



FBI-LEEDA INSIGHTER

Issue II — Fall 2026

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

JOIN US IN NASHVILLE

for the 35th Annual Executive Training Conference

Building Trust Through
Data: Strengthening
Community Outreach
in Law Enforcement

page 12

Law Enforcement
Needs More Nerds

page 16

Internal Affairs – A
Critical Component of
Leadership and Culture

page 26

Leading Without
a Badge

page 28



One Card For Everything. Everywhere.

The Official
FBI Law Enforcement
Executive Development Association
VISA® Rewards Credit Card



Support FBI-LEEDA with every purchase.

0% APR* 12-Month Introductory Rate
on ALL purchases

11.90% Non-Variable APR*
after 12 months on purchases, balance transfers and cash advances

Earn Rewards

No Annual Fee

No Balance Transfer Fee



Apply Today
Visit jfcu.org/FBILEEDA or call 800.550.5328



*APR = Annual Percentage Rate. Offer as of April 1, 2025. Subject to credit approval. An introductory rate of 0% on purchases and a 2% introductory rate on balance transfers and cash advances will apply for the twelve-month period immediately following the date your account is established. Membership with Justice Federal must be established via a share account prior to the approval of the FBI-LEEDA VISA Credit Card application. If you have previously received a Credit Card from us within the last 3 years, the twelve-month introductory rate will not apply to new Credit Cards. FBI-LEEDA Card subject to the following: Cash advance fee or convenience check fee: either 2.00% of the advance or \$10 whichever is greater (\$100 maximum). Foreign transaction fees: 1.00% of each foreign currency transaction in U.S. dollars or 1.00% of each U.S. Dollar transaction that occurs in a foreign country. Credit card has no annual fee, or transaction fee. To view the Credit Card Account Agreement and Federal Disclosure Statement visit www.jfcu.org or see a representative for details. Federally Insured by NCUA

FEATURE ARTICLES

10	Success Without an Event: Leadership Lessons from FIFA World Cup Preparation	Cpt. Douglas Hanna
12	Building Trust Through Data: Strengthening Community Outreach in Law Enforcement	Lt. Matthew Goodnow, Ph.D.
14	Leadership Perspective: The Roadmap to Lasting Change	Assistant Chief Steve Dorris
16	Law Enforcement Needs More Nerds	Lt. Mickey Keaton
18	From Buyers to Builders: AI and the Future of Police Technology	Lt. Greg Schipporeit
20	Technology Leadership	Cpl. Micah Smith
26	Internal Affairs — A Critical Component of Leadership and Culture	Special Agent in Charge Mary Rook (retired)
28	Leading Without a Badge	Gor Galstyan
30	The Leadership Lens: Seeing Opportunities Within Recurring Problems	Lt. Don Willits
32	The Future of Policing May Already Be On a College Campus	Chief Jonathan L. Rosnick

ORGANIZATIONAL INFORMATION

5	Meet FBI-LEEDA's 2026–2027 Sergeant At Arms
8	FBI-LEEDA's Commitment to Collaboration
22	FBI-LEEDA's 35 th Annual Executive Training Conference
46	FBI-LEEDA Corporate Partners
47	Membership Resources

EDUCATION OPPORTUNITIES

34	Agency Trilogy Award Recipients
36	Scholarships & Assistance
37	Trilogy Program
38	Course Catalogue
39	Distance Learning Online Courses
40	Graduate Credit Program Directory
44	FBI-LEEDA POST Approvals by State



Issue II — Fall 2026

2026-2027 FBI-LEEDA Executive Board

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

FIRST VICE PRESIDENT
Chief Torrie James
Town of Hartly Police Department
P.O. Box 181
Hartly, DE 19953
Email: torrie.james@cj.state.de.us

SECOND VICE PRESIDENT
Chief TiRynn Hamblin
Rangely Police Department
209 E. Main Street, Rangely, CO 81648
Email: thamblin@rangelyco.gov

THIRD VICE PRESIDENT
Chief Mark Chambers
Westford Police Department
53 Main Street
Westford, MA 01886
Email: mchambers@westfordma.gov

SERGEANT AT ARMS
Chief Carrie Buhlman
Eagle Police Department
200 Broadway
P.O. Box 609, Eagle, CO 81631
Email: carrie.buhlman@eaglepolice.org

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

The views and opinions expressed in the articles published in this magazine are those of the authors and do not necessarily reflect the official policy or position of FBI-LEEDA, its editorial team, or its publishers. The information shared is for general informational purposes only and is not meant as professional advice. While every effort is made to ensure the accuracy of the content, FBI-LEEDA makes no representations or warranties, either express or implied, about the completeness, accuracy, reliability, suitability, or availability with respect to the content contained in the magazine.

Readers are encouraged to consult appropriate professionals for advice on specific issues. FBI-LEEDA, its editors, and contributors shall not be held liable for any errors, omissions, or for any losses, injuries, or damages resulting from the use or misuse of the information presented in the magazine.

References to any products, services, or organizations do not constitute or imply endorsement by FBI-LEEDA. All content is subject to change without notice.

2026-2027

FBI-LEEDA Executive Board



PRESIDENT
Chief Christopher Workman



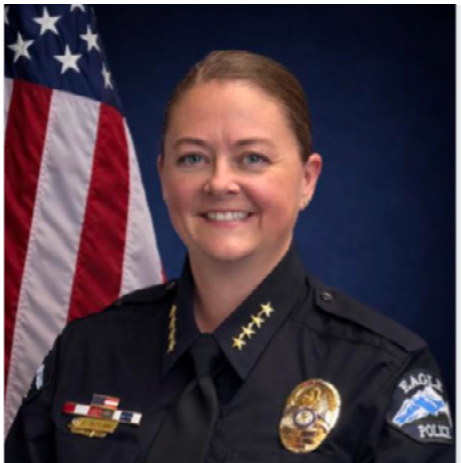
FIRST VICE PRESIDENT
Chief Torrie James



SECOND VICE PRESIDENT
Chief TiRynn Hamblin



THIRD VICE PRESIDENT
Chief Mark Chambers



SERGEANT AT ARMS
Chief Carrie Buhlman



PAST PRESIDENT
Sheriff Lon Thiele

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.



We've Got Your Back

Elite's remote guarding is helping end crime.

Elite boosts law enforcement by:

- Taking ownership of client security issues
- Serving as trained first person witnesses
- Protecting law enforcement from unknown threats
- Providing valuable video evidence
- Total elimination of false dispatches
- Acting as a force multiplier
- Assisting in arrests and detainments
- In-house Law Enforcement Advisory Board

71,000+ crimes
directly prevented *

2,300+ Arrests/
Detainments made *

*Total numbers in 2025

Elite's revolutionary crime prevention solution is helping law enforcement agencies transform properties into safe, crime-free zones. Our remote video guarding systems help law enforcement save valuable time, money, and energy so they can focus on solving serious crimes. **Contact us today** to learn how Elite can help. You may also email us at info@eliteisi.com.





PRESIDENT

Christopher Workman, Chief of Police
Cheswold Police Department

President's Letter

It is an extraordinary honor to serve as the 35th President of FBI-LEEDA. I am humbled by the opportunity to lead alongside a dedicated Executive Board, Executive Staff, Office Staff, Instructors, and a membership committed to advancing leadership throughout the law enforcement profession. Together, we build upon a strong foundation established by those who came before us, and we remain committed to preparing the next generation of leaders for the challenges ahead.

We extend our sincere appreciation to Sheriff Lon Thiele for his leadership and service as President. His dedication and vision strengthened this organization and positioned us well for continued success.

As we move forward, our mission remains clear: to advance law enforcement leadership through education, training, and the exchange of professional experience. Our vision remains unchanged. FBI-LEEDA will continue to be the premier provider of leadership development for public safety professionals, particularly those serving in small and midsize agencies.

To accomplish that mission, we must remain focused on what has always set FBI-LEEDA apart: "Cops Teaching Cops". This principle is more than a slogan; it is the foundation of our success. Our instructors are experienced practitioners who bring credibility, authenticity, and real-world leadership experience into every classroom. Their ability to connect with students and translate experience into practical leadership lessons is what makes our programs impactful and respected nationwide. We will continue to invest in our instructors, uphold high standards, and mentor future faculty members to ensure that tradition remains strong.

The Trilogy continues to be the backbone of our educational model. The Supervisor Leadership Institute, Command Leadership Institute, and Executive Leadership Institute have shaped thousands of leaders across the country. We will continue expanding access to these programs while strengthening scholarship opportunities so financial barriers do not prevent deserving leaders from attending, and bring new classes to the curriculum, such as the Five Star Chief Executive Institute and the Leading Edge Mindset: Frontline Leadership.

We also recognize that many agencies, particularly those in rural and underserved communities, still face obstacles to leadership development. Expanding access to quality training will remain a priority. Every agency should have the opportunity to benefit from the leadership principles, professional relationships, and educational opportunities that FBI-LEEDA provides.

As policing evolves, our curriculum must continue to evolve as well. We will remain committed to leadership grounded in accountability, professionalism, organizational wellness, and strong culture. Effective leadership is not defined by rank alone. It is reflected in how we develop people, build trust, and create organizations that are prepared to meet the demands of modern policing.

This next chapter is not about change for the sake of change. It is about strengthening what works, expanding our reach, and remaining true to the principles that built this organization. We remain steadfast in our commitment to continuous learning, enduring relationships, great leadership, and meaningful diversity of thought and experience.

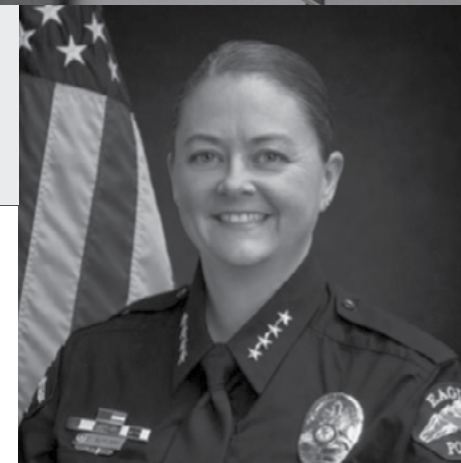
On behalf of the Board of Directors, thank you for your trust, your commitment, and your dedication to FBI-LEEDA and the law enforcement profession. Together, we will continue to strengthen leaders, support agencies, and uphold the tradition that has defined this organization for decades.

Cops teaching cops. That is our foundation. That is our strength. That is how we move forward.

With Respect and Gratitude,

Chief Christopher Workman

President, FBI-LEEDA



Meet FBI-LEEDA's 2026-2027 Sergeant At Arms

Chief Carrie Buhlman

During the 34th Annual Executive Training Conference in Fort Lauderdale, FBI-LEEDA members elected **Chief Carrie Buhlman** as the 2026-2027 Sergeant at Arms for FBI-LEEDA's Executive Board.

Chief Buhlman is a dedicated FBI-LEEDA member, earning her Trilogy Award in 2021 and completing the inaugural Five Star Chief Executive Institute this year. She has also completed the Media & Public Relations course. Chief Buhlman currently serves as Chief of Police for the Eagle Police Department in Colorado. In 2025, they earned their FBI-LEEDA Agency Trilogy Award under her leadership. Previously, she's held positions with the Vail and New Castle Police Departments in Colorado.

During Chief Buhlman's 19 years in law enforcement, she's worked to build leaders at every level and create a culture where officers feel supported, valued and empowered. She's received the Life Saving Award, Silver Medal of Valor, and Outstanding Service Award – a testament to her commitment to advancing public safety and keeping communities safe.

Chief Buhlman earned a bachelor's degree in law enforcement from Minnesota State University and master's degree in public safety leadership from Drury University. She represents the Northwest Region on the Colorado Association of Chiefs of Police Board and sits on the executive board for SpeakUp ReachOut, advocating for needs of mountain and rural communities. In addition, she's a member of the International Association of Chiefs of Police (IACP), the National Association of Women Law Enforcement Executives (NAWLEE), and the Small and Rural Law Enforcement Executives Association (SRLEEA). Chief Buhlman continues her professional development with training through FBI-LEEDA, Northwestern University and the FBI Rocky Mountain Command College.

Thank you, Chief Buhlman for all you do to strengthen our profession and take care of those who serve. It's an honor to have you on the executive board and we're excited to see all you will bring to the organization in the coming years.



EXECUTIVE DIRECTOR
Jacques S. Battiste

A Message from the Executive Director

To our FBI-LEEDA members, Executive Board, Past Presidents, instructors, staff, law enforcement partners, sponsors, exhibitors, and those interested in joining our association:

A few months ago, we gathered in Fort Lauderdale for the 34th Annual Executive Training Conference. The event was a tremendous success, with record numbers of attendees and registrants, along with extraordinary participation from our law enforcement partners, sponsors, and exhibitors.

I extend my sincere personal and professional gratitude to everyone who contributed. From our Executive Board and Past Presidents to our staff, instructors, members, partners, sponsors, and exhibitors, your commitment allowed the conference to flow smoothly and ensured that participants left with a renewed sense of purpose and dedication to the law enforcement profession.

I also want to recognize law enforcement leaders throughout the United States and around the world who continue to pursue greater excellence. Today's leaders must remain informed about emerging trends and prepared to address the evolving socioeconomic factors and criminal activity affecting their communities. Artificial intelligence, cybercrime, domestic and international terrorism, and transnational crime are making the public safety environment increasingly complex. Responding effectively requires timely action, transparency, collaboration, innovation, and a willingness to confront difficult issues directly.

Cultivating a Leading Edge Mindset

As FBI-LEEDA continues developing its educational programs, one of our most important initiatives is the new Leading Edge Mindset: Frontline Leadership course, or LEM.

For decades, law enforcement agencies around the world have faced a persistent challenge: recruiting qualified people and preparing the next generation of officers and deputies for a profession grounded in selfless service. Effective recruitment is only the beginning. We must also equip new public safety professionals with the mental readiness, personal resilience, sound judgment, and leadership principles they will need throughout their careers.

The three-day LEM course is designed for first-level and emerging public safety professionals. It encourages participants to examine their understanding of leadership early in their careers and establishes a foundation for a lifetime of effective, principled service. Through this program, FBI-LEEDA is helping cultivate young officers who see themselves not only as future leaders, but also as effective and trusted guardians of their communities.

Leadership is not defined solely by rank or title. It begins with mindset, character, accountability, and the ability to earn the confidence of others. By introducing these principles at the start of a public safety career, we can better prepare officers and deputies to lead themselves, serve their agencies, and strengthen the communities entrusted to their care.

Building Trust with the Next Generation

As we move toward 2027, strengthening trust with the next generation of young adults must remain one of our highest priorities. Outgoing President Sheriff Lon Thiele and newly sworn President Chief Christopher Workman have made building trust a central priority for FBI-LEEDA, and like previous presidents, both (along with the current Executive Board) continue to build bright legacies for FBI-LEEDA moving forward that will keep our internal compass set to "True North!"

The future of law enforcement will be shaped by the interactions and encounters taking place with young people today. Younger generations are seeking positive, meaningful, and trustworthy relationships with the officers and agencies serving their communities. They expect openness, authenticity, fairness, and respect; especially in a very biased and politically driven world.

Although LEM can help introduce emerging professionals to law enforcement leadership, our work must extend well beyond the classroom. Building relationships with young people cannot be treated as an occasional initiative. It must become an essential and sustained part of how we serve.

If we want future generations to trust, support, and perhaps one day join this profession, those connections must begin now. Every respectful interaction creates an opportunity to strengthen confidence. Every meaningful relationship can help shape a more collaborative future for law enforcement and the communities we "selflessly" serve daily.

Continuing Our Shared Mission

Whether retired or currently serving, each of us has been given opportunities to make a difference through this profession. We bring abilities developed through experience, strengthened through adversity, and guided by a commitment to serve others. Our responsibility is to use those abilities to support one another, develop future leaders, and advance the profession with integrity.

I remain deeply proud to serve as your Executive Director and to support FBI-LEEDA, its members, and the broader law enforcement community each day. Together, we will continue preparing principled leaders, strengthening public trust, and advancing excellence in law enforcement.

Looking forward to continuing the excellence and seeing everyone next year at the 35th anniversary of FBI-LEEDA's Annual Executive Training Conference in Nashville, TN, April 4-8, 2027!

With profound respect and continued gratitude,

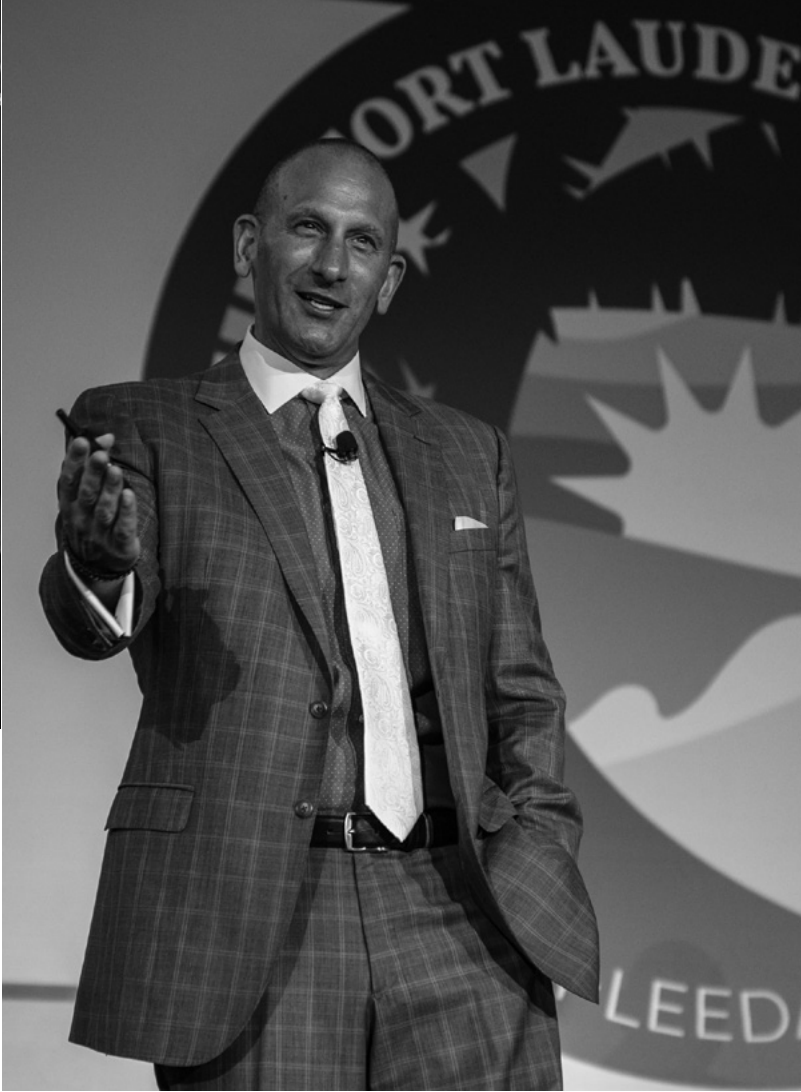
Jacques S. Battiste
Executive Director



Partner With Us

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

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



FBI-LEEDA’s Commitment to Collaboration

FBI-LEEDA's mission is strengthened through collaboration with associations that share our commitment to advancing law enforcement leadership and public safety. We cannot provide meaningful training and professional development alone. By participating in conferences across the United States and around the world, FBI-LEEDA leaders and board members strengthen partnerships that help better serve the public safety community.

Michigan Police Executive Development Seminar (MPEDS)

- September 21, 2026
- Lewiston, MI

National Constables & Marshals Association (NCMA) Annual Training Conference

- September 21-24, 2026
- Pensacola, FL

CSLEEDS

- September 25, 2026
- Lawrence, KS

National Internal Affairs Investigators Association (NIAIA) Annual Conference

- September 27-October 1, 2026
- Clearwater, FL

Major Cities Chiefs Association (MCCA) Annual Meeting

- October 21-23, 2026
- Orlando, FL

International Association of Chiefs of Police (IACP) Annual Conference & Exposition

- October 24-27, 2026
- Orlando, FL

Concerns of Police Survivors (COPS) National Conference on Law Enforcement Wellness & Trauma

- November 5-8, 2026
- San Diego, CA

New England Association of Chiefs of Police (NEACOP) Annual Training Conference & Rhode Island Police Chiefs Association (RIPCA) Technology & Trade Show

- November 16-17, 2026
- Warwick, RI

Daigle Law Group Use of Force Summit

- December 1-3, 2026
- Mohegan Sun, CT

National Sheriffs’ Association (NSA) Winter Conference

- February 8-12, 2027
- Washington, DC



FBI-LEEDA 2026 Conference in Ft. Lauderdale

Success Without an Event:

Leadership Lessons from FIFA World Cup Preparation

Cpt. Douglas Hanna

Success in law enforcement is often measured by outcomes. Arrests are made, incidents are resolved, and emergencies are managed. Yet some of the most valuable leadership lessons emerge from events that never occur.

In early 2026, Pima County, Arizona, began preparing to host the Iranian National Soccer Team as a FIFA World Cup training site. Although the team ultimately selected another location and the training camp never materialized, the planning effort became an important exercise in regional collaboration, emergency preparedness, and modern public safety leadership.

Large-scale events today extend well beyond traditional law enforcement responsibilities. International sporting events require coordination among public safety agencies, emergency management organizations, healthcare systems, local government, private industry, and community stakeholders. Increasingly, law enforcement executives serve not only as police leaders, but also as facilitators, coordinators, and problem solvers.

The proposed training camp presented a variety of considerations, including security planning, transportation, traffic management, medical coordination, public information, and potential demonstrations. While the event itself would have lasted only days, planning began months in advance.

The Pima County Sheriff's Department worked alongside municipal law enforcement agencies, fire departments, emergency management professionals, healthcare partners, venue operators, and local government representatives. Incident Action Plans were developed, communications strategies established, and contingency plans created to address a variety of operational scenarios.

One of the most valuable outcomes was not the event itself, but the relationships built during the planning process. Agencies strengthened communication, identified capabilities, and developed trust that will benefit future incidents and large-scale events.

The experience reinforced an important reality for modern law enforcement executives; many agencies now function as emergency management organizations as much as traditional police agencies. Unified command, incident action planning, risk assessment, and multiagency coordination have become essential leadership competencies.

The FIFA planning effort also demonstrated that preparedness cannot be developed during a crisis. It is built through collaboration, planning, and trust long before an incident occurs. The ability to rapidly assemble stakeholders, establish common objectives, and coordinate resources is itself a measure of organizational readiness.

Although the training camp never occurred, the effort was far from unsuccessful. Plans were validated, partnerships strengthened, and valuable lessons identified. The region became better prepared not only for future sporting events, but also for emergencies, disasters, and other complex incidents requiring coordinated public safety responses.

For law enforcement leaders, success is not always measured by the events that occur, but by the capabilities developed in preparation for them. Sometimes the most important operations are the ones that never happen.



Cpt. Douglas Hanna
PIMA COUNTY SHERIFF'S DEPARTMENT (AZ)

Douglas Hanna is a Captain with the Pima County Sheriff's Department in Tucson, Arizona, where he currently serves as the Support Services Division Commander. During his nearly 30-year law enforcement career, he has held assignments in corrections, patrol, special operations, emergency management, and executive leadership.

He is a graduate of the Northwestern School of Police Staff and Command (Kreml Leadership Award), a Certified Public Manager, a FEMA Master Exercise Practitioner, and a recipient of the FBI-LEEDA Trilogy Award. Captain Hanna serves as an instructor in emergency management and incident command and has extensive experience in unified command, large-scale incident management, and multiagency coordination. His professional interests include public safety leadership, emergency management, organizational resilience, and collaborative partnerships.

“ I was very impressed with the class structure and the use of technology to maintain class involvement.

— Lieutenant Ben Lisle, Martin County Sheriff's Office on MCIAI



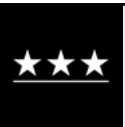
“ This was the best class I've ever attended, and I highly recommend it to all agencies. The instructors were engaging, clear, and easy to understand. I thoroughly enjoyed every aspect of the training. I sincerely thank the instructors for their time, effort, and dedication in delivering this outstanding class.

— Vania Gutierrez, Bosque Farms Police Department on MPR



“ This was absolutely the BEST leadership training I ever attended. From someone who has come from the private sector before law enforcement this training is a must!!! It helps the students better understand themselves and understand their purpose. It answers the “why”!

— Officer Anthony Stanziale, LAPD on SLI





Building Trust Through Data:

Strengthening Community Outreach in Law Enforcement

Lt. Matthew Goodnow, Ph.D.

Community outreach has become a fixture of modern policing. Programs like Coffee with a Cop, and other programs alike, give officers and residents a reason to talk outside the context of a call for service. Most agencies agree these efforts matter. Far fewer can say, with any confidence, whether they work.

That gap is a data problem. Many departments measure outreach the way they would measure a party: how many people showed up, how many photos got posted, how many likes the event drew online. Those numbers are easy to collect and easy to report, but they describe activity, not impact. A full room tells you people came. It does not tell you why they came or whether anyone left trusting the department more than when they arrived.

Closing that gap starts with separating two kinds of measurement. Output metrics, such as attendance, demographics, and social media reach, show whether a program is reaching people and which people it is missing. Demographic data is especially useful here. If turnout skews heavily toward one neighborhood or age group, the agency knows where its outreach is thin and can adjust. But outputs are only half the picture.

Outcome metrics tell you whether anything has changed. The most practical tool is the short survey. Ask attendees to rate their trust in the department, or their comfort approaching an officer, on a scale from strongly disagree to strongly agree. A handful of these Likert-scale questions take under a minute to complete and can be tracked across events and years. Pair them with one or two open-ended prompts. The structured questions give you trend lines; the written answers tell you why the numbers moved. A quick officer debrief after the event adds detail no form will catch.

Collection should be simple enough that it actually happens. QR codes at the sign-in table let attendees complete a survey on their phones before they leave, while impressions are fresh. A standard form used at every event keeps results comparable over time and across districts. A brief follow-up survey six months out shows whether goodwill from a single event lasts or fades.

None of this matters if the results sit in a folder. The strongest case for collecting outreach data is what it lets an agency do with it. Internally, it tells command staff which programs deserve more resources and which need rethinking, and it provides a defensible answer when a budget line is questioned. Externally, sharing findings with the public, whether through a forum, a newsletter, or a social media post, shows residents their feedback was heard and acted on. That visible follow-through often builds trust faster than the event itself.

Data collection and analysis are more than evaluation tools; they provide pathways to transparency, accountability, and stronger community relationships. Integrating quantitative and qualitative data ensures that outreach efforts are well-measured and deeply connected to community sentiments and concerns, thus building safer, more unified neighborhoods rooted in trust and shared purpose.

Outreach will always depend on the instincts of good officers. But instinct is hard to defend in a budget meeting and impossible to scale. Sound data turns a well-meaning program into one an agency can evaluate, improve, and stand behind: the difference between hoping outreach works and knowing it does.



Lt. Matthew Goodnow, Ph.D.

BROWARD SHERIFF'S OFFICE (FL)

Dr. Matthew Goodnow is a Lieutenant with the Broward Sheriff's Office where he serves as Executive Officer in the Office of Strategic Management. He has more than 25 years of law enforcement experience and is a military veteran. He holds a Ph.D. in Criminal Justice / Behavioral Science and is an Adjunct Professor of Criminal Justice at Nova Southeastern University's Fischler College of Education and School of Criminal Justice. His work focuses on strengthening law enforcement processes through research-based and data-driven approaches to policing strategy.

The Roadmap to Lasting Change

Assistant Chief Steve Dorris

One of the earliest and most influential pieces of leadership advice I ever received was to discover and live by my **True North**. True North is the set of core values that guides every decision you make, especially when the right choice is also the difficult one. It is your leadership compass.

Early in my career, I identified my own True North as **Honesty, Integrity, and Professionalism**. Those three principles became the foundation of my leadership philosophy. They shaped how I made decisions, how I treated people, and how I measured success. Looking back, defining my True North was one of the most significant milestones in my leadership journey.

Several years later, while serving as the Criminal Investigations Commander following my graduation from the FBI National Academy, I began reflecting on another leadership question: **How do leaders create change that lasts?**

From those reflections came a framework I call **The Roadmap to Lasting Change**. While born from policing, the concept applies equally to any organization, business, or family.

The roadmap consists of five essential waypoints.

Engagement

Every successful leader begins by engaging with people. Engagement is more than attending meetings or giving direction. It means being present, asking questions, listening, and showing genuine interest in those you lead. Leadership capital is often built during ordinary conversations rather than extraordinary events.

Relationships

Consistent engagement leads to meaningful relationships. Leadership has always been, and will always be, relational. As leadership author John Maxwell famously said, “People don’t care how much you know until they know how much you care.” When people know you care about them as individuals, they become more willing to follow your leadership.

Trust

Relationships, when nurtured over time, produce trust. Trust cannot be demanded because of rank; it must be earned through consistency, authenticity, and character. People willingly follow leaders they trust, especially during difficult times. Without trust, influence is temporary. With trust, leadership becomes transformational.

Buy-In

Once trust is established, something important happens. People begin to embrace the vision rather than simply comply with instructions. They develop a shared sense of purpose and understand not only what they are being asked to do, but why it matters. Buy-in creates commitment, and commitment fuels performance.

Change

Meaningful change is the destination. But lasting change only occurs when the previous four steps have been intentionally developed. Skip engagement, relationships, trust, or buy-in, and change becomes temporary or superficial. Follow the roadmap, and the changes you create will continue long after you have moved on.

Leadership is often measured by accomplishments, promotions, or organizational success. I believe it should be measured by something greater: whether the positive changes you created endure after you’re gone. That is the difference between managing people and truly leading them, and it begins by knowing your True North.



Assistant Chief Steve Dorris
BAYTOWN POLICE DEPARTMENT (TX)

Assistant Chief Steve Dorris is a military veteran with more than 30 years of law enforcement experience, including over 24 years with the Baytown Police Department. His career has included assignments in patrol, criminal investigations, narcotics, undercover operations, jail administration, public information, and executive leadership. He has served as a Patrol Officer, K-9 Handler, Field Training Officer, Detective, Detective Sergeant, Watch Commander, Field Training Coordinator, Criminal Investigations Division Commander, and Program Manager for the department’s Strategic Planning Program. Assistant Chief Dorris has extensive experience investigating violent crime, narcotics trafficking, organized crime, and complex criminal investigations. He is a Master Peace Officer, a graduate of the FBI National Academy (Session 275), and a recipient of the FBI Law Enforcement Executive Development Association’s Trilogy Award. He currently serves as Assistant Chief of Police for the Baytown Police Department.



FBI-LEEDA 2026 Conference in Ft. Lauderdale

Law Enforcement Needs More Nerds

Stop Expecting Every Officer to Become a Technology Expert

Lt. Mickey Keaton

Before anyone takes offense, let me be clear: I’m one of the nerds.

Every law enforcement agency has them. They’re the people who spend their lunch break watching a webinar on artificial intelligence, stay after training to learn a new drone platform, or get excited when a software update adds a new feature. They don’t see technology as another assignment—they see it as a challenge to master.

The mistake many agencies make is assuming everyone should become or is even capable of becoming one of those people.

Over the last decade, law enforcement has invested millions of dollars in drones, automated license plate readers, integrated camera systems, artificial intelligence, and real-time intelligence platforms. Yet many agencies struggle to realize the return on those investments, not because the technology doesn’t work, but because we’ve expected every officer to become a technology expert.

That expectation is unrealistic.

Patrol officers are already balancing calls for service, investigations, reports, court appearances, and community engagement. Adding mastery of every new technology to that list doesn’t make them more effective—it stretches them even thinner.

Instead of trying to create hundreds of technology users, agencies should identify the handful of officers and analysts who naturally gravitate toward these systems. Empower them to become true specialists. Let them launch the Drone as First Responder aircraft, analyze license plate reader data, research addresses and involved persons, monitor integrated camera systems, and push actionable intelligence to officers in the field.

Imagine a robbery call drops to 911. Before the call-taker finishes typing the notes, a Drone as First Responder is already overhead, pulling parking lot layouts, vehicle descriptions, and escape routes while officers are still en route. A specialist is cross-referencing license plate reader data and pulling area cameras. A red Charger fishtails off the lot, and within seconds the tag comes back stolen, tied to activity in a neighborhood across town.

The drone follows, unnoticed. As the vehicle reaches the edge of the first DFR’s radius, a second DFR, its coverage already overlapping, takes over without missing a frame. The suspects pull into an apartment complex and stroll inside, confident they’re clear. They’re not. The nerds already know where they are and what route they took. They’re building the search warrant while an arrest team moves into position with real-time intelligence. Surveillance photos of the suspects and descriptions of the clothing worn during the robbery have already been uploaded by the scene car.

The arrest happens so fast the suspects have no time to hide evidence, destroy phones, or coordinate a story. That’s not luck. That’s what happens when the right people are running the right systems.

Policing through better technology only works when you have people who know how to use it.

The greatest return on investment isn’t achieved when every officer knows a little about every system. It’s achieved when a small team of passionate technology specialists turns information into intelligence that supports everyone else.

We don’t expect every officer to be a SWAT operator, crime scene investigator, or K-9 handler. We recognize those as specialized disciplines that require dedicated people. The next generation of policing should treat advanced technology the same way.

Law enforcement doesn’t need every officer to become a technology expert.

It needs more empowered nerds.



Lt. Matthew “Mickey” Keaton is a 21-year law enforcement veteran with the Shelby County Sheriff’s Office, where he serves in the Homeland Security Bureau. He leads the agency’s Unmanned Aircraft Systems (UAS) Program and oversees the integration of emerging technologies, including Drone as First Responder operations, automated license plate readers, camera systems, and real-time intelligence tools. Lt. Keaton is passionate about helping agencies use technology as a force multiplier by pairing innovative tools with the people best equipped to maximize their potential. He is a frequent instructor and speaker on public safety technology and law enforcement innovation.

From Buyers to Builders:

AI and the Future of Police Technology

Lt. Greg Schipporeit

With the explosion of artificial intelligence, the ability to complete tasks at lightning speed has ushered in a new era, not only for policing but for almost every part of our daily lives. One of the biggest opportunities for police agencies is the ability to build new skills and solve problems that previously required outside training, outside vendors, or expensive software contracts.

Most of us remember the academy class on implementing technology into policing, right? The truth is, many of the tasks we are assigned today require skills that were never taught in the academy. Accreditation, policy management, scheduling, wellness, training records, community events, social media, grants, and crime analysis are all part of the modern police workload. These responsibilities often require software to make the work manageable.

The problem is cost.

Many agencies spend thousands, and sometimes tens of thousands, of dollars each year on software platforms. These systems can provide value, but they are not cheap. In many cases, the exact pricing is not even public and requires a quote. Traditional custom app development can cost even more, often starting in the tens of thousands of dollars.

The other issue is that these systems are usually built for law enforcement in general, or sometimes for the private sector, and then adapted to policing. That does not always account for the specific needs, workflows, and little details that matter inside each department. A template workflow may look great during the sales pitch, but it creates major headaches once it is actually put into use.

This is where AI creates a real opportunity.

AI-powered app-building platforms now allow users to create applications using plain language. In simple terms, you tell the system what you need the app to do, and it helps build the screens, database, workflow, and functions to make it happen. Officers and supervisors with little or no coding background can now build tools that solve real problems inside their own agencies.

This could help bridge the gap between what line-level supervisors need for daily use and what command staff need for reporting. For example, a sergeant may like one part of a software system because it helps with daily documentation, but the chief may dislike the reporting function that comes from the same

system. With AI, an agency may be able to build a simple internal app that captures the information in a way that works for the supervisor and produces the report that the command staff actually needs.

This does not mean agencies should try to replace CAD, RMS, body camera systems, evidence platforms, or anything involving Criminal Justice Information. Those systems require serious security, CJIS compliance, audit logs, vendor support, and long-term reliability. AI-built apps should not be used casually for sensitive or mission-critical systems.

But for lower-risk internal workflows, the possibilities are wide open.

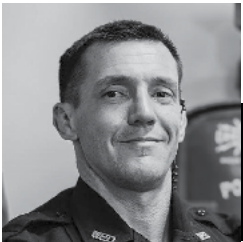
Agencies could build tools for accreditation tracking, policy review, grant management, equipment inspections, community event planning, roll call announcements, training requests, drone logs, or social media scheduling. Instead of buying a full software platform every time we need a better workflow, we may be able to build a simple tool ourselves, test it, improve it, and decide if it truly meets the agency’s needs.

Of course, this still requires oversight. Any app used by a police agency should be reviewed for security, access control, data retention, public records concerns, and long-term maintenance. AI does not remove the need for good judgment. It simply gives agencies another option.

AI will not replace good leadership, good supervision, or proper policy. But it can help agencies become builders instead of just buyers.

In a time when police departments are asked to do more, reduce costs, increase accountability, and operate with limited staffing, AI app-building should be viewed as another tool in the toolbox. The best ideas may not always come from a vendor.

Sometimes, the best app for your agency is the one built from within.



Lt. 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.



FBI-LEEDA 2026 Conference in Ft. Lauderdale

Technology Leadership

Cpl. Micah Smith

These past few years, law enforcement agencies have been facing tidal waves of vendors offering the latest and greatest in Artificial Intelligence, communications equipment, software, hardware, and fleet technology. It can be incredibly overwhelming. So how can those who make decisions on technology position themselves to be leaders in their agencies? There is no simple answer to this question, but rather a framework these decision makers can stand in and build on. Here are three simple things technology decision makers can investigate to become technology leaders.

1. Identifying Your Stakeholders

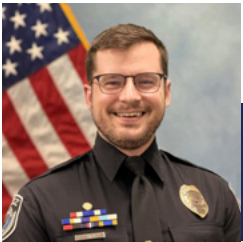
Identifying who will be involved in the purchasing, installation, operation, and maintenance of technology is one of the most important considerations to make. Before making any decisions, your stakeholders should be involved in the process to identify what technology to purchase, how best to deploy the new technology, as well as maintain it. The most important stakeholders to have involved in the process are the officers who will be using the technology. They are who will be operating and working with the actual product, potentially more than anyone else. Allowing them to give input and be a part of the decision-making process could increase overall pride in the agency and increase buy-in for future technology projects. This leads to overall operational efficiency and equipment being taken care of more. If an agency uses city/county/state Information Technology personnel outside of the agency to manage technology, they are also important stakeholders and should be involved in the decision making process from the start. They can provide vital infrastructure input to ensure a new technology project is actually feasible and will have the support it needs to succeed.

2. Finding the Right Solutions

At a recent technology conference, I had the opportunity to sit down with technology decision makers from all over the United States, and a theme of the discussion had was that there is no single vendor offering a single solution to the needs of the modern day law enforcement agency. Agencies have to utilize the products of multiple vendors to achieve their operational goals, which often means the decimation of budgets and sacrifice of technology interoperability. Technology companies seem to have law enforcement agencies in a chokehold with rising costs year-to-year for the same product that the law enforcement agency needs in order to function or meet the requirements imposed upon them. Technology decision makers constantly face having to identify and deploy technology solutions that achieve their operational goals, are as budget-friendly as possible, and have the ability to interface with technology from other vendors. Usually you might get one or two of those, but not all three. Finding the right solution can mean sacrifice, but once you find something that works for your agency the sacrifice almost becomes worth it

3. Learn to be a Student

Technology is the single most fluid thing in the world today. It affects nearly every aspect of the law enforcement industry. Therefore, learn to be a student again. Never think for a second that you have a firm grasp on what technology is out there. Be fluid and study new developments in technology. Talk to your counterparts in other agencies and learn from them. Attend conferences and classes, build networks, and ask questions. Be good stewards of the resources you have and focus on solutions that benefit your agency, your officers, and your community. Just because a technology exists does not mean you have to use it, so study and learn from other agencies' experiences before adopting something new. Listen to your stakeholders, do the research, be the leader.



Cpl. Micah Smith
MOUNTAIN BROOK POLICE DEPARTMENT (AL)

Corporal Micah Smith of the Mountain Brook Police Department (Alabama) has been in law enforcement for eight years. He has been serving as the department's Technical Services Officer for over 5 years, specializing in all forms of law enforcement technology. His purview includes records/jail management system administration, NIBRS compliance, hardware/software maintenance, fleet equipment management, and more. As a graduate of the University of Alabama at Birmingham with a BS in Criminal Justice, a MS in Management of Information Systems, and coming from a law enforcement family, he quickly found that law enforcement technology was his calling. Micah also serves as a team leader of the department's Honor Guard unit, a certified Peer Support member, a certified firearms instructor, and a weapons armorer.

I especially appreciated the real-world examples, leadership insights, and open discussions that encouraged everyone to think critically and reflect on how we lead within our own organizations. The course provided not only professional development, but also motivation to continue improving as a leader and public servant.

— Chief of Police Dan Birbeck, Vernon Police Department on MPR



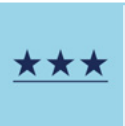
As a chief, I can't stress enough the significance of taking this course to gain a deeper understanding of PIOs and to emphasize the essential role of PIOs and the necessity for a clear and direct path to the chief.

— Chief Dr. Glyn Horn, Regional Transportation District Police Department on MPO



This course was leaps and bounds better than any other law enforcement course I have taken. The educational content was super informative and the leadership styles were eye-opening. I highly recommend this class to any law enforcement supervisor or any officer.

— Officer Landon Myers, Matthews Police Department on SLI



FBI-LEEDA TAKES CENTER STAGE IN NASHVILLE NEXT SPRING

Will you be there?



A Milestone Conference

In 2027, FBI-LEEDA will mark 35 years of bringing public safety leaders together for education and professional connection. This milestone conference will focus on strengthening leadership in service to agencies and the communities they protect.

Leadership Worth Hearing

Under the theme The Sound of Leadership: One Mission. Many Voices. Stronger Together., attendees will hear from respected voices in public safety and take part in candid conversations on the challenges facing leaders today. The program will offer useful ideas grounded in experience.

See You in Music City

Nashville provides a fitting setting for a conference centered on the power of many voices working toward one mission. Save the date and make plans to join colleagues from across the world.

DATE: April 4th – 7th, 2027

LOCATION: Nashville, Tennessee

REGISTER: FBILEEDAConference.org

NU's Public Safety Promise Scholarship

National University makes higher education more achievable for public safety professionals, their spouses, and dependents with a **tuition reduction of up to 25% on most programs**. Additionally, you'll receive course credit for the following FBI-LEEDA trainings:

- ★ Command Leadership Institute Certificate
- ★ Executive Leadership Institute Certificate
- ★ Supervisor Leadership Institute Certificate
- ★ Five Star Chief Executive Institute Certificate
- ★ Institute Trilogy

LEARN MORE
NU.edu/publicsafety





@rev

The #1 Investigative Platform for Law Enforcement

30+ hours
SAVED PER INVESTIGATOR PER MONTH

No Data Sold to 3rd Parties

SOO-2 TYPE 2

HIPAA COMPLIANT

GDPR

CJIS COMPLIANT

SHRINK EVIDENCE REVIEW TIME

BUILD DEFENSIBLE CASES

INCREASE CLOSE RATES

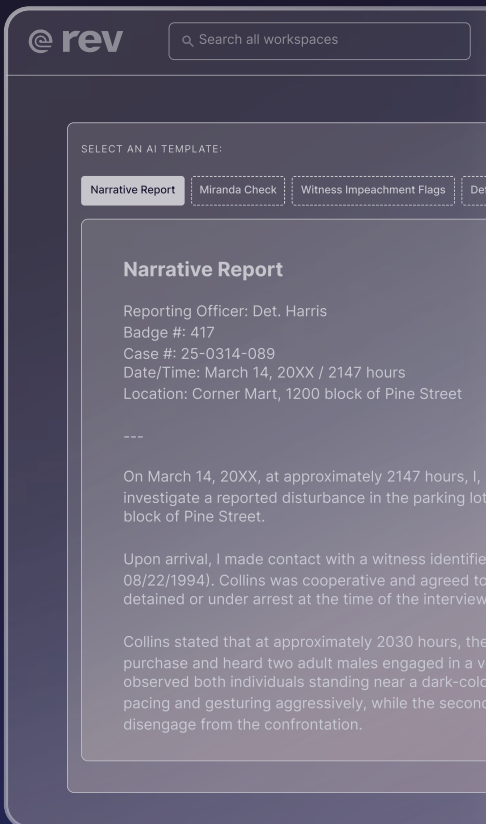
TRUSTED BY LAW ENFORCEMENT



CORPORATE PARTNER

Scan QR code to learn more





SHOP THE OFFICIAL FBI-LEEDA STORE!



Proudly show your support with exclusive FBI-LEEDA gear. From classic tees and sweatshirts, drinkware and limited-edition Trilogy Award swag, there's something for everyone.

Shop Now at PromoPlace.com/FBI-LEEDA!





“ A few years ago, I attended the Trilogy classes and became a member of FBI-LEEDA. As part of my commitment to continuing my educational journey and professional development, I decided to pursue completion of my bachelor's degree. Through the educational affiliate opportunities available through FBI-LEEDA, I was accepted into the Bachelor of Science in Criminal Justice program at Rosemont College.

I am proud to share that I graduated one week ago. I wanted to take a moment to let you know that this program works and that individuals are taking advantage of the opportunities it provides. I appreciate the support and educational pathways that helped make this achievement possible.

— Deputy Chief Mark Herman, Upper Nazareth Township Police on the Trilogy Program and Academic Partner Programs

24

Issue II — FALL 2026 | FBI-LEEDA INSIGHTER

25



Internal Affairs — A Critical Component of Leadership and Culture

Special Agent in Charge Mary Rook (Retired)

“Minneapolis police chief resigns after mayor accuses him of interfering in misconduct probe”

— MS Now, 5/27/26

“Tampa police officers resigned amid investigation into sex on duty”

— Tampa Bay Times, 5/26/26

“New Chicago, Indiana, police chief accused of selling pawn shop a gun being held as evidence”

— CBS News Chicago, 5/25/26

“Suspended police officer allegedly filmed TikToks in uniform, failed to secure crime scene”

— Fox San Antonio, 5/28/26

These headlines from around the country were among many exposing police officer misconduct during a single week in May 2026. This week was not an anomaly, and these headlines are not unusual or even especially egregious. They simply reflect one of law enforcement’s persistent challenges: officer misconduct and its impact on agency credibility and community trust. For leaders striving to establish a culture of integrity, professionalism, and ethical conduct, that challenge is ongoing.

Holding officers and employees accountable for their behavior is the obligation of every chief, sheriff, and agency head in law enforcement. Less recognized, however, is the need to ensure that every supervisor, from first-line supervisors through command staff, has a strong grasp of best practices in Internal Affairs (IA) investigations, from the initial reception of a complaint through the investigation, adjudication, and the recommendation and imposition of discipline. IA is a critical aspect of leadership, and should be recognized as such.

Accordingly, it is not enough to provide training only to IA investigators; decisions regarding personnel investigations and discipline should never be made in a vacuum. There are issues of due process and disciplinary concerns which, if not well-grounded in policy and practice, all too often result in discipline being reduced or overturned on appeal. The Philadelphia Police Department offers a stark example: between 2022 and early 2024, the department was forced to reinstate 85% of terminated officers after those firings were contested.¹ Comprehensive training not only helps prevent these situations — it strengthens an agency’s ability to build and sustain a culture of integrity and professionalism.

Indeed, every law enforcement entity develops a culture over time. The question to be asked is simply this: Does that culture embody the agency’s code of conduct, its mission statement, and the values they espouse, or does it reflect a culture of covert norms over overt values? IA is a crucial component of that culture; the importance placed upon it, the quality of the investigators assigned to it, and the support it is given are visible indicators of whether or not accountability is genuinely prioritized.

A consistent, transparent, and fair IA process is critical to creating trust, both externally (with your community) and internally (with your employees). That internal credibility is essential to retaining your best performers; employees with high standards generally do not choose to remain with an agency which fails to demonstrate those same high standards. In the current employment environment, officers seeking a change have no shortage of opportunities.

Agencies that prize integrity, professionalism, and ethical behavior should consider requiring IA training as part of any promotion path – not as a formality, but as a foundation. It is imperative that command staff understand the process, recognize the consequences of getting it wrong, and operate from a position of knowledge and awareness. There is little room for error in IA, as it involves reputations, careers, and sometimes an employee’s livelihood, as well as the credibility of the department. Effective and comprehensive Internal Affairs training will provide departments with the requisite tools to ensure investigations and discipline are handled correctly.

¹ City of Philadelphia, Citizens Police Oversight Commission, 1/29/2025

Spotlight On: FBI-LEEDA’s Managing & Conducting Internal Affairs Investigations



Strengthen your agency’s internal accountability through FBI-LEEDA’s four-and-a-half-day MCIAI course. Designed for supervisors, managers and command staff, this interactive program applies course instruction through practical capstone scenarios. The course is open to sworn and professional staff, with no prerequisites or FBI-LEEDA membership required.



Special Agent in Charge Mary Rook (Retired)
FEDERAL BUREAU OF INVESTIGATION (OR)

Mary Rook is a federal law enforcement veteran with more than 31 years of service with the Federal Bureau of Investigation (FBI). Over the course of her wide-ranging career, she held a series of progressively responsible assignments across the United States, culminating in her appointments as Special Agent in Charge (SAC) of both the Anchorage and Salt Lake City Field Offices.

During her rise through the ranks of FBI leadership, Special Agent Rook dedicated more than four years exclusively to all aspects of internal affairs through the FBI’s Office of Professional Responsibility — an experience that deepened her commitment to ethics and accountability and shaped her leadership philosophy for the duration of her career. Following her retirement as SAC of the Salt Lake City Field Office, she was recruited by FBI-LEEDA as a Subject Matter Expert to instruct Internal Affairs, a role she has held since May 2018.

Leading Without a Badge

Gor Galstyan

I am the highest-ranking civilian in my police department, and I recently completed the FBI-LEEDA Trilogy. It was not just another leadership class. It changed the way I see my role.

Police departments were built by people with badges. The culture, language, pressure, and the way decisions are made come from sworn experience. As a civilian leader, I had to earn my understanding of that world. I had to learn why certain things that look simple from an office are much more complicated in the field.

What surprised me was that the learning was not only mine. I needed to understand their world, but I realized they needed my voice at the table.



Civilians are making decisions in public safety. Finance approves overtime and budgets. IT controls access to records, evidence, and systems. Communications shapes what the public hears during a crisis. HR, analysts, grants, records, and administrative leaders are close to the mission. But many of us were never trained to lead inside a command environment.

That is why the Trilogy matters for civilians.

FBI-LEEDA uses a “Cops Teaching Cops” model, and I understand why a civilian may hesitate. You may wonder if the room is really meant for you. I wondered that too. But the instructors have led agencies, handled critical incidents, and made difficult decisions under pressure. Learning from them helped me understand the legal risk, operational stress, and human weight carried by sworn leaders.

Also, my sworn classmates learned from me too. They helped me understand decisions where lives may be at stake. I helped them see that leadership does not only happen from inside a patrol car. Sometimes the person outside the patrol car sees a pattern others miss. That distance is not weakness. It can be useful.

Police officers are trained to be skeptical. That is necessary. It protects them and the public. But inside an organization, skepticism can become resistance. Many officers do not reject change because they are against progress. Often, they have seen bad ideas introduced by people who did not understand the job.

Civilians can help bridge that gap. We are often the first to see new technology, regulations, funding models, public expectations, and operational risks. We are close enough to understand the agency, but also close enough to the outside world to see what is coming.

A factory that only listens to the people who built the line will keep producing the same product the same way. The workers know the machines best, but improvement sometimes comes from someone who has seen another plant. Public safety is no different.

The Trilogy gave me language, confidence, and a better understanding of sworn culture. It helped me introduce change with respect instead of frustration. It also connected me with peers facing the same challenges.

Public safety now depends on civilians in budgets, technology, communications, analytics, compliance, and administration. If we expect civilians to lead at the command level, we should give them command-level training. I completed the Trilogy as a civilian, and it made me a better leader for the officers and professional staff I serve beside.



Gor Galstyan, MBA, MIA
BEVERLY HILLS POLICE DEPARTMENT (CA)

Gor Galstyan, MBA, MIA, is Assistant Division Commander for Budget and Administration at the City of Beverly Hills PD, its highest-ranking civilian, overseeing a \$120 million budget and advising executive leadership. He completed the FBI-LEEDA Trilogy and holds a Six Sigma Black Belt.

A published author. Reach him at galstyan_gor@outlook.com.

The Leadership Lens:

Seeing Opportunities Within Recurring Problems

Lt. Don Willits

Reports are late. Evidence and property are lost or damaged. Vehicles are involved in preventable collisions or accumulate unreported damage. Body-worn cameras fail or recordings are not properly categorized. Equipment disappears. Policies and directives are not followed.

These are not extraordinary events. They are recurring operational problems within police organizations. The typical response is to investigate what happened, determine responsibility, take appropriate corrective action, and move on to the next issue demanding attention.

While accountability remains essential, opportunities for organizational improvement are often overlooked in favor of resolving the immediate issue.

Problems Happen

Police organizations are made up of people, and people make mistakes. Errors, oversights, and lapses in judgment are an unavoidable part of human performance. Every incident deserves a fair investigation and appropriate corrective action, as warranted.

Not every problem reflects an organizational deficiency. Sometimes the issue truly rests with an individual, and accountability remains the appropriate response.

Effective leaders recognize when a problem has evolved from an isolated incident into a recurring pattern. A single incident deserves accountability. A recurring pattern demands leadership.

Recurring Problems Reveal Organizational Opportunities

Consider late reports. One late report may simply reflect an unusually demanding shift or an isolated performance issue. However, if late reports become a recurring problem across multiple officers over a period of time, leaders should begin asking different questions. Are expectations clear? Are workloads realistic? Is the review process efficient? Are supervisors consistently reinforcing standards?

The same principle applies throughout policing. One preventable collision may simply be human error. Repeated collisions may reveal opportunities to improve fleet practices or organizational expectations. A single misplaced item of evidence may be an unfortunate mistake. Repeated evidence handling errors may identify opportunities to strengthen procedures or improve resources.

Leaders should resist the temptation to stop at the immediate cause and instead examine the conditions that allowed the pattern to develop. The recurring pattern—not the individual incident—is often what reveals the greatest opportunities for meaningful organizational improvement.

The Questions Leaders Ask

When recurring problems emerge, leaders should continue asking, “Who is responsible?” But effective leaders also ask additional questions: “What allowed this to happen?” “What has been tried before?” “How effective was that solution?” Understanding why previous solutions failed is often as important as understanding the problem itself.

That subtle shift changes the conversation. Rather than focusing solely on correcting individual behavior, leaders begin examining the systems and processes that influence behavior throughout the organization. The objective is not to excuse mistakes, but to understand the organizational conditions that contribute to them.

Leaders ask how the organization can be improved. Can systems and procedures be simplified? Can additional safeguards or verification steps reduce the likelihood of a single oversight becoming a recurring problem? Recurring problems become valuable organizational feedback for leaders willing to look beyond the immediate event, analyze the broader pattern, and improve systems and processes that shape performance.

Conclusion

Police leaders spend much of their careers solving problems. That responsibility will never change. The greatest opportunity for organizational improvement, however, often lies beyond solving today’s problem—it lies in preventing tomorrow’s.

The Leadership Lens is not about replacing accountability; it is about complementing it. It challenges leaders to view recurring problems not simply as disruptions to be managed, but as opportunities to strengthen the organization.

Viewed through the Leadership Lens, recurring patterns cease to be recurring problems and become opportunities for organizational improvement.

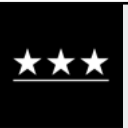
The most effective organizations do not expect human perfection; they build better systems.

Effective leaders don’t simply manage recurring problems—they redesign the systems that produce them.



Lt. Don Willits
YUMA POLICE DEPARTMENT (AZ)

Don Willits is a Lieutenant with the Yuma Police Department in southwestern Arizona and has more than three decades of law enforcement experience in patrol operations, criminal investigations, and executive leadership. He holds a Master of Public Administration from Northern Arizona University and is a graduate of Northwestern University's School of Police Staff and Command, the FBI-LEEDA Trilogy Leadership Series, the IACP's Leadership in Police Organizations course, and the Arizona POST Executive Leadership Program. Throughout his career, he has focused on organizational improvement, leadership development, and building high-performing teams and organizational systems that strengthen accountability and performance. His leadership philosophy centers on purposeful service, organizational learning, and continuous improvement. He believes effective leaders strengthen both the people and the systems that support them.



“ From an organizational perspective, the value of this training is significant. Supervisors return with practical tools to lead more effectively, manage discipline consistently, and build credibility with their teams, which ultimately strengthens service delivery to our community. Based on both my personal experience and the feedback from our members, I strongly support the continued delivery and expansion of FBI-LEEDA programming within our service and region.

— Inspector Jason Rybak, Thunder Bay Police Service on SLI

The Future of Policing May Already Be On a College Campus

Why Campus Law Enforcement May Hold the Key to Policing’s Next Evolution

Chief Jonathan L. Rosnick

For generations, innovation in American policing has largely flowed in one direction. Large metropolitan agencies developed new tactics, federal partners established best practices, and smaller departments adapted those ideas to meet local needs. Campus law enforcement has long been viewed as the profession’s learner rather than one of its teachers.

What if that assumption is changing?

What if one of policing’s next great innovations is already taking shape on America’s college campuses?

For much of my career, I viewed police work the way many of us do—as a series of individual incidents. We respond to a call, conduct an investigation, make an arrest when necessary, complete the report, and move on to the next assignment.

Operationally, that approach is necessary.

Relationally, it is incomplete.

Communities don’t experience policing one incident at a time. They experience it as an ongoing relationship.

That realization led me to develop a philosophy I call Whole Life Cycle Policing—one that recognizes every interaction as part of a larger relationship rather than an isolated event. That relationship unfolds across four phases—engagement, intervention, accountability, and restoration—with every interaction either strengthening or weakening public trust.

Whole Life Cycle Policing is not simply about building relationships. It is about stewarding them throughout their entire lifecycle.

Trust is not built during emergencies. Emergencies reveal whether trust already exists. It is built in the ordinary moments.

Every police leader prepares for the crisis we hope never comes. We train, conduct tabletop exercises, write plans, and invest in equipment because when people call us on their worst day, we owe them our very best.

When that worst day comes, people aren’t evaluating our tactics. They’re deciding whether they trust us. Will they believe what we tell them? Will they follow our direction? Will they give us the benefit of the doubt when circumstances are uncertain?

Those answers aren’t decided during the crisis. They are earned—or lost—through every interaction that came before it.

Campus policing offers a unique perspective because our relationships with the people we serve often unfold across multiple chapters of their lives. We may first meet a student during orientation, through a mental health crisis, as the victim of a crime, or after making a serious mistake. We support them, intervene when necessary, hold them accountable when appropriate, and, whenever possible, help them continue moving forward.

In policing, success is traditionally measured by moving a case from crime to conviction.

On a college campus, we have the opportunity to broaden our definition of success—not simply by moving cases from crime to conviction, but by helping students move from crime to commencement.

This doesn’t diminish accountability—it places it within a larger purpose. Enforcement matters. Accountability matters. But so do dignity, restoration, and ensuring that accountability becomes a bridge to renewed trust rather than the end of the relationship.

The perspective campus law enforcement has gained extends well beyond higher education.

As policing continues to evolve, our greatest opportunity isn’t simply improving how we respond to incidents. It is recognizing that public trust must be stewarded across its lifecycle—built before crisis, sustained through adversity, reinforced through accountability, and, whenever possible, restored to wholeness.

If that’s true, then campus law enforcement is more than a specialized niche of policing. It may well be helping lead the profession’s next evolution.



Chief Jonathan L. Rosnick
FRANKLIN & MARSHALL COLLEGE
POLICE DEPARTMENT (PA)

Jonathan L. Rosnick is the Associate Vice President for Public Safety and Chief of Police at Franklin & Marshall College. With more than two decades of leadership experience spanning municipal law enforcement, higher education, emergency management, and enterprise security, he has led organizational transformation, accreditation, behavioral threat assessment initiatives, and community partnerships. A former Major Crimes Detective with the Metropolitan Police Department in Washington, D.C., he is an instructor for the Penn State Justice & Safety Institute and a frequent national presenter on public safety leadership. Rosnick is the developer of the Whole Life Cycle Policing framework, an approach that emphasizes stewarding public trust through engagement, intervention, accountability, and restoration. He is a graduate of the Northwestern University School of Police Staff and Command and the DHS Leadership Academy and is completing a Master of Public Safety at the University of Virginia.



FBI-LEEDA 2026 Conference in Ft. Lauderdale

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.

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 from January to June of 2026:

Liberty Lake Police Department	WA	Marinette Police Department	WI
Florida Gulf Coast University Police Department	FL	Wake Forest Police Department	NC
Ogunquit Police Department	ME	Morris County Prosecutor's Office	NJ
Glenpool Police Department	OK	Blacksburg Police Department	VA
Upper Merion Township Police Department	PA	Ellsworth Police Department	ME
Westtown-East Goshen Regional Police Department	PA	Wharton Police Department	TX
City of Willow Park	TX	Newton Police Department	NH
Southern Arkansas University Police Department	AR	Highlands Police Department	NJ
Norfolk Police Division	NE	La Vista Police Department	NE
Manchester by-the-Sea Police Department	NH	Purcellville Police Department	VA
US Department of Veterans Affairs Police Department	FL	Walton Hills Police Department	OH
Oak Point Police Department	TX	Calhoun County Sheriff's Office	AL
Acton Police Department	MA	Sabine Parish Sheriff's Department	LA
Milton Academy	MA	Shrewsbury Police Department	MA
City of Belmont Police Department	NC	Asheville Police Department	NC
Chester County Prison	PA	City of Aberdeen	SD
Augusta Police Department	ME		

Instructor Milestones

Over 4,600 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	- Carolyn Birch - Sarah Connolly - Virginia Gleason - Jason Lyons - David McGill - John Perez - Mary Rook - Mike Zaro
100	- Mike Horn - Mary O'Connor - Ed Pallas - Todd Radford - Dan Rincon - Emma Swearingen
150	- Carol Frederick - Jeff Green - Adam Hirsch - David Lyons - Neil Moore - Frank Woodall
250	- David Boggs - Jennifer Harris
300	- Anthony Batts - Luis Soler - Jerry Thompson - Sean Whent - Terri Wilfong
350	- David Allen - Les Kachurek

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 2027–2028 academic year are now open! Send your completed application, postmarked by *March 4, 2027*, to:

FBI-LEEDA, Inc.
Attention: Donna Stone
5 Great Valley Parkway, Suite 359
Malvern, PA 19355



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 through the FBI-LEEDA Trilogy Scholarship. 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 subject line.

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



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 public safety 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, 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 Leadership 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**.

Contact FBI-LEEDA at (877) 772-7712 or email us at training@FBILEEDA.org

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

FBI-LEEDA Course Catalogue

Additional Education Opportunities



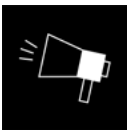
Leading Edge Mindset: Frontline Leadership | \$595 registration fee

A three-day foundational leadership development course designed for first-level and emerging public safety professionals that builds essential skills in critical thinking, ethical decision-making, professional communication, officer wellness, and technology to establish a lifetime of principled, effective leadership from day one. This course is highly recommended for personnel at the rank of officer, but no higher than corporal or equivalent.



Media & 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 4½ 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 4½ 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 & Conducting Internal Affairs Investigations | \$795 registration fee

This 4½ day course is interactive and attendees participate in various scenarios presented by the instructors. Procedures for Managing & 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.



Five Star Chief Executive Institute | \$1,250 registration fee

The pinnacle of law enforcement leadership training reserved for Trilogy Award graduates, this exclusive two-week, 18-module program prepares top leaders for executive-level positions through immersive coursework on strategic decision-making, crisis communications, liability management, public engagement, and emerging technologies. This course is highly recommended for all personnel at the rank of Lieutenant or above, and especially for those leading an agency or aspiring to do so.



Distance Learning Online Courses

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

FBI-LEEDA recognizes that with various shifts and responsibilities, public safety 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.



Phase I – Basic Supervisor Liability | \$350 registration fee Sessions start every thirty (30) days.

FBI-LEEDA's Basic Supervisor Liability is an online instructor-led 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.



Phase II – Advanced Supervisor Liability | \$350 registration fee Sessions start every sixty (60) days.

FBI-LEEDA's Advanced Supervisor Liability supplements the Basic Supervisor 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 Supervisor Liability program prior to registering.



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

FBI-LEEDA presents Ethics, an online 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.



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



Keiser University – Pembroke Pines Campus

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



National University

- For more information about the National University program, contact Nina Jones, Business Manager for Workforce and Community Education.
 - njones6@nu.edu



Purdue University Global

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



Rosemont College

- For more information about the Rosemont College 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 Saint Elizabeth University 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



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 above institutions that have agreed to offer college-level credit for those who have completed the FBI-LEEDA Trilogy Leadership Series.

Visit FBILEEDA.org/page/Academic-Partners for details and links to these graduate programs.

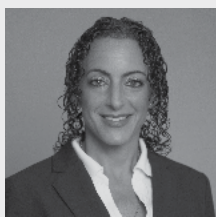


FBI-LEEDA Instructors

FBI-LEEDA instructors are experienced public safety professionals who bring firsthand knowledge and a commitment to excellence to every course they lead.



David Allen



Eleni Barbieri



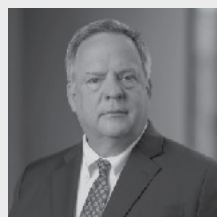
Anthony Batts



Carolyn Birch



Benjamin Boeke



David Boggs



Korey Brown



Chavez Cammon



Monte Chambers



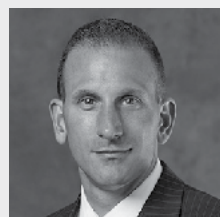
Paul Chambers



Sarah Connolly



Charles Crosby



Eric Daigle



Kim Edmondson



Todd Ehret



T. Matthew Fagiana



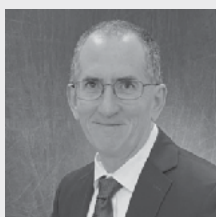
Carol Frederick



Virginia Gleason



Heather Glogolich



Jeffrey Grayson



Jeff Green



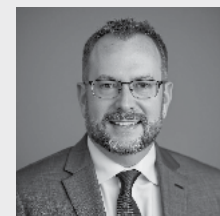
Mike Hairston



Jennifer Harris



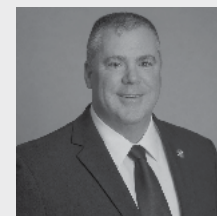
Adam Hirsch



Mike Horn



Les Kachurek



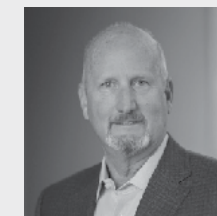
Frank LoSacco



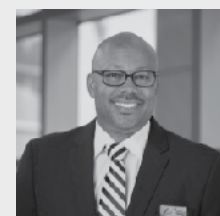
David Lyons



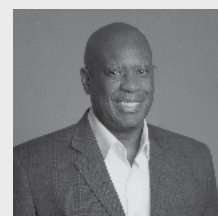
Jason Lyons



David W. McGill



Tommy L. McMasters, Jr.



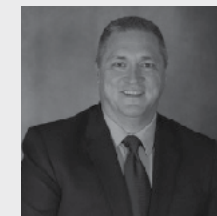
Darryl McSwain



Melanie Montroll



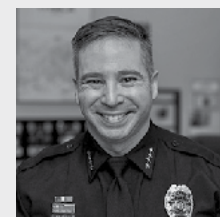
T. Neil Moore



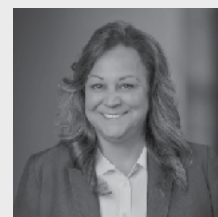
Adam Myrick



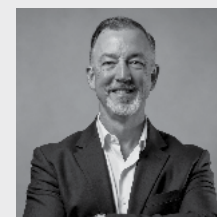
Kyle Nall



Dennis Naylor



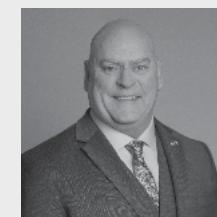
Mary O'Conner



Edward Pallas



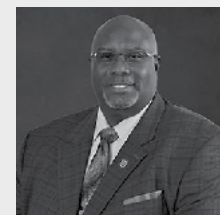
John Perez



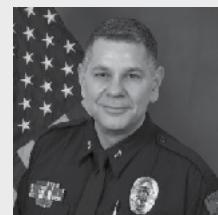
Todd Radford



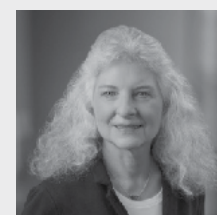
Chad Read



Jeffery B. Rice, Sr.



Daniel Rincon



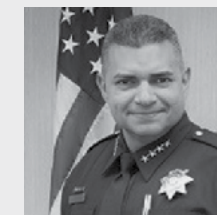
Mary Rook



A.C. Roper



Stephanie Slater Goldfuss



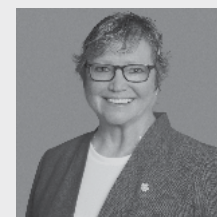
Luis Soler



Marcel Spaulding



Justin Stanko



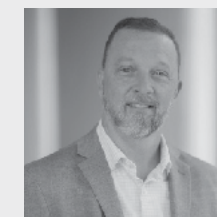
Emma Swearingen



Jerry Thompson



Marcia K. Thompson



Chris Twitchel



Sean Whent



Terri Wilfong



Frank Woodall



Mike Zaro

FBI-LEEDA POST Approvals by State (as of August 2026)

State/Class	SLI	CLI	ELI	IA	MPR	MPO	LCA	DLB	DLA	DLE	DLFA	LI	5 Star	LEM	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	X	X	ATA
Arizona Peace Officer Standards and Training Board	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Arkansas Commission on Law Enforcement Standards and Training	X	X	X												ATA
California Commission on Peace Officer Standards and Training	X	X	X		X								X	X	***
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	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	X	X	ATA
Georgia Peace Officers Standards and Training Council	X	X	X	X	X	X	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	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	X	X	ATA
Iowa Law Enforcement Academy	X	X	X	X	X	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	X	X	ATA
Kentucky Law Enforcement Council	X	X	X	P	X	P									ATA
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	X	X	ATA
Maryland Police and Correctional Training Commissions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Massachusetts Municipal Police Training Committee	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Michigan Commission on Law Enforcement Standards	X	X	X	X	X	P						P	P	P	ATA
Minnesota Board of Peace Officer Standards and Training	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Mississippi Office of Standards and Training	X	X	X	X	X	X		X	X						ATA
Missouri Peace Officer Standards and Training	X	X	X	X	X	X									***
Montana Public Safety Officer Standards and Training	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Nebraska Police Standard Advisory Council	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA

State/Class	SLI	CLI	ELI	IA	MPR	MPO	LCA	DLB	DLA	DLE	DLFA	LI	5 Star	LEM	KEY
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			ATA
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	X	X	X	ATA
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						ATA
Oregon Department of Public Safety Standards and Training Certification	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Pennsylvania Municipal Police Officers' Education and Training Commission	X	X	X												ATA
Rhode Island Police Officers Commission on Standards and Training	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
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	X	X	X	X	X	X	ATA
Tennessee Peace Officers Standards and Training	X	X	X	X	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	X	X	ATA
Utah Peace Officer Standards and Training	X	X	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	X	X	X	X	X	X	X	ATA
Washington State Criminal Justice Training Commission	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
West Virginia Law Enforcement Professional Standards	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Wisconsin Law Enforcement Standards Board	X	X	X	X	X	X	X	X	X	X	X	X	X	X	ATA
Wyoming Peace Officers Standards and Training Commission															

ATA = Apply Through Agency; X = Approved; P = Approval pending

*** For MO & CA POST credit please contact the FBI-LEEDA office at 877-772-7712; or email post@FBILEEDA.org

FBI-LEEDA Corporate Partners

Contracted as of August 2026

PLATINUM LEVEL



FirstNet AT&T
Montana Harmon, Lead
Manager, Emergency Mgmt
& Public Safety Unions
✉ mw7730@att.com
🌐 firstnet.com



Justice Federal Credit Union
Judy Pollard, Business
Development Officer
✉ pollardj@jfcu.org
🌐 jfcu.org

GOLD LEVEL



Rev
Stephen Kerner, Head of Sales
✉ stephen.kerner@rev.com
🌐 rev.com

SILVER LEVEL



Blauer
Zack Blauer, Blauer
Manufacturing
Sales Representative
for IL, WI, MN
✉ zblauer@blauer.com
🌐 blauer.com



**ELITE Interactive
Solutions, LLC**
Chief Tom Stone
(Ret.), Chairman,
Law Enforcement
Advisory Board
✉ tstone@eliteisi.com
🌐 eliteisi.com



Fcomply
Dianna Collinson,
Co-Founder & COO
✉ dianna@
fcomply.com
🌐 fcomply.com



National University
Nina Jones, Business
Manager, Workforce
and Community
Education
✉ njones6@nu.edu
🌐 nu.edu/publicsafety



**University of
San Diego**
Casey Murphy, Senior
Marketing Manager
✉ caseymurphy@
sandiego.edu
🌐 onlinedegrees.
sandiego.edu/masters-
law-enforcement-
leadership

BRONZE LEVEL



ecoATM — Gazelle
Michael McCann, Sr. Director of
Law Enforcement Relations
✉ Michael.McCann@ecoatm.com
🌐 ecoatm.com/law-enforcement



Police and Sheriffs Press, Inc.
Frank Raiford
✉ frank@pasp365.com
🌐 pasp365.com



SymbolArts
Scott Burnett, Regional Sales Manager
✉ scott@symbolarts.com
🌐 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 an 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 an FBI-LEEDA Life Membership by contacting FBI-LEEDA's office at info@FBILEEDA.org



Member Spotlight

Have you or a colleague recently earned a promotion, stepped into a new role, received an award, or celebrated another professional achievement? We'd love to shine a light on your success!

Email the following details for consideration in an upcoming newsletter to marketing@FBILEEDA.org:

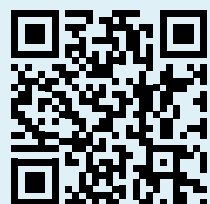
- Your name and/or the name of the person you're nominating
- Department/organization
- Description of the accomplishment in 500 words or less
- Headshot & supplemental photos
- Please include "FBI-LEEDA Member Spotlight" in the subject line.





How to Host an FBI-LEEDA Training

1. Visit [FBILEEDA.org/page/RegisterandHost](https://fbileeda.org/page/RegisterandHost)
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

Find Us Online

- Membership information and member portal
- Training schedule and registration links
- Conference website
- Corporate partners and services
- Programs and contact information

Connect With Us



Connect with us on LinkedIn

@FBI-LEEDA



Like us on Facebook

@FBI-LEEDA



Follow us on X

@FBILEEDA



Follow us on Instagram

@FBILEEDA

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.

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

Editor: Michael D. Robinson, Sr.



There's a Degree of Difference with MS-LEPSL

The prestigious MS-LEPSL program is a highly practical degree program that is the choice of law enforcement professionals who want to lead more effectively, tackle the challenges facing their team/department, and prepare for promotion. All LEPSL courses are taught online by career law enforcement and military leaders who have walked in your shoes. We are dedicated to helping you reach your career goals while improving your effectiveness as a leader. And if you're a Trilogy graduate you've already earned 6 units toward your master's degree completion!

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



University of San Diego®

ONLINE



FBI-LEEDA

ADVANCING THE
SCIENCE AND
ART OF LAW
ENFORCEMENT
LEADERSHIP
SINCE 1991

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

FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

ISSUE II – FALL 2026