently apply the fundamentals.



Captain Chad A. Langley,
EDMOND OKLAHOMA POLICE DEPARTMENT

Captain Chad A. Langley is a 28-year veteran of the Edmond Police Department and is a 2nd generation Law Enforcement Officer. Captain Langley is currently serving in the Criminal Investigations Division. Over his 28-year career Captain Langley has served in several Divisions and has supervised both sworn and professional support staff. Captain Langley has a Bachelor of Science Degree from the University of Central Oklahoma and a Master of Science of Management from Southern Nazarene University and is a recent SMIP graduate (Session 94) and has completed the FBI LEEDA Trilogy.



“ This course was one of the most insightful, educational, and engaging courses I have taken as a PIO. I thoroughly enjoyed the content of the course as well as the manner in which it was presented. I also enjoyed the interactive mock scenarios. I feel that the mock scenarios really solidified the material so we had real- time, almost real- life situations to act as a PIO. Overall, the course was well-organized, the instructor was extremely knowledgeable, and the course content was invaluable. Thanks for a great course!”

— Kay Nickens (Town of Duck) on MPR



FBI-LEEDA 2025 Conference in New Orleans (Day 3)

Resilience and Response:

Louisiana State Police Leads the Way

Trooper First Class Jacob Pucheu, Louisiana State Police

The Louisiana State Police has long partnered with the New Orleans Police Department and the City of New Orleans to ensure public safety during major events. It is common to see Troopers on foot patrol assisting during high-profile events like Mardi Gras and the Allstate Sugar Bowl. As in years past, Troopers assigned to SWAT and Mobile Field Force were deployed throughout New Orleans to assist with New Year's Eve celebrations and to prepare for the Sugar Bowl. However, just hours into the New Year, an unprecedented crisis unfolded — one that would come to define the months ahead for the city, the state, and public safety agencies.

From all appearances, it was business as usual – until just after 3:00 a.m. on January 1 when a vehicle bypassed police barricades on a crowded Bourbon Street and plowed into pedestrians. The result: fourteen lives were tragically lost, and dozens more were injured.

Troopers and first responders rushed to the scene, rendering aid and securing the area. After HSI and the FBI identified the event as a terrorist attack, agencies coordinated across multiple states to identify the suspect and prevent further violence. LSP initially took full control of the scene due to our close working partnerships with both federal agencies. This allowed an immediate response while the federal agencies began to set up their investigation and resources for the city.

The attack had a profound impact on the community and immediately shifted the city's public safety priorities. With the Super Bowl scheduled to take place only 39 days later, restoring public confidence became a top priority. LSP worked alongside local, state, and federal partners, quickly implementing additional security measures to rebuild public trust.

Just as Super Bowl preparations were underway, a historic four-day snowstorm brought Louisiana to a standstill. New Orleans was hit especially hard, with over 12 inches of snow blanketing the city - disrupting emergency planning and cutting off access to the metro area. Ice-coated roadways made travel nearly impossible and led to numerous crashes and emergency rescues throughout the region. Troopers persisted and worked through the many challenges that this unprecedented storm brought to the area.

On February 9th, New Orleans shined as the host of Super Bowl LIX. LSP worked with our partners to coordinate a massive, multi-agency response involving local law enforcement, other state agencies, the Louisiana National Guard, and federal partners.

Over 500 LSP and Department of Public Safety personnel, along with more than 300 National Guard soldiers were deployed across the city, including in the "Enhanced Security Zone" in the French Quarter, where vehicle restrictions and limitations on large items were enforced. Planning ensured a careful balance between public access and safety. Thanks to this preparation, Super Bowl Sunday, and all the events surrounding Super Bowl week took place without incident, underscoring the city's resilience.

Immediately following the Super Bowl, Louisiana transitioned to Mardi Gras 2025. In the light of the terrorist attack, enhanced safety measures remained in place. More than 150 Troopers and DPS personnel were deployed, with an increased focus on statewide Mardi Gras activities.

In just three months, Louisiana confronted terrorism, extreme weather, and multiple high-profile events. These events tested infrastructure, emergency response systems, and emotional resilience. With determination, adaptability, and seamless interagency cooperation, the city and state pressed forward - more vigilant, more prepared, and more united than ever before. Through it all, LSP and its partners remained steadfast in their mission to protect and serve.

With all that has occurred in such a short time, Troopers continue to demonstrate unwavering dedication to the safety and security of all residents and visitors in our state.



Trooper First Class Jacob Pucheu

LOUISIANA STATE POLICE

Trooper First Class Jacob Pucheu has been with the Louisiana State Police since August 2017. He has served on patrol at Troop B in Kenner, the Bureau of Investigations, and is currently the Public Information Officer at Troop B, a position he has held since March 2024. Since 2018, he has been part of the Mobile Field Force unit, where he now serves as a Squad Leader. In addition to these roles, he serves as an instructor for emergency vehicle operations and use of force.

Before joining LSP, Jacob managed emergency operations plans and staffing for public safety for large-scale events at the Superdome and Smoothie King Center for four years. He has a Master of Science in Sports Management with an emphasis in event safety and security from the University of Southern Mississippi. Jacob is a husband and father. He played a key role in the response to the January 1st attack, the snowstorm, Super Bowl LIX, and Mardi Gras 2025.



FBI-LEEDA 2025 Conference in New Orleans (Day 5)



FBI-LEEDA Achieves Major Milestone with Successful Five Star Chief Executive Institute Beta Tests

FBI-LEEDA reached another significant milestone in its educational evolution this summer with the successful completion of two comprehensive beta tests for the groundbreaking Five Star Chief Executive Institute, which was developed in partnership with members of our instructor cadre and Columbia Southern University (CSU). This achievement marks a major step forward in public safety training and reflects FBI-LEEDA's commitment to supporting today's senior leaders. Open only to those who've completed the FBI-LEEDA Trilogy, the program tackles the complex challenges facing police chiefs and public safety executives through 18 intensive modules.

The beta testing process demonstrated the program's exceptional quality and real-world applicability. The inaugural beta course, attended by two of our Executive Board members, 1st Vice President Chief Christopher Workman and 2nd Vice President Chief Torrie James of the Smyrna Police Department in Delaware, who hosted the course, brought together 35 students representing 17 states across the country.

The success of these beta tests reflects the extraordinary dedication and expertise of our outstanding instructional team. Special thanks to A.C. Roper, Frank Woodall, and Todd Radford for leading the inaugural Delaware test. For the Pennsylvania session,

we thank Superintendent Anne Kirkpatrick (New Orleans PD), Luis Soler, Tony Batts, and Terri Wilfong. Their commitment to excellence, combined with the collaborative efforts of our curriculum development team, host agencies, and participating students, has created a truly exceptional educational experience. We also extend our sincere appreciation to the Smyrna Police Department and the Marple Township Police Department for their outstanding hospitality in hosting these historic first classes, and to all participants who provided crucial feedback that is helping refine and perfect this transformative curriculum.

As we prepare for the official rollout of the Five Star Chief Executive Institute this year, the overwhelming enthusiasm and positive response from both beta testing phases reinforces our confidence in this program's potential to transform public safety leadership. The comprehensive curriculum addresses the full spectrum of executive leadership challenges, from foundational topics like organizational structure and policy management to contemporary issues facing today's law enforcement leaders. This exciting addition to our educational portfolio demonstrates our unwavering commitment to advancing professionals and meeting the evolving needs of public safety leaders nationwide, reinforcing our mission to prepare leaders for the future of public safety.



Five Star Chief Executive Institute: Setting the Standard for Executive Excellence

Graduates of the Five Star Chief Executive Institute receive special recognition tokens that honor their exceptional accomplishment and dedication to advancing public safety leadership.

These carefully designed commemorative items serve as lasting symbols of their commitment to professional excellence and their completion of FBI-LEEDA's most advanced leadership program.



Week One Certificate

Week Two Certificate



Lapel pin, uniform ribbon, and coin

Glass Plaque

Flag

Stay tuned for more details about the course launch that will further strengthen FBI-LEEDA as the premier provider of leadership development for public safety professionals worldwide.



Hear From Graduates of the Five Star Chief Executive Institute

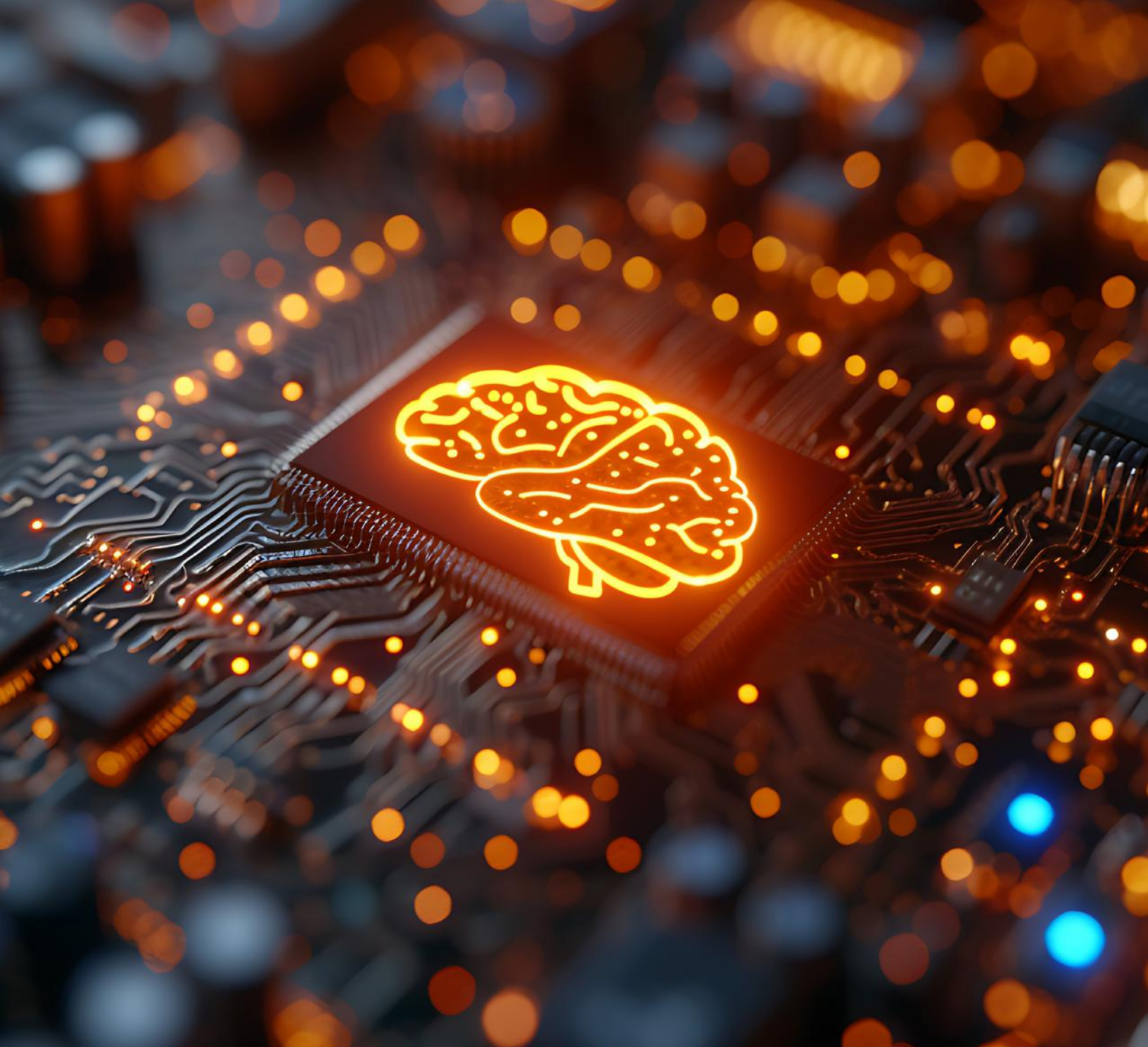
"The program's emphasis on strategic decision-making, ethical governance, and organizational transformation resonated deeply with the evolving demands of the profession."

"What made it especially impactful was the collaborative environment – being surrounded by other experienced leaders from across the country created a space for honest dialogue, shared challenges, and innovative solutions."

"The most valuable aspect of the course was the knowledge and professionalism of the instructors. Their ability to share real-life challenges they've faced—and more importantly, how they overcame them to achieve remarkable success—was both inspiring and empowering."

"I would highly recommend this course to anyone looking to advance their career in administration. It offers valuable insights and practical tools that are essential for professional growth."

"As an aspiring administrator, this beta test course laid the foundation for understanding the challenges I will face and opened my eyes to effective strategies for addressing them."



Artificial Mechanism, Real Intelligence

Sergeant Jason Darbyshire

The mere mention of Artificial Intelligence, or AI, conjures images in the minds of most law enforcement personnel of a Jetson's era robot. While by now, some agencies have dabbled with AI to perhaps spit out a few sentences or assist with writing a media release, the experiment usually ends there. Most of us are aware of the popular application that allows students to spit a computer-generated term paper out in moments, but the AI I'm referring to is not *that*.

Artificial Intelligence stands to provide modern law enforcement with a host of benefits: crime analysis, facial recognition, evidence management, and the automation of administrative tasks. Massive quantities of data can now be collected in minutes and reviewed by an employee in days, not weeks. For the old-timers in the back, that equals more of the statistical beans in the pot, and lower overhead costs.

With all its benefits, AI is also not without its pitfalls. Organizations such as the NAACP have already expressed concerns that AI could have an algorithmic bias and may result in disproportionate policing and surveillance of Black communities. Other concerns include an erosion of privacy and a lack of human oversight.

It is this final point that often gets lost in the debate. Artificial Intelligence is not the robots rising to take our jobs. It isn't autonomous; it requires, and will continue to require, human oversight. I would contend that law enforcement is uniquely qualified to address this issue and harness its benefits.

After all, analyzing large amounts of data, comparing it against known facts and the allowable parameters of the law and utilizing that information to make an informed decision is what tens of thousands of law enforcement professionals are doing multiple times a day across the nation already.

Historically, law enforcement has been painfully behind the curve in adopting new technologies. Outdated systems, prohibitive costs, and a lack of technological understanding are just a few of the contributing factors. Fortunately, companies like Meta and Microsoft have been researching and developing AI technologies for a decade or more. Meta in particular fosters a mindset of open-source development (read: Free or accessible to all).

The odds are in your favor that someone already familiar with the use of these available technologies is currently working in your department. Bringing this tech savvy individual into the fold and allowing them to assist with the research and development of AI in your agency just may be the thing that retains them for a long term, law-enforcement-focused career path.

AI in law enforcement isn't about shirking our responsibilities to the citizens we serve; it's about maximizing efficiency and improving the quality of services we can offer. Artificial Intelligence isn't just another tool; it is THE tool. The tool that is building and defining the next technological revolution.

The future isn't now; it was yesterday.

The agencies that can see, navigate, and harness the power of Artificial Intelligence will shape the way law enforcement looks for future generations.



Sergeant Jason Darbyshire
COLORADO SPRINGS (CO)

Jason Darbyshire is a law enforcement supervisor with fourteen years of experience. His diverse work experience includes areas of expertise in internet related crimes and the construction and use of torrent related systems. He is currently assisting the machines with their quest to rise to power.

Law & Improv

Peter Wilson

The spotlight is often on Alex Mann. Depending on the day or night, he could be found using his improv skills in front of customers at comedy clubs across the country or facing a captive audience as a sergeant at the Norfolk County Sheriff's Correctional Center.

The facility is situated in the median strip along I-95 in Dedham, Massachusetts, and houses 345 men in the jail and house of corrections.

Sgt. Mann has walked the line as a corrections officer for 28 years. He is also a Trilogy Award recipient from the FBI Law Enforcement Executive Development Association.

"When I first started, we would have 96 inmates in the unit, and the PA system wouldn't always work," says Mann. "I came from a background of public speaking where I was used to not using a microphone, so I knew how to drop my voice and project without screaming, and it's an attention getter."

That attention-getting presence comes in handy in the units, and more recently, as Mann gains footing as a comedian and actor.

Trying comedy was a bucket list item for Mann. When he got the nerve to go to an open mic, he felt at ease. He credits his years as a CO.

"We spend so much time watching body language and listening to people, and how they position themselves," says Mann. "I never could have guessed that would be my biggest asset as a performer."

Mann went on to more open mics, then someone gifted him some improv classes.

He was hooked.

He soon noticed that many performers spoke openly about sobriety — often performing to friends from their recovery community in the crowd.

It triggered an idea. What about a sober comedy show supporting the recovery community?

He pitched the concept to his boss, Norfolk County Sheriff Patrick McDermott, whose agency had recently opened the "H.O.P.E Center" to support individuals after their release, with things like substance use or job placement.

The idea blew up, and legendary Boston comedian Steve Sweeney, who works at the facility focused on recovery-based counseling, jumped in as headliner. Steve, who's sober, enlisted another sober comedy great, Lenny Clarke, along with several other local sober comics.

"Sober Comedy Night" was a success, selling out 200 seats on November 21, 2024.

Sgt. Mann hadn't planned to join the show, which was intended exclusively for sober comics. He wanted to respect the concept. But the decision to include him was a no-brainer, said Sheriff McDermott.

"I want to thank Sgt. Mann for having this vision and making sure it became a reality," said McDermott. "Our work in the substance use and recovery communities is part of our mission to reimagine what is possible as a public safety agency."

"Now I get to say I've opened for Lenny Clarke and Steve Sweeney," says Mann.

Mann has been using humor throughout his career, especially to diffuse situations with the individuals he was watching.

"If someone calls me a (expletive), I'm like, dude, that's the best you got? My mom insults me better at Thanksgiving dinner."

Now, he's looking to help other COs tap into their improv expertise. Mann is in talks to lead a jail convention workshop on the skill.

"Corrections officers are good with shock and awe, but sometimes you have to approach it differently, and improv does that for you."

"We all learn important lifesaving measures, but if we also learn to talk with somebody, maybe we can make things not escalate as fast."

"I'm not teaching you how to be funny, I want to teach you how to be a better listener and observer and to be able to think faster so you can de-escalate, protect yourself or someone else, and make better decisions for your mental health."



Peter Wilson

DIRECTOR OF COMMUNICATIONS,
NORFOLK COUNTY SHERIFF'S OFFICE (MA)

Peter Wilson was hired as the Director of Communications at The Norfolk County Sheriff's Office in July 2024. Wilson previously worked as a journalist and newsroom leader for 34 years in Boston for the Fox, CBS, and NBC affiliated news stations. As Managing Editor at WBZ-TV, the newsroom's coverage of the 2013 Boston Marathon Bombings was honored with two of the most prestigious national awards in the field of journalism, the Peabody Award and the Alfred I. duPont-Columbia University Award. "WBZ-TV's coverage of the Boston Marathon bombings was television journalism at its very best – informative, level headed in a time of crisis, and visually arresting," the duPont jury wrote. Wilson holds a Bachelor of Science degree in journalism from Northeastern University, Boston.



FBI-LEEDA 2025 Conference in New Orleans (Day 2)



Agency Trilogy Award Recipients

Congratulations!

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

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

Brenham Police Department	TX	Murfreesboro Police Department	TN
Walla Walla Co Sheriff's Office	WA	Taney County Sheriff's Office	MO
Shallowater Police Department	TX	Eagle Police Department	CO
University of Maine Police Department	ME	Township of Upper St. Clair	PA
Bothell Police Department	WA	Central Falls Police Department	RI
Kenosha Police Department	WI	Department of Campus Safety and Police	VA
Emmaus Police Department	PA	Scott Township Police Department	PA
City of Fountain Inn Police Department	SC	Bureau of Engraving and Printing	VA
University of Houston — Downtown	TX	Texas A & M University — Central Texas Police Department	TX
Warsaw Police Department	VA	Manchester Township Police Department	NJ
Town of Leland Police Department	NC	Millcreek Township Police Department	PA
Blue Mound Police Department	TX	Santa Fe Police Department	TX
Maplewood Police Department	NJ	US Department of Veterans Affairs	MA
Albany Police Department	OR	Town of Dumfries Police Department	VA
Bentonville Police Department	AR	Vernon Police Department	CT
Sunset Beach Police Department	NC	Round Lake Park Police Department	IL
Williamsport Bureau of Police	PA	Liberty Hill Police Department	TX
Goose Creek Police Department	SC	Georgetown Police Department	KY
Kennedale, Texas Police Department	TX	Collier Township Police Department	PA
Petersburg Bureau Police Department	VA	Mercedes Police Department	TX
Tensas Basin Levee District Police Department	LA	East Brookfield Police Department	MA
The University of Oklahoma HSC Police Department	OK	Shippensburg University Police Department	PA

Instructor Milestones

Over 4,050 Classes!

Congratulations to our instructors on their incredible accomplishments!

As FBI-LEEDA continues to grow, we are more committed than ever to our mission: to advance public safety professionals through top-tier leadership education. Thank you for your dedication and for making our training programs a success.

Keep up the great work!

50	<ul style="list-style-type: none"> Sarah Connolly Michael Horn Jason Lyons David McGill Mary O'Connor 	<ul style="list-style-type: none"> Ed Pallas Dan Rincon Mary Rook Emma Swearingen Mike Zaro
100	<ul style="list-style-type: none"> Adam Hirsch Todd Radford 	
150	<ul style="list-style-type: none"> Carol Frederick Jeff Green David Lyons 	<ul style="list-style-type: none"> Neil Moore Frank Woodall
200	<ul style="list-style-type: none"> David Boggs Jennifer Harris Larry Horak 	
250	<ul style="list-style-type: none"> Tony Batts Luis Soler Terri Wilfong 	
300	<ul style="list-style-type: none"> Dave Allen Les Kachurek 	<ul style="list-style-type: none"> Jerry Thompson Sean Whent

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. 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.

Applications for the 2026–2027 academic year are now open! Send your completed application, postmarked by *April 30, 2026*, 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 4½ 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 4½ 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 4½ 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**.

Did You Know We Offer Trilogy Scholarship Assistance?

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

If you have any questions about the Trilogy Scholarship, please contact us at **(877) 772-7712** or email us at finance@fbileeda.org; include "Trilogy Scholarship Request + Class location/date" in the email subject line.

Requirements can be found at: fbileeda.org/TrilogyScholarship.

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 Instructors



Cpt. Dave Allen



David W. McGill



Darryl McSwain



T. Neil Moore, Ed.D.



Adam Myrick



Dennis Nayor



Dr. Anthony Batts



Cpt. Carolyn Birch



David Boggs



Monte Chambers



Paul Chambers



Mary O'Conner



Cmdr. Edward Pallas



John Perez



Todd Radford



Div. Chief Chad Read



Sarah Connolly



Eric Daigle



Kim Edmondson



T. Matthew Fagiana



Carol Frederick



Jeffery B. Rice Sr.



Cmdr. Daniel Rincon



Mary Rook



A.C. Roper



Stephanie Slater
Goldfuss



Virginia Gleason



Dr. Jeff Green



Mike Hairston



Jennifer Harris



Mjr. Adam Hirsch



Chief Luis Soler



Marcel Spaulding



Emma Swearingen



Jerry Thompson



Marcia K.
Thompson, Esq.



Larry Horak



Mike Horn



Chief Les Kachurek



David Lyons



Chief Jason Lyons



Chris Twitchel



Sean Whent



Terri Wilfong



Frank Woodall



Chief Mike Zaro

Celebrating the Excellence of FBI-LEEDA Instructors



“ Mary’s experience, background and insight into the issues facing law enforcement leadership as well as leadership and personnel development are nothing short of incredible!”

“ Les is one of the most competent and engaging instructors I have had in my 21-year career. He does a phenomenal job covering material, giving relevance, and spurring class discussions.”

“ Class instructor Matt Fagiana was exceptional—knowledgeable, engaging, and supportive. I left the class feeling that this is the best training I have attended in my 26 year Law Enforcement career. I will use the training learned, immediately upon returning to work.”



“ Sarah is a pioneer and expert in her field. Her way of strategizing continually amazes me. I’m very thankful for her, this course, and everything I’ve learned. I know I have a dedicated and well-educated network I can count on during my PIO journey.”



“ As a newer Sergeant, I found the training extremely beneficial and knowledgeable. Emma is one of the best and most informative instructors I’ve had in my 22 year career.”



“ Tony was the best instructor I’ve had in years. Competent, knowledgeable, real life experience and relevant.”

“ Jerry, by far, had to be one of the most dynamic, knowledgeable, and impressive instructors I have ever had in 28 years of law enforcement.”



“ Mr. Plotts was an incredible instructor. He kept us engaged the entire time. I am leaving this class feeling motivated and optimistic and ready to be my best self for my agency and for my officers.”



“ Carol has a wealth of knowledge and really connects with each person in the class individually. She is genuine and cares tremendously about giving each student the tools that they need to succeed in their leadership roles.”

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

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

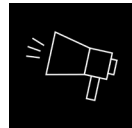
FBI-LEEDA Course Catalogue

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 remotely. 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 Constitutional 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**



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.



Columbia Southern University

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



Husson University

For more information about the Husson University program, contact the following:

- 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



Keiser University – Pembroke Pines Campus

- For more information about the Keiser program, contact Dr. Carlos Vesco, Program Director of Criminal Justice.
 - carlos.vesco@keiseruniversity.edu
 - (954) 431-4300



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



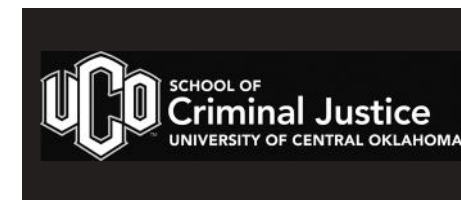
Rosemont College

- 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 the program, contact Dr. Kathleen Marino.
 - KMarino@steu.edu



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.

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

FBI-LEEDA Corporate Partners

Contracted as of July 2025

PLATINUM LEVEL



Justice Federal Credit Union

Contact: Judy Pollard, Business Development Officer

5175 Parkstone Drive, Suite 200, Chantilly, VA 20151

Telephone: (703) 480-5300
Ext. 3148

Email: pollardj@jfcu.org



FirstNet AT&T

Contact: Montana Harmon, Lead Manager, Emergency Mgmt & Public Safety Unions

FirstNet Program — Public Safety Strategy & Development

AT&T Services, Inc. 6th Floor | 208 S. Akard St, Dallas, TX 75202

E-mail: mw7730@att.com

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



Blauer

Contact: Zack Blauer

Blauer Manufacturing

Sales Representative for IL, WI, MN

Phone: (781) 812-5920

E-mail: zblauer@blauer.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

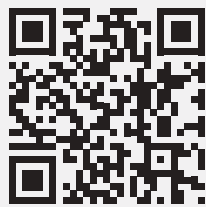
We welcome your submission.



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

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Contact Us

FBI-LEEDA, Inc.

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

Tel: (877) 772-7712

Fax: (610) 644-3193

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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*5 Great Valley
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