



FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP



FIVE STARS, ONE MISSION

Shaping Tomorrow's Leaders

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Warren PD's Initiative to
Break the Cycle of Abuse
Showing Early Promise

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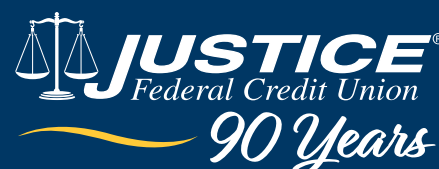
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2025-2026 FBI-LEEDA Executive Board

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2025-2026

FBI-LEEDA Executive Board



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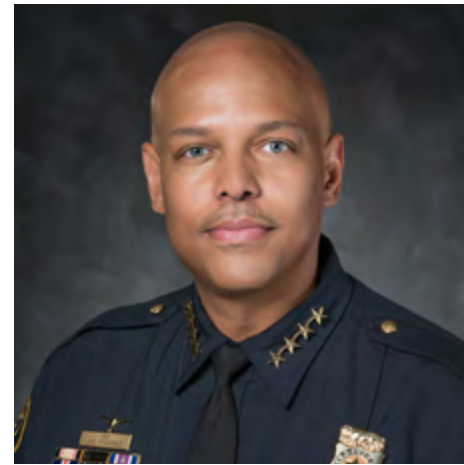
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The Mission of FBI-LEEDA

To advance the science and art of law enforcement leadership and promote the exchange of information to improve law enforcement management practices through training, education, and networking among police professionals across the United States and beyond.



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President's Letter

Greetings, FBI-LEEDA family,

As I write this final letter to you as President, I find myself reflecting on what has been an extraordinary journey—one filled with growth, innovation, and the privilege of serving alongside some of the finest leaders in the world.

Throughout my presidency, I've brought the realities of day-to-day law enforcement leadership to every decision we've made. While serving as sheriff, I understand the weight of the decisions we make, the challenges we face, and the profound responsibility we carry. That grounded perspective has been my guide—ensuring that FBI-LEEDA remains laser-focused on what matters most: providing practical, proven leadership development that makes a real difference in your agencies and communities.

Looking back, I'm incredibly proud of what we've accomplished together. The **Five Star Chief Executive Institute** is now a

PRESIDENT

Sheriff Lon Thiele, Steele County Sheriff's Office – Minnesota

reality. This elite training program, designed for senior law enforcement executives, builds on the proven success of our Trilogy courses and takes executive development to an entirely new level.

What makes this especially meaningful to me is that my office had the honor of hosting the inaugural Five Star Chief Executive Institute course in Minnesota during my presidency. Watching this program evolve from concept to beta testing to full implementation—and seeing the transformative impact it has on participants—has been one of the most rewarding experiences of my tenure.

We also introduced the **Leading Edge Mindset: Frontline Leadership** course, a powerful addition to our training portfolio that addresses something I've seen throughout my career: the critical need for leadership in first-level professionals. In today's complex environment, technical skills alone aren't enough. This course equips emerging professionals with the strategies to lead with confidence and clarity, no matter what challenges come their way.

Our commitment to leadership excellence continues to grow beyond our borders. This spring, we're bringing our expertise to Canada with a Master Public Information Officer (PIO) course. Effective communication has never been more critical, and I'm proud that FBI-LEEDA's influence and impact continue to expand internationally.

As I prepare to pass the torch to First Vice President Chief Christopher Workman, I do so with tremendous confidence in FBI-LEEDA's future. The foundation we've built together is strong. The programs we've launched will continue to transform law enforcement leadership for years to come. And the commitment to excellence that defines this organization remains unchanged.

To the Executive Board, staff, instructors, and members who have supported me throughout this journey—thank you. Your dedication, your expertise, and your passion for developing world-class leaders have made all of this possible. It's been the honor of my career to serve alongside you.

I'm looking forward to seeing many of you at our **34th Annual Executive Training Conference** in Fort Lauderdale. It will be a tremendous opportunity to connect with industry-leading professionals and speakers both inside and outside of sessions, and to celebrate the incredible work we do together.

To those of you who will continue to carry FBI-LEEDA's mission forward—stay committed to excellence. Stay grounded in the realities of the profession. And never forget that the work we do here changes lives, strengthens agencies, and makes our communities safer.

With gratitude,

Sheriff Lon Thiele

President, FBI-LEEDA



Executive Director's Letter

Dear FBI-LEEDA Members,

As we progress through 2026, I'm energized by our accomplishments and the path forward. This year has already delivered significant achievements, strengthened

EXECUTIVE DIRECTOR

Jacques S. Battiste

partnerships, and expanded opportunities to serve public safety professionals worldwide.

In a current transverse world, we continue to witness actions of the government in dealing with current interdictions, arrests, and removal of undocumented immigrants and how the country and the world are responding. The impact of these daily actions on state and local leadership and the negative impact on law enforcement is one of the strongest determinants of culture. Consider how the actions and decisions of agency leaders directly impact outcomes. Who is hired, how they are trained, where they are assigned, who is promoted, and how discipline is applied—all influence culture. Literally, every decision made carries cultural consequences. Understanding this and the weight of our decisions is something we as leaders must consider as we fulfill our roles. We all have different styles of leadership, and often we inherit an existing culture when we begin at a new agency. If we attempt to change that culture too quickly, we risk losing people. We must lead with intention and understanding and set the right example. Thoughtful leadership is key to sustainable cultural well-being. Strong middle management is also essential, as those individuals help reinforce healthy culture and ensure officers feel supported. The IACP has the ability to leverage our resources to continue building trust with our communities, addressing needs in the area of culture.

This year has been transformative for FBI-LEEDA. We've launched groundbreaking programs and expanded our reach in ways that will serve the profession for years to come:

- **Five Star Chief Executive Institute** — The successful launch of this elite program marks an exciting new trajectory beyond our Trilogy series. This achievement is a testament to our dedicated staff, our partners at Columbia Southern University, the Executive Board, and our exceptional instructors — a vision over a decade in the making, now a reality.
- **Leading Edge Mindset: Frontline Leadership** — This powerful new training equips first-level and emerging public safety professionals with the mental resilience, adaptability, and

strategic thinking skills necessary to lead effectively in today's complex environment. The response has been exceptional.

- **International Expansion** — We're broadening our reach with upcoming trainings in Canada, including a Master Public Information Officer (PIO) course, demonstrating our continued commitment to serving public safety professionals globally.
- **Strategic Partnerships** — We've cultivated valuable dialogues with agencies and organizations worldwide, actively listening to their requirements and obstacles to ensure our curriculum stays relevant and delivers measurable results. We also welcomed FComply as our newest Corporate Partner.

Honoring Leadership, Welcoming the Future

As President Sheriff Lon Thiele prepares to transition from his role, I want to acknowledge his exceptional leadership and the legacy he's built during his tenure. His perspective as a sitting sheriff brought invaluable insight to our organization, and his commitment to ensuring FBI-LEEDA remains focused on practical, proven leadership development has strengthened everything we do.

As our new President steps into leadership in June, we look forward to new opportunities, a renewed vision, and an even brighter future for FBI-LEEDA.

Join Us in Fort Lauderdale

Building on the momentum from our successful 2025 gathering in New Orleans, I encourage you to register for our **34th Annual Executive Training Conference in Fort Lauderdale, Florida, May 31 – June 3, 2026**. This premier event provides exceptional access to top-tier instructors, executive leaders, and thought leaders. You'll gain actionable insights to implement immediately while expanding your professional network. View the full agenda and secure your spot at **FBILEEDA2026.org**.

It is truly an honor to serve each of you every day. Together, we're shaping the future of public safety leadership—one leader, one agency, one community at a time.

Respectfully,

Jacques S. Battiste
Executive Director



Introducing the Five Star Chief Executive Institute

Where the Trilogy Leads

For many FBI-LEEDA members, completing the Trilogy — the Supervisor Leadership Institute, the Command Leadership Institute, and the Executive Leadership Institute — represents a significant milestone. But for those who have earned that award and are now leading at the highest levels of their agencies, the question becomes: what's next?

The **Five Star Chief Executive Institute** is the answer to that question. Developed exclusively for Trilogy Award recipients, this two-week, 18-module program picks up where the Trilogy leaves off and takes executive-level leadership development into new territory — the kind of strategic, big-picture thinking that chiefs, sheriffs, and senior commanders need to lead modern law enforcement organizations.

What the Program Covers

The Five Star curriculum is built around the real demands of executive leadership today. Across 18 modules and two weeks of immersive coursework, participants work through topics that are directly relevant to the challenges facing law enforcement at the highest levels.



Week One:

- New Chief, Now What?
- Organizational Structure, Protocol, Order, and Discipline Trends
- Internal and External Engagement
- Managing Across Generational Team Members
- Public Official Engagement
- Public Private Partnerships
- Crisis Communications
- Effective Communication Strategies
- Leadership Integrity

Week Two:

- Understanding Police Liability
- Policy and Compliance Management
- Liability Management
- Line of Duty: Injuries and Deaths
- Public Safety Wellness
- Budget Administration
- International Public Safety Impact
- AI and Intelligence-Led Policing
- Introduction to Public Safety and Technology

The program draws on immersive coursework, dynamic discussion, and real-world application — consistent with the FBI-LEEDA model that members know well. Participants leave with sharper strategic thinking, stronger leadership competencies, and a network of fellow executives who are equally invested in the future of public safety.

From Concept to Classroom

Before the Five Star Chief Executive Institute officially launched, FBI-LEEDA ran a beta class last summer to test the curriculum, gather feedback, and make sure the program was ready. That process was an important part of getting it right — and it showed in the quality of what followed.

Earlier this year, the course officially launched, and the first full class gathered in **Owatonna, Minnesota**, hosted by the **Steele County Sheriff's Office** under the leadership of **Sheriff Lon Thiele**, who also serves as President of FBI-LEEDA. Having the program hosted by someone so deeply connected to the organization made the occasion feel fitting — a reflection of the community that helped build this course from the ground up.

Executives from **Minnesota, Iowa, Colorado, New Jersey, Wisconsin, and Oklahoma** came together for two intensive weeks of training. The group represented a wide range of agencies and experience, and that diversity made for exactly the kind of substantive, peer-driven conversation that FBI-LEEDA programs are known for. Over the course of the program, participants worked through all 18 modules, engaged in honest dialogue about the challenges facing their agencies, and came away with a clearer sense of how to lead at the executive level — strategically, ethically, and with an eye toward the future.

Congratulations to everyone who was part of that first class. You helped set the standard for what this program will be going forward.

Your Next Step

If you've earned your Trilogy Award, you've already demonstrated a real commitment to your own development as a leader. The Five Star Chief Executive Institute is the natural next step — a program built specifically for where you are now and designed to take your leadership to the executive level.

To view course details and available dates, visit FBILEEDA.org/page/FiveStarChiefExecutiveInstitute.





Leading Edge Mindset: Frontline Leadership Building Leaders from the Ground Up

A New Chapter in FBI-LEEDA Training

For years, FBI-LEEDA has been committed to developing strong, principled leaders across every level of public safety. That commitment now extends further down the leadership pipeline with the launch of a new course built specifically for first-level and emerging professionals: **Leading Edge Mindset: Frontline Leadership**.

This 3-day program was developed with a clear purpose — to meet frontline leaders where they are and give them a solid foundation to grow from. Whether someone is stepping into a supervisory role for the first time or simply looking to sharpen their approach early in their career, this course offers the kind of structured, practical development that can shape the way they lead for years to come.

Inside the Curriculum

The course was designed to address the real challenges frontline professionals face every day. Topics are practical, grounded, and immediately relevant to the work.

- Critical Thinking and Ethical Decision-Making
- Protecting and Serving
- Professionalism in Action
- Communication: Verbal, Written, and Social Media
- Ethics: Establishing and Maintaining Total Trust
- Officer Wellness
- Technology in Public Safety

Together, these modules give participants a well-rounded look at what principled, effective leadership looks like at the frontline level — and the skills to put it into practice.

Inaugural Course: New Bedford, Massachusetts

Earlier this year, the first-ever Leading Edge Mindset: Frontline Leadership course came together in New Bedford, Massachusetts — and it was a meaningful one.

Frontline leaders from **Rhode Island, Massachusetts, Connecticut, and Maine** made the trip, and the class also welcomed a participant from the British island territory of **Bermuda**, reflecting the broad reach of the FBI-LEEDA community. Over three days, the group worked through the full curriculum together, engaging in the kind of honest, substantive conversation that makes this type of training so valuable.

Hosting the course was the **New Bedford Police Department**, whose support was instrumental in getting this inaugural class off the ground. **Lt. Jason Gomes** deserves special recognition for the care he put into creating a welcoming and productive learning environment — it made a real difference in how the course came together.

Leading the class was **FBI-LEEDA instructor Monte Chambers**, who brought the curriculum to life with expertise and genuine investment in every participant in the room. His approach set a strong standard for how this course will be delivered going forward.

To the participants of that first class — thank you for being part of this. Your willingness to invest in your own development, and in the profession, is exactly what FBI-LEEDA was built around.

A Note of Gratitude

Launching a new course takes collaboration, trust, and a lot of behind-the-scenes work. A sincere thank you to the **FBI-LEEDA staff** whose dedication and hard work brought this course from concept to reality, and to the **Curriculum Review Committee** for the time and expertise they invested in shaping a program that truly serves frontline professionals. Their contributions laid the groundwork for everything this course is.

And to the participants who showed up ready to learn and lead — thank you. Your commitment to your own development is exactly what FBI-LEEDA was built around.

Learn More

The Leading Edge Mindset: Frontline Leadership course is open to first-level and emerging public safety professionals. To view upcoming course dates and locations, visit FBILEEDA.org.



Attending the inaugural FBI-LEEDA Leading Edge Mindset course provides a foundational shift in how we approach frontline leadership. Even coming from an international organization, the core principles were perfectly aligned and remarkably universal. The material is so well-tailored to law enforcement that it transcends regions, offering vital insights for any frontline leader. The instructor was incredibly engaging, and the course challenged me to think critically and view leadership through a new lens. I highly recommend this program to all emerging supervisors."

— Detective Constable 2373 Nidra McKenzie-Simons,
Criminal Investigation Unit (Bermuda Police Service)



Operation CycleBreak:

Warren PD's Initiative to Break the Cycle of Abuse Showing Early Promise

Captain Brent Chisolm & Sergeant Jim Twardesky

Real change begins with ownership. To better protect our community, the Warren Police Department took a hard look at our violent crime data—committed to letting the evidence, not assumptions, guide us. From the data, we discovered patterns pointing to deeper, systemic issues driving repeat violence. Operation CycleBreak was launched to confront those root causes head-on.

From our analysis, we learned that 70% of homicides and over 50% of aggravated/felony assaults had a domestic violence nexus. We also determined that three of the department's last four officer-involved shootings had an underlying connection to domestic violence.

While our current model aligned with traditional best practices, we recognized it was not enough. We were committed to implementing a strategy that was not just a flash in the pan, but a sustainable model for success. We built a team with our local domestic violence advocacy center — Turning Point of Macomb — and local university — Wayne State University — to address the problem utilizing everyone's diverse strengths.

The final product was Operation CycleBreak, a comprehensive strategy to confront domestic violence from every angle. The initiative includes enhanced offender monitoring, the implementation of lethality assessments to identify victims at greatest risk, and—most impactful of all—randomized victim follow-ups. These proactive contacts have proven to be a game changer, strengthening victim safety, increasing trust, and opening critical lines of communication that too often close after the initial call for service.

Implementation was not easy. A first step was to create a database of all domestic violence cases so we could easily track and monitor offenders to ensure they were being held accountable. Combined tracking with regular warrant sweeps increased the arrest rate to 90% of issued warrants. This sends a clear message to offenders and victims: these cases are a priority. Once in custody, every domestic violence offender meets individually with a detective and is clearly informed that Warren Police Department maintains a zero-tolerance policy toward domestic violence. At the same time, offenders are provided access to counseling resources and offered support if they are willing to change—delivering a clear choice between accountability and assistance, the carrot or the stick.

Another step was to develop and implement a lethality assessment to help us better understand the risk factors in each case. Not surprisingly, results from those assessments have shown that many abusers commit other crimes and that the abuse didn't just start on the day we were called. Several firearm and narcotic seizures were spawned from these lethality assessments—information that would have otherwise

not been reported to the department. Lethality assessments help to prioritize selection of focused efforts to further investigate and arrest offenders.

Another step is a systematic approach to victim follow up. Every domestic violence case is closely tracked, and a uniformed officer or detective conducts an in-person follow-up with victims 3–10 days after the initial incident. During these visits, officers confirm contact information, explain the court process, provide available resources, and address any safety concerns. The value of these follow-ups cannot be overstated. They uncover victims who remain fearful of the offender, those who have moved or changed phone numbers—who otherwise might miss critical court notices—and victims who need additional support. They also reveal offenders who have returned home, mistakenly believing their actions carried no consequences. These proactive contacts are critical in breaking the cycle of abuse and keeping our community safe.

Finally, continuing to be data driven in our operations, Wayne State University has been continuing an independent evaluation of the program. Early results have been promising and show a 7% reduction in domestic incidents compared to 2023 and 2024. Most rewarding has been a 57% reduction in re-offending compared to 2023 and 2024.

Operation CycleBreak demonstrates that meaningful change is possible when law enforcement takes a proactive, evidence-driven approach to domestic violence. By combining offender accountability, victim support, and rigorous follow-up, we are not just responding to incidents—we are breaking the cycle of abuse before it escalates.



Captain Brent Chisolm
WARREN MICHIGAN POLICE
DEPARTMENT (MI)

Captain Brent Chisolm has served with the Warren Police Department for 18 years and is currently Captain of Administration. He has served in various roles throughout his career in patrol, investigation, detective bureau Sergeant, and Executive Lieutenant of patrol. Captain Chisolm holds a Bachelor of Science degree in Criminal Justice from Wayne State University. He is currently completing his Master's Degree in Justice Administration with an emphasis in Criminal Psychology from the University of the Cumberlands. He is a graduate of the Northwestern University School of Police Staff and Command #567.



Sergeant Jim Twardesky
WARREN MICHIGAN POLICE
DEPARTMENT (MI)

Detective Sergeant Jim Twardesky has served with the Warren Police Department for 19 years and is currently assigned as a sergeant overseeing Criminal Investigation Division. Prior to that he spent 10 years as both a detective and sergeant in the Special Victims Unit. He has a Bachelor's of Science in Criminal Justice and a Master's in Public Administration with an emphasis in Criminal Justice, both from Wayne State University. He has taught for several years at both the college level for undergraduate criminal justice classes and in-service law enforcement trainings on criminal investigation.

A Solid Foundation for Police Personnel: Psychological Safety and Back to Basics

Irene Barath

Much has been made recently of how policing is impacted by technological change. Advances in communication processes, body worn and vehicle cameras, and disclosure requirements for court require police personnel to continuously adapt with the intention of improving safety, effectiveness, and efficiency.

While acknowledging the many benefits of these technological advances, it is important to reflect on the contribution made and value added by adaptive personnel managing the stress of continuous change. How can police leaders at all levels in an organization successfully blend the adaptation of technology, while maintaining morale and understanding the organizational stress this imposes on their personnel? The answer may land with innovative leaders and exemplary followers practicing bravery and building courage to create a psychologically safe organization.

Police officers and the support staff contributing to operations act with bravery by stepping into difficult situations multiple times per day. The following reflections are directed at interorganizational operations and connections amongst colleagues and leaders to reduce stress by increasing feelings of safety and security.

Although there are many definitions for our purposes, bravery is defined as 'having the guts to do what needs to be done, even if it means taking risks or facing danger head on.' Courage is then differentiated as 'having the strength of character required for such actions by acting confidently even when faced with adversity or uncertainty [or both].'¹

We can practice our bravery by acting:

- Instead of being intimidated by big changes, consider the smallest action you can take, then do it.
- Worry less about where a good idea came from. Figure out a way to support its implementation and possibly make it better.
- Find ways to contribute by taking initiative, as well as being aware of opportunities and priorities within your organization.
- Do not pass a wrong — and that includes allowing a colleague or peer to step outside professional practice. Hold each other accountable by rewarding desired behavior and extinguishing inappropriate behavior.

We can practice our bravery by asking:

- Ask for help and openly accept what is offered with gratitude.
- Ask others, 'how can I help,' then listen to engage and follow up with assistance or referrals as appropriate.
- Focus on asking what and how questions during challenging situations and avoid why, when, and who questions, which suggest you are looking to deflect and assign blame.²
- Ask for feedback and be open to the insights provided without becoming defensive or reactionary. This is especially helpful when undertaking a new project or to avoid surprises during performance reviews.

We can practice our bravery by using our attitude to become our best self:

- Seek knowledge about how your organization operates — specifically the mission, vision, and values you are expected to exemplify as a member of that team.
- Be curious about why certain actions are undertaken or the qualifications required for a future role you are interested in.
- Be genuine, empathetic, trustworthy, and ethical as you engage with leadership, colleagues, and peers. Your reputation will then proceed you and others will seek out your advice and support.
- Role model self-regulation: forgive those who fall short of expectations. Think of someone you respect and admire, aspired to be like them.³

What obstacle is constantly present, impacting our ability to practice bravery and build courage? Fear. Fear of being wrong, embarrassed, rejected, frustrated, blamed, ignored, or any number of other outcomes that leave us feeling diminished and psychologically scarred. Practice bravery, build courage, defeat fear, and have an organization where people feel welcome.



Irene Barath
POLICE TRAINER/EDUCATOR, LEADERSHIP
& PERFORMANCE COACH

Irene Barath is an experienced police trainer/educator who delivers training nationally and internationally primarily on subjects related to progressive leadership practices. She is a certified Leadership and Performance Coach.

She has 40 years of policing experience as both a sworn officer and instructor/executive at the Ontario Police College, Ontario, Canada. At OPC she retired as both team leader for the Leadership Development Unit and Resilience and Wellness Training Coordinator after having various other Chief Instructor, Team Leader, and Instructor positions.

Irene has a master's degree in human resources, has designed and delivered training as an FBI Leadership Fellow and Visiting Scholar for the Centre of Leadership and Ethics at the FBI National Academy. She is a certified facilitator for IACP and ABLE programs. Currently she studies and writes about subjects related to character strengths, positive psychology, psychologically safe workplaces, and progressive leadership practices.

1. Sonia McDonald, Blog, courage, 22 October 2023. [https://soniamcdonald.com.au/2023/10/22/bravery-vs-courage-6-types-of-courage-to-know/#:~:text=Bravery%20means%20having%20the%20guts,or%20uncertainty%20\(or%20both!\)](https://soniamcdonald.com.au/2023/10/22/bravery-vs-courage-6-types-of-courage-to-know/#:~:text=Bravery%20means%20having%20the%20guts,or%20uncertainty%20(or%20both!)).

2. Miller, John G., *QBQ Question Behind the Question*, Penguin Random House, 2004

3. <https://www.viacharacter.org/character-strengths>

“ This was one of the most valuable and rewarding training courses I have attended in over 30 years of military, local, and federal law enforcement. It was time and money well invested. Outstanding content and instruction. I look forward to attending the Master PIO Course.

— Russell Adcox (US Department of Homeland Security, Federal Protective Service) 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.

— Glyn Horn (Regional Transportation District) on MPO



Beyond the Hype:

How Law Enforcement Leaders Can Make Smarter Technology Decisions

Assistant Chief Nicholas Augustine

Twenty years ago, responding to a call for service often required officers to pull over and consult an ADC map book, relying on static information that did not account for traffic, detours, or road closures. Today, real-time GPS navigation provides turn-by-turn directions and faster response times. This evolution illustrates how technology has reshaped modern policing, influencing crime prevention, investigations, and community engagement. However, law enforcement executives face increasing pressure to adopt emerging technologies without fully assessing their alignment with agency goals, community expectations, and fiscal realities. Effective technology adoption requires a strategic, evidence-based approach rather than reliance on industry trends.

Understanding the Technology Landscape

Modern law enforcement agencies have access to a broad range of tools, including predictive analytics, body-worn cameras (BWCs), drones, and facial recognition systems. While these technologies promise enhanced efficiency and transparency, indiscriminate adoption can lead to financial waste, privacy concerns, and erosion of community trust. Leaders must remain informed by attending technology conferences and learning from peer agencies, particularly those that have faced implementation challenges. Learning from others' missteps can prevent costly errors.

The rapid pace of technological innovation also creates regulatory risk. Predictive policing software, once praised for optimizing patrol deployment, has faced significant criticism for reinforcing bias and lacking transparency.¹ Facial recognition technology has generated similar concerns, prompting several states, including Maryland, to enact laws regulating its use by law enforcement.² When future regulation is likely, early engagement with legislators to explain safeguards and operational intent may help mitigate overly restrictive outcomes.

Strategic Alignment with Agency Goals

Technology investments must directly support an agency's strategic priorities. Leaders should begin by clearly identifying the problem they seek to address and determining whether proven solutions already exist. Key questions include whether peer agencies use the technology and what outcomes they have achieved.

BWCs, for example, were initially adopted to enhance accountability and transparency and have been shown to reduce citizen complaints and improve officer safety.³ However, agencies that deploy BWCs without clearly defined objectives risk underutilization or internal resistance. Engaging end users early fosters buy-in and ensures the technology aligns with operational needs and organizational culture.

Community-Centric Decision Making

Because policing is rooted in public service, technology decisions must reflect community values. Agencies should engage residents early through town halls, demonstrations, or public comment opportunities to address privacy, surveillance, and civil liberties concerns. Technologies such as drones can enhance public safety but often raise concerns when communities lack understanding of how, when, and why they are used. Transparent communication and clear policies are essential to building legitimacy and trust.

Evidence-Based Assessment, Cost, and Training

An evidence-based evaluation process should guide technology adoption, incorporating peer-reviewed research, pilot programs, and cost-benefit analyses. Pilot testing allows agencies to identify operational challenges, training gaps, and effectiveness limitations before full-scale implementation.

Fiscal responsibility requires executives to evaluate both direct costs, such as procurement and maintenance, and indirect costs, including training, data storage, and system integration. Many technologies, particularly data-intensive systems, require ongoing annual investments rather than one-time expenditures.

Training and organizational readiness are equally critical. Personnel must understand the agency's vision for technology use to avoid misuse or public mistrust. Research on law enforcement drone deployment demonstrates that clear guidelines and comprehensive training significantly improve public acceptance and operational success.⁴

Ethics, Accountability, and Continuous Evaluation

Ethical considerations must underpin every technological decision. Technologies with invasive capabilities demand strong accountability frameworks to prevent misuse. Scholarship on predictive policing highlights risks of reinforcing systemic bias and disproportionately impacting marginalized communities.⁵ Ongoing evaluation, public reporting, and community feedback ensure technology remains effective, lawful, and aligned with democratic values.



Assistant Chief Nicholas Augustine
MONTGOMERY COUNTY DEPARTMENT OF POLICE (MD)

Assistant Chief Nicholas Augustine serves as the Chief of the Management Services Bureau for the Montgomery County Department of Police, Maryland. He is a graduate of the FBI National Academy and Northwestern School of Police Staff & Command. Augustine serves on the IACP Police Administration Committee and has been an advocate for advancing technology in law enforcement. He holds a master's degree from Arizona State University in Criminal Justice and a second master's from the University of Virginia in Public Safety.

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Building Tomorrow's Leaders:

A Chief's Perspective on Mentorship and Succession Planning

Chief Brian M. Wright

As law enforcement leaders, we face a critical question: Who will lead our departments when we're gone? The answer isn't found in hoping the right person emerges—it's built through intentional mentorship and strategic succession planning.

Throughout my tenure as Chief of Police for the New London Police Department, I've learned that developing the next generation of leaders isn't just good practice—it's our professional obligation. The challenges facing law enforcement are evolving rapidly, and we need leaders who are not only technically proficient but also emotionally intelligent, community-focused, and adaptable.

The Foundation: Intentional Investment

Succession planning begins with recognizing potential in your ranks—identifying those who demonstrate not just competence, but the capacity and desire to grow. At the New London Police Department (NLPD), we've made leadership development a cornerstone of our organizational culture by investing in programs like the FBI-LEEDA Trilogy and Women Rising Through the Ranks. These transformative experiences expose our personnel to cutting-edge leadership principles and connect them with a national network of law enforcement professionals.

But training is only the beginning. Real mentorship happens in daily interactions, critical incident debriefs, and conversations about decision-making processes. I involve emerging leaders in strategic discussions, even when their input isn't required. This exposure to executive-level thinking prepares them for future responsibilities while demonstrating that their development matters.

Creating a Culture of Growth

Succession planning fails when treated as a secret process reserved for a chosen few. It's important to create a transparent culture where professional development is celebrated publicly and opportunities are accessible to all who demonstrate commitment. When members complete leadership programs, we need to recognize their achievements through community engagement platforms, reinforcing that leadership development is valued and attainable.

Equally important is creating opportunities for emerging leaders to lead—whether heading community initiatives, managing special projects, or representing the department externally. These experiences build confidence and competence. Failure becomes a teaching moment rather than a career-ender, and success is celebrated as organizational progress.

The Long View

Effective succession planning requires looking beyond the next promotion cycle. It means developing leaders at every level so transitions are seamless rather than disruptive. It also means being honest about our own timeline, ensuring we're preparing successors before they're urgently needed.

Perhaps most critically, succession planning demands that we mentor leaders who may surpass us. The goal isn't creating replicas of ourselves, but developing leaders who will adapt to future challenges we can't yet imagine. This requires humility and genuine commitment to the organization's future over our own ego.

The Return on Investment

The benefits extend far beyond smooth leadership transitions. Departments with strong development cultures see improved morale, better retention, and enhanced community trust. Officers who see a path forward are more engaged, innovative, and committed to excellence.

My challenge to fellow chiefs: look at your organizational chart and ask who's ready to step into each position tomorrow. If the answer creates anxiety, it's time to act. Start small—involve one supervisor in budget discussions, create one mentorship pairing, send one person to FBI-LEEDA training. Build from there.

Our legacy isn't measured by our tenure—it's measured by the leaders we leave behind. Through intentional mentorship and strategic succession planning, we ensure our departments don't just survive our departure; they thrive because of the foundation we built. The next generation of law enforcement leaders is already in our ranks. Our job is to recognize them, invest in them, and prepare them for challenges we can't yet imagine. That's not just good leadership—it's our duty to the profession and the communities we serve.



Chief Brian M. Wright
NEW LONDON POLICE DEPARTMENT (CT)

Brian M. Wright is Chief of Police for the New London Police Department (New London, CT), bringing 31 years of law enforcement experience. A University of Rhode Island graduate, FBI National Academy alumnus (Session #262), and FBI LEEDA Trilogy award recipient, Chief Wright is a certified P.O.S.T.-C instructor and Accreditation Manager.

Chief Wright serves on the Connecticut Police Officer Standards & Training Council's Social Justice Advisory Committee, providing guidance on policy and curriculum related to equity and justice. He is actively engaged with multiple organizations, including the Connecticut Police Chiefs Association Board of Directors, NAACP-New London Chapter Executive Board, Connecticut NOBLE (National Organization of Black Law Enforcement Executives) as Vice President, and the OIC (Opportunities Industrialization Center of New London County)-New London Executive Board.

Additionally, Chief Wright serves as a P.O.S.T.-C Accreditation Assessor, Adjunct Faculty Instructor for Dedication To Community, and Adjunct Senior Instructor for the National De-escalation Training Center Region 7 at the University of New Haven.

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

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





Leaders need to establish data governance through comprehensive training programs which teach staff members to create accurate reports, build verification systems, conduct audits, and establish core data protection standards. The organization needs to develop crime analysis capabilities which will help experts explain their findings through testing and multiple evaluations.

The achievement of fairness through design requires specific methods which need to be implemented for successful implementation. Predictive systems develop non-neutral behavior because they learn from historical data which already contains existing biases. The solution requires designers to create solutions. The model selection process should analyze events instead of individual people while using environmental risk factors instead of demographic data and using basic language for logical operations. The establishment of review boards should occur, consisting of members who represent residents and officers and analysts and legal counsel. Organizations can build trust through the standard which defines how well their operations can be seen.

The courtroom matters. The operational guidance tools need to establish boundaries which prevent them from determining what constitutes probable cause. Leaders must define specific limits which separate their duty to assess risks from their personal worries about particular people. The system requires predictive data to determine police positions which will generate the highest response effectiveness instead of using assumptions about community members. Preserve discretion. The documentation process requires law enforcement personnel to explain their reasons for conducting stops and making arrests. When policy separates prevention from enforcement, integrity is protected.

Culture will carry the day. The implementation of predictive policing as a required command from headquarters leads to its failure. The system will achieve success when police organizations understand it functions as their official partnership system. The team needs police officers to verify the map because they possess knowledge about the local terrain. The team needs to respect the sergeant who detects wrong patterns before the shift begins because he will prevent the entire shift from getting confused. The process ends through reporting successful outcomes together with unsuccessful attempts to both the department and the community. The public needs to understand the locations of additional police patrols and the acquired knowledge and all modifications that were implemented.

The promise exists between being an exaggerated claim and being a completely false prediction. It is a disciplined opportunity. The organization needs to establish ethical boundaries which will serve as protective measures. Organizations need to obtain clean data through their resource allocation while they select analysts who possess vital competencies for their work. Respect constitutional limits. Communicate candidly with the public. The north star principle demonstrates that predictive policing performs additional tasks than its stated purpose of future crime prediction. The method concentrates on preventive measures which safeguard personal security while preserving personal liberty. Done well, it is leadership in practice.

Predictive Policing with Purpose

Dr. Stacey White

Predictive policing creates public disagreement about its use. Some people believe there are positive aspects to consider. Others see peril. Both instincts matter. Leaders need to perform two critical responsibilities which involve protecting current victims through strategic resource management and preserving public trust through fair and open operational methods. Predictive policing is not magic. The combination of local knowledge with clean data and accountable leadership through disciplined practice leads to success.

Predictive policing technology enables police departments to prevent crimes through its advanced technological systems when used properly. Hot spot identification serves as the conventional police method which enables units to locate areas where criminal activities persistently occur. Modern systems operate at high speeds to analyze large amounts of data which enables them to detect problems early while assisting military leaders to make strategic deployment decisions. A burglary series does not announce itself. A cluster of overdoses does not send a calendar invite. Our ability to respond based on actual signals instead of making guesses allows us to take action before damage becomes more severe.

There are hard truths. Any organization needs data quality to decide which path to take for its future development. Dirty inputs create false confidence. The results will become incorrect when reports show different information and when certain communities fail to report their criminal activities.



Dr. Stacey White
NORTHEASTERN STATE UNIVERSITY (OK)

Dr. Stacey White is an Associate Professor of Criminal Justice and Cyber Security at Northeastern State University, where he also serves as coordinator of the Cybersecurity Program and the Primary Investigator for the NSU Cybersecurity Clinic. He is a United States Marine Corps veteran who trained as a squad leader, completed Infantry Training School, and later instructed future Naval Service leaders at Quantico. His law enforcement career spans more than thirty years and includes extensive service in patrol, investigations, training, and administration. He served as Chief of Police and Chief Training Officer for the Blanchard Police Department and contributed to statewide training standards through the Oklahoma CLEET Curriculum Review Board. Dr. White has authored multiple publications and teaches a wide range of courses in criminal justice, leadership, emergency management, and cybersecurity. His work reflects a lifelong commitment to public safety and professional development.

Central Falls Police Department Makes History:

First in Rhode Island to Earn FBI-LEEDA Agency Trilogy Award

Dr. Anthony J. Roberson

When you step into the Central Falls Police Department, there's a palpable sense of pride in the air, something deeper than daily duty. This year, that pride reached historic proportions as the department became the first police agency in Rhode Island to receive the prestigious Agency Trilogy Award from the FBI-Law Enforcement Executive Development Association (FBI-LEEDA). This isn't just another plaque on the wall. It's a powerful testament to leadership, integrity, and the kind of progressive policing that's reshaping the relationship between law enforcement and the communities they serve.

Leading the Way in Law Enforcement Excellence

The Agency Trilogy Award is no small feat. To qualify, every member of a department's command staff must complete an intensive series of three leadership development courses with each focusing on supervisory skills, command strategies, and executive-level leadership. The goal: to strengthen internal culture, improve decision-making, and cultivate leaders who serve with vision and empathy.

For Chief Anthony J. Roberson, who leads the department with both discipline and heart, the recognition is especially meaningful.

"This award reflects who we are becoming as a department," Roberson says. "Leadership isn't about rank, it's about responsibility. Every one of our officers took that seriously, and together, we've built a culture that values learning, growth, and service."

Central Falls has never shied away from big ambitions. Once a mill town facing steep economic challenges, it has steadily rebuilt itself into a diverse, resilient community where every improvement matters.

That spirit of perseverance is mirrored in its police department. Earning the FBI-LEEDA Agency Trilogy Award puts Central Falls on the national map as a model of modern policing, emphasizing leadership training, community connection, and continuous improvement. It's a milestone not only for the city, but for the entire state. By becoming the first Rhode Island department to achieve this recognition, Central Falls sets a new standard for what leadership in law enforcement can look like.

Together, these programs transform traditional top-down leadership into a more collaborative, forward thinking model and one that aligns with today's expectations of accountability and transparency. For a department serving a community as tightly knit as Central Falls, those values matter.

Chief Roberson's path to this moment is itself a story of leadership. A veteran of over two decades in law enforcement, he has consistently emphasized education, professional development, and compassion in policing. Under his leadership, the department has expanded community outreach, youth engagement, and officer wellness initiatives. Roberson holds advanced degrees in criminal justice and educational leadership, but it's his everyday philosophy that defines him: "Train hard, lead humbly, serve others."



Dr. Anthony J. Roberson
CENTRAL FALLS POLICE
DEPARTMENT (RI)

Colonel Anthony J. Roberson serves as Chief of Police of the Central Falls Police Department in Rhode Island, a position he has held since 2021. He began his law enforcement career in 2002 with the Providence Police Department, where he served in numerous operational, investigative, and supervisory assignments.

Chief Roberson holds a Doctor of Education in Educational Leadership, a Post Masters Degree in education, a Master of Science in Criminal Justice with a concentration in Strategic Management from Boston University and a Bachelor of Science in Criminal Justice from Bellevue University. In addition, he has the distinction of having his dissertation archived in the FBI library.

He is a graduate of the FBI National Academy, Northwestern University's School of Police Staff and Command and Harvard University Kennedy School Executive Education in Public Leadership. He has also completed the FBI-LEEDA Trilogy and inaugural Five-Star Chief Executive institute program.

Community Resource Dog Lends a Paw To Students In Need

Chief Stephen DiGiovanni

College life can be stressful even in the best of circumstances, but when global or local unrest strikes, that stress can quickly escalate into fear and anxiety.

In recent years, colleges and universities have been exploring innovative ways to support students during these challenging times. One heartwarming solution has been the introduction of comfort dogs: trained canines that provide emotional support and help build bridges between students and campus police. At Quinsigamond Community College (QCC), located in Worcester, Massachusetts, this approach has taken root with the addition of Comfort K9 Siggie, a beloved member of the QCC Police Department.



Siggie works alongside Community Resource Officer Nicholas Yacuzzi, forming a dynamic duo dedicated to fostering a sense of safety and calm on campus. Their mission goes beyond traditional policing; it's about creating connections and offering a destressing technique for learners who may feel overwhelmed. Whether it's exam season or a period of heightened tension, Siggie's presence

offers a simple yet powerful form of comfort—one wagging tail and gentle nuzzle at a time.

The benefits of comfort dogs in educational settings are well-documented. Studies show that interacting with dogs can lower cortisol levels, reduce blood pressure, and release endorphins, all of which help alleviate stress and anxiety. For students navigating academic pressures, personal challenges, and the uncertainties of a rapidly changing world, these moments of calm can make a significant difference. Siggie's role exemplifies this impact, providing a tangible sense of reassurance that words alone often cannot.

This was especially evident during a recent crisis that rippled through the region. QCC is located about an hour north of Brown University, where a shooting incident left the campus community shaken and the suspect still at large. News of the event spread quickly, and fear was palpable, even among students

and staff far from the scene. In response, QCC Police deployed Siggie throughout campus buildings to help mitigate stress and restore a sense of normalcy. Students who encountered Siggie during that time described feeling an immediate sense of relief, a reminder that they were safe and supported.

Comfort dogs like Siggie are more than just morale boosters; they serve as vital connectors between students and campus police departments. In an era where trust in institutions can feel fragile, these dogs help humanize law enforcement, making officers more approachable and fostering positive relationships.

The trend of employing working dogs in higher education is growing nationwide, and for good reason. These programs address mental health needs in a proactive, compassionate way, complementing counseling services and other resources. At QCC, Siggie has become a cherished resource, embodying the college's dedication to student well-being. Whether greeting students during orientation, offering comfort during finals, or responding in times of crisis, Siggie reminds us that sometimes the simplest gestures like a paw, a playful nudge, or even a hug, can have the greatest impact.

As colleges and universities continue to navigate the complexities of modern campus life, initiatives like QCC's Comfort K9 program highlight the importance of innovative, empathetic solutions. In a world where uncertainty can feel overwhelming, Siggie stands as a beacon of calm, proving that even in the "ruffest" of times, a little comfort can go a long way.



Chief Stephen DiGiovanni
QUINSIGAMOND COMMUNITY
COLLEGE PD (MA)

Chief Stephen DiGiovanni has been with the QCC Police department since 2008. He became the department's first detective in 2014, and then was promoted to Sergeant Detective. He continued to move up the ranks and made Deputy Chief of Operations where he served for 9 years and was then promoted to Chief in 2025.

From Policy to Practice:

Strengthening Officer Wellness Through Peer-Driven Crisis Support

Chief George Simpson

Law enforcement leaders increasingly understand that officer wellness is inseparable from operational readiness, ethical decision-making, and long-term organizational health. The profession's exposure to violence, tragedy, and cumulative stress is not hypothetical, it is routine. Yet for decades, agencies relied on informal coping or post-crisis reactions rather than structured, proactive systems of support.

In 2024, the Polson Police Department adopted a comprehensive approach to this challenge by establishing the Polson Area Crisis Team (PACT). PACT is a peer-to-peer Critical Incident Stress Management (CISM) program designed to support law enforcement officers and other emergency service providers following traumatic events. While rooted in established CISM principles, PACT reflects a leadership-driven commitment to normalization, confidentiality, and resilience.

At its core, PACT is based on a fundamental truth: *people have normal reactions to abnormal events*. Critical incidents such as fatal crashes, officer-involved deaths, child abuse cases, and cumulative exposure to human suffering overwhelm even the most experienced professionals. Stress reactions may present physically, cognitively, emotionally, or behaviorally, and left unaddressed, they can affect performance, relationships, and officer safety.

PACT emphasizes peer support as the first line of care. Officers are often more willing to engage with trained peers who understand the culture, language, and realities of emergency services. Carefully selected team members receive formal CISM training and operate under strict ethical and confidentiality standards. This peer-driven model does not replace professional counseling; instead, it serves as an early intervention that promotes recovery and identifies those who may benefit from additional resources.

A cornerstone of PACT's effectiveness is confidentiality. Participation is voluntary, sessions are closed, no notes are taken, and discussions are protected from disclosure except in narrowly defined safety-related circumstances. This structure addresses one of the most persistent barriers to officer wellness programs—fear that seeking help will jeopardize careers. Trust is not an accessory to wellness initiatives; it is the foundation.

The program offers two primary interactions: defusings, typically conducted within hours of an incident on a one-to-one or small-group basis, and debriefings, structured group sessions held within 24 to 72 hours following significant events. Both are designed to reduce stress, normalize reactions, strengthen unit cohesion, and reinforce resilience. Importantly, PACT clearly defines its role. It is not therapy, not discipline, and not an administrative review. It is a leadership support mechanism that accentuates that people have normal reactions to abnormal events and highlights the fact that an officer is not alone, and what steps may be taken to support healthy reactions.

Leadership involvement is essential. Supervisors are trained to recognize potentially traumatic events and to activate peer support appropriately. When leaders normalize participation and model healthy behavior, wellness becomes part of professional standards rather than a remedial measure.

Finally, PACT recognizes the balance between compassion and accountability. When concerns arise about an officer's ability to safely perform their duties, fitness-for-duty evaluations are handled professionally, respectfully, and at the department's expense.

For FBI-LEEDA leaders, the lesson is clear: officer wellness is a leadership responsibility. Structured peer support programs like PACT strengthen resilience, preserve careers, and ultimately enhance service to our communities. Investing in our people is not a soft approach, it is sound leadership.



Chief George Simpson
POLSON POLICE DEPARTMENT (MT)

George Simpson is the Chief of Police for the Polson Police Department in Polson, Montana. He has served in law enforcement for over two decades in supervisory and executive leadership roles. Chief Simpson is a trained peer support provider and an active member of the Polson Area Crisis Team (PACT), a multi-agency critical incident stress management program supporting first responders throughout the Mission Valley. He is committed to advancing officer wellness, ethical leadership, and organizational resilience through policy development, training, and peer-driven support initiatives.



FBI-LEEDA 2025 Conference in New Orleans

Leadership at the Point of Decision:

Embedding Command Authority in Transit Operations

Inspector Charles Pisanelli

Complex transportation systems require leadership capable of operating across organizational boundaries. Before an MTA Police Department (MTAPD) supervisor was assigned to the Metro-North Operations Control Center (OCC), a recurring challenge affected both public safety and service reliability. Police operations and rail control shared the same overarching mission but approached it through different priorities, protocols, and professional cultures. Limited direct interaction between the two created friction during critical incidents, leading to delays, misunderstandings, and operational inefficiencies.

Police supervisors and rail controllers rarely worked side by side. As a result, neither group fully understood the pressures, constraints, or decision-making frameworks of the other. Law enforcement priorities emphasized officer safety, scene control, and threat mitigation, while rail control focused on system flow, passenger movement, and minimizing service disruption. Without a shared operational picture or established relationships, decisions were often sequential rather than collaborative. This gap stemmed not from unwillingness, but from structural separation.

The solution required leadership, not simply new procedures. Embedding an MTAPD supervisor within the OCC addressed the root issue by placing command-level police leadership at the point where operational decisions are made. FBI-LEEDA leadership doctrine stresses adaptability, influence, and decision-making at the point of greatest impact. The OCC assignment put these principles into practice by integrating public safety leadership directly into the railroad's decision-making environment.

The OCC is the nerve center of Metro-North Railroad, where real-time decisions affect safety, service continuity, and public confidence. An MTAPD supervisor in this environment transforms policing from a reactive support function into a proactive leadership partnership. Public safety and service reliability are no longer competing priorities handled in isolation, but complementary objectives managed collaboratively in real time.

During critical incidents, effective leadership demands speed, composure, and decisiveness. An OCC-based supervisor provides immediate command authority without reliance on delayed communications or fragmented information. This creates a unified command posture consistent with FBI-LEEDA principles of situational leadership and decisive action. Equally important, operating alongside railroad leadership builds trust and mutual understanding. Police and rail leaders gain insight into not only each other's priorities, but also the rationale behind operational decisions. As a result, escalation is reduced, response times improve, and confidence is reinforced across executive leadership, frontline employees, and law enforcement personnel.

Situational awareness is foundational to sound leadership. Direct access to train movements, signal conditions, weather impacts, and service disruptions enables the OCC supervisor to anticipate secondary risks such as overcrowding, trespass incidents, or disorder. Leaders who can identify emerging threats early are better positioned to intervene proactively rather than reactively.

The leadership impact extends directly to officers in the field. Enhanced intelligence sharing improves morale by reinforcing trust in command-level decision-making. Access to body-worn camera footage and station video provides immediate situational intelligence during unfolding incidents, allowing leadership to deploy protections, request resources, or adjust tactics in real time. Protections can be implemented in seconds rather than minutes, reducing reliance on telephone relays and fragmented reporting.

Embedded leadership has also produced measurable operational benefits. In 2022, police-attributed train delays totaled 19,056 minutes; in 2023, 19,066 minutes. In 2024, the first full year with an OCC-based MTAPD supervisor, delay minutes dropped to 5,448. This reduction reflects earlier interventions, improved coordination, and leadership decisions that balance safety with service continuity.

Ultimately, embedding an MTAPD supervisor in the OCC resolved a leadership gap that policy alone could not. By addressing cultural separation, improving mutual understanding, and aligning priorities at the point of decision, this model demonstrates how leadership placement can transform outcomes. In complex transit environments, leadership at the center is not optional – it is essential.

Leadership Takeaways

- Identify and address leadership gaps created by organizational separation.
- Place leaders where operational decisions are made to align priorities in real time.
- Build trust by fostering daily interaction between professional cultures.
- Measure leadership effectiveness through safety, morale, and operational outcomes.



Inspector Charles Pisanelli

METROPOLITAN TRANSPORTATION
AUTHORITY POLICE DEPARTMENT (NY)

Charles Pisanelli is an Inspector with the Metropolitan Transportation Authority Police Department in New York and currently serves as the Commander of the Metro-North Railroad territory. He is a 20-year veteran of the MTAPD with extensive experience in command leadership, critical incident management, and interagency coordination within complex transportation environments. Inspector Pisanelli received the FBI-LEEDA Trilogy Award in June 2023. The views expressed are his own.

“ **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”!**

— Anthony Stanziale (Los Angeles Police Department) on SLI



“ **I enjoyed the time in the beginning of each class to journal and quietly reflect on the lessons. This gave me time to think critically about how to apply leadership skills to my current assignment.**

— Jeff Perry (Massachusetts State Police) on CLI



Leading the Narrative:

Why Communication Is a Command Responsibility

Lieutenant Jared Sandifer

In today's law enforcement environment, communication is no longer a secondary function reserved for press releases or reactive statements. It is a command responsibility that reflects an organization's leadership, culture, and core values. From routine operations to critical incidents, how leaders communicate internally and externally shapes trust, morale, and credibility while reinforcing the principles that guide the profession.

Effective leadership communication begins with loyalty to the mission, the organization, and the people who carry out that mission each day. Leaders who communicate consistently and with intention show a clear commitment to their personnel and the communities they serve. That commitment is most clearly demonstrated not during moments of success, but during periods of uncertainty, when calm and steady communication matters most. It is reinforced through equity, ensuring information is shared fairly and consistently without favoritism, regardless of audience or circumstance.

The foundation of effective communication is accountability. Leaders who speak clearly, accurately, and promptly demonstrate ownership of decisions and outcomes. Silence or ambiguity can unintentionally create uncertainty and erode confidence, particularly among those looking to leadership for clarity. Command-level leadership requires recognizing that every decision to communicate, or not communicate, sends a message that shapes perception and trust.

Communication also reflects excellence and respect. Excellence is demonstrated when leaders prioritize accuracy over speed and preparation over reaction. Respect is conveyed through tone, language, and professionalism, particularly during difficult or emotionally charged situations. Thoughtful communication acknowledges the impact of law enforcement actions while maintaining organizational credibility.

Strong internal communication reinforces selfless service. When leaders provide transparency and context to their personnel, they place the needs of the organization above personal convenience. Over time, consistent internal messaging strengthens cohesion, supports morale, and helps personnel understand the purpose behind decisions, particularly during times of change, heightened scrutiny, or operational stress, when context matters most.

Leadership communication is inseparable from honor and integrity. Honorable leadership demands honesty, even when information is incomplete or outcomes are uncertain. Integrity requires resisting speculation and remaining grounded in verified facts. These principles are most visible when leaders ensure consistency between words and actions, particularly when external pressures are at their highest.

Particularly in moments of crisis, leadership communication faces the greatest scrutiny and demands tremendous personal courage. Courageous leaders engage with clarity and empathy when emotions are high, and the margin for error is narrow. They resist the urge to rush messaging for appearances alone and instead prioritize accuracy, steadiness, and transparency.

Public information professionals are essential partners in this process, but communication cannot be fully delegated. Command staff set the tone, priorities, and expectations that guide messaging. When communication is integrated into leadership planning rather than treated as an afterthought, it becomes a force multiplier that aligns actions with values.

Ultimately, communication is leadership in action. It reflects who leaders are, what they stand for, and how they serve. Leaders who embrace communication as a command responsibility reinforce core values, strengthen organizational trust, and build credibility that endures beyond individual incidents. In an era where every word carries weight, leadership is measured not only by decisions made but by how those decisions are communicated.



Lieutenant Jared Sandifer
LOUISIANA STATE POLICE

Jared Sandifer is a Lieutenant with the Louisiana State Police, currently assigned to the Operational Development Section, where he supports organizational initiatives focused on policy development, research, and professional standards. He previously served in the Public Affairs Section, overseeing public information operations and serving as an official spokesperson for the Department.

Lieutenant Sandifer brings leadership experience across public affairs, criminal justice information services, fusion center operations, and criminal investigations. A graduate of Louisiana State University, he has completed advanced leadership and media training, including the FBI-LEEDA Trilogy and the Media and Public Relations (MPR) course. His leadership philosophy emphasizes accountability, integrity, professionalism, and principled communication in service to both the organization and the public.



FBI-LEEDA 2025 Conference in New Orleans

Leading with Authenticity:

Building Trust and Retaining Talent in Modern Law Enforcement

Captain Ricky Porter

Law enforcement is one of the most demanding professions in public service. Decisions carry real consequences, stress is constant, and trust can mean the difference between safety and failure. In this environment, leadership requires more than rank, authority, or technical competence. It requires credibility. Authentic leadership provides a framework that speaks directly to the realities of policing and addresses one of the profession's most pressing challenges: trust and retention.

Authentic leadership is built on self-awareness, transparency, ethical grounding, and balanced judgment. At its core, it means leaders understand who they are, what they stand for, and they act consistently with those values. In law enforcement, officers quickly recognize when leadership lacks alignment between words and actions. When leaders appear performative or disconnected, trust erodes and engagement declines. When leadership is genuine and consistent, officers notice and respond.

Trust is the foundation of effective policing. It is also a safety issue. Officers rely on leaders to make fair decisions, communicate honestly, and remain steady under pressure. Authentic leaders build trust by being predictable in their ethics while remaining flexible in their thinking. They listen before reacting, explain decisions even when those decisions are unpopular, and hold themselves to the same standards they enforce. This consistency creates psychological safety. Officers feel comfortable raising concerns, offering ideas, and admitting mistakes without fear of retaliation.

Leadership rooted in control, image management, or unchecked authority produces the opposite effect. When officers feel dismissed or disrespected, morale declines and stress follows them beyond the shift. Over time, that strain contributes to burnout, cynicism, and attrition. Authentic leadership counters this pattern by prioritizing relationships over rank and accountability over ego. It replaces fear with clarity and silence with dialogue.

Retention in law enforcement is rarely driven by salary alone. Officers leave when they feel unsupported, unheard, or disconnected from the mission. Authentic leaders improve retention by fostering belonging and shared purpose. When leaders communicate openly, acknowledge effort, and own their mistakes, officers remain engaged even during difficult periods. Trust transforms demanding work into meaningful service.

Authentic leadership also reshapes how strength is defined in police culture. Decisiveness and command presence matter, but they do not require emotional distance. Leaders can be firm while remaining fair. They can enforce standards while treating people as human beings first. This approach does not weaken authority. It strengthens legitimacy and credibility.

High stress organizations function best when leadership shifts from power over to power with. Collaboration, shared accountability, and mutual respect build resilient teams. Authentic leaders invite input, encourage growth, and model the behavior they expect. Officers who see leaders learn from failure are more willing to do the same.

For agencies facing recruitment and retention challenges, authentic leadership is not a trend or a soft skill. It is a practical response to modern policing. Developing authentic leaders requires self-reflection, honest feedback, and alignment between values and policy. Training that emphasizes ethics, communication, and emotional intelligence reinforces this approach across all ranks.

Authentic leadership builds trust because it is real. It improves retention because people stay where they feel respected and understood. In law enforcement, where credibility shapes both internal culture and public confidence, authenticity is not optional. It is essential.

Author's Note:

This article is adapted from the author's graduate thesis (*How Does Authentic Leadership Build Trust and Improve Employee Retention in High-Stress Organizations?*) completed at the University of Georgia as part of the Master of Education program in Learning, Leadership, and Organization Development. The content has been revised for a practitioner audience and reflects both leadership research and applied experience in high-stress law enforcement environments. A copy of the full thesis is available upon request.



Captain Ricky Porter
CLAYTON COUNTY POLICE DEPARTMENT (GA)

Captain Ricky Porter serves as a Sector Commander with the Clayton County Police Department in Georgia, an agency of nearly 400 officers. He brings more than 18 years of law enforcement experience, beginning his career in the United States Army Military Police Corps before transitioning to civilian policing.

Captain Porter has held key leadership and specialized roles in negotiations, drone operations, community affairs, and peer support. His experience includes extensive training in crisis intervention, negotiations, and leadership, with direct involvement in critical incidents, tactical operations, and community safety initiatives. He is a graduate of the FBI-LEEDA Program and a recipient of the LEEDA Trilogy Award.

He has also served as an academy instructor and mentor, developing leaders at multiple levels. Captain Porter is currently pursuing a Master of Education in Learning, Leadership, and Organization Development at the University of Georgia, with a focus on authentic leadership in high stress public safety organizations.

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

— Ben Lisle (Martin County Sheriff's Office, FL) on MCI/AL



“ I gained a lot of valuable information in this class. One of the best classes and instructors I have had. Picking up a lot of small tricks and tips will make becoming a PIO an achievable goal for me and for my department.

— Deric Oshel (Linn County Sheriff's Office, IA) on MPR



“ This class opened my eyes to a new way of looking at leadership and how to be a better leader.

— Kurt DeForrest (West Pikeland Township, PA) on SLI



The Critical Role of Emotional Intelligence in Police Supervision

Sergeant Victoria Miner

In law enforcement, technical skills and tactical knowledge are essential—but they are not enough. Today's policing environment demands leaders who can navigate complex human dynamics with empathy, self-awareness, and adaptability. This is where **emotional intelligence (EI)** becomes a cornerstone of effective supervision.

Why Emotional Intelligence Matters

Police supervisors are not only responsible for operational oversight; they shape the culture of their teams. Officers often face high-stress situations, traumatic incidents, and public scrutiny. A supervisor with strong emotional intelligence can recognize signs of burnout, manage conflict constructively, and maintain morale during challenging times. This ability to “read the room” and respond appropriately fosters trust and resilience within the unit.

Key Components for Supervisors

- **Self-Awareness:** Understanding your own emotional triggers helps prevent reactive decision-making during critical incidents.
- **Empathy:** Demonstrating genuine concern for officers' well-being builds loyalty and reduces turnover.
- **Social Skills:** Effective communication, especially during disciplinary actions or crisis debriefings, strengthens team cohesion.
- **Self-Regulation:** Maintaining composure under pressure sets the tone for professionalism and calm decision-making.

The Impact on Organizational Success

Departments that prioritize emotional intelligence in leadership see measurable benefits: improved officer wellness, reduced complaints, and stronger community relationships. Supervisors who lead with EI create an environment where accountability and compassion coexist, ultimately enhancing public trust.

As law enforcement evolves, emotional intelligence is no longer optional; it is a leadership imperative. By investing in these skills, supervisors can guide their teams through uncertainty while safeguarding both officer and community well-being.



Sergeant Victoria Miner
NORTHWESTERN UNIVERSITY POLICE DEPARTMENT (IL)

Victoria J. Miner, PhD (c) is a Police Sergeant with Northwestern University Police Department. She is a certified Ethics Instructor, Juvenile Officer. Use of Force Instructor, Field Training Officer, and CIT trained. Victoria holds a bachelor's degree in psychology, a master's in criminal justice, and has completed all coursework toward a Ph.D. in Strategic Leadership. She has extensive experience in crisis intervention, policy development, and leadership training, and is passionate about fostering organizational growth and community trust through innovative policing strategies.

The Full Threat Picture:

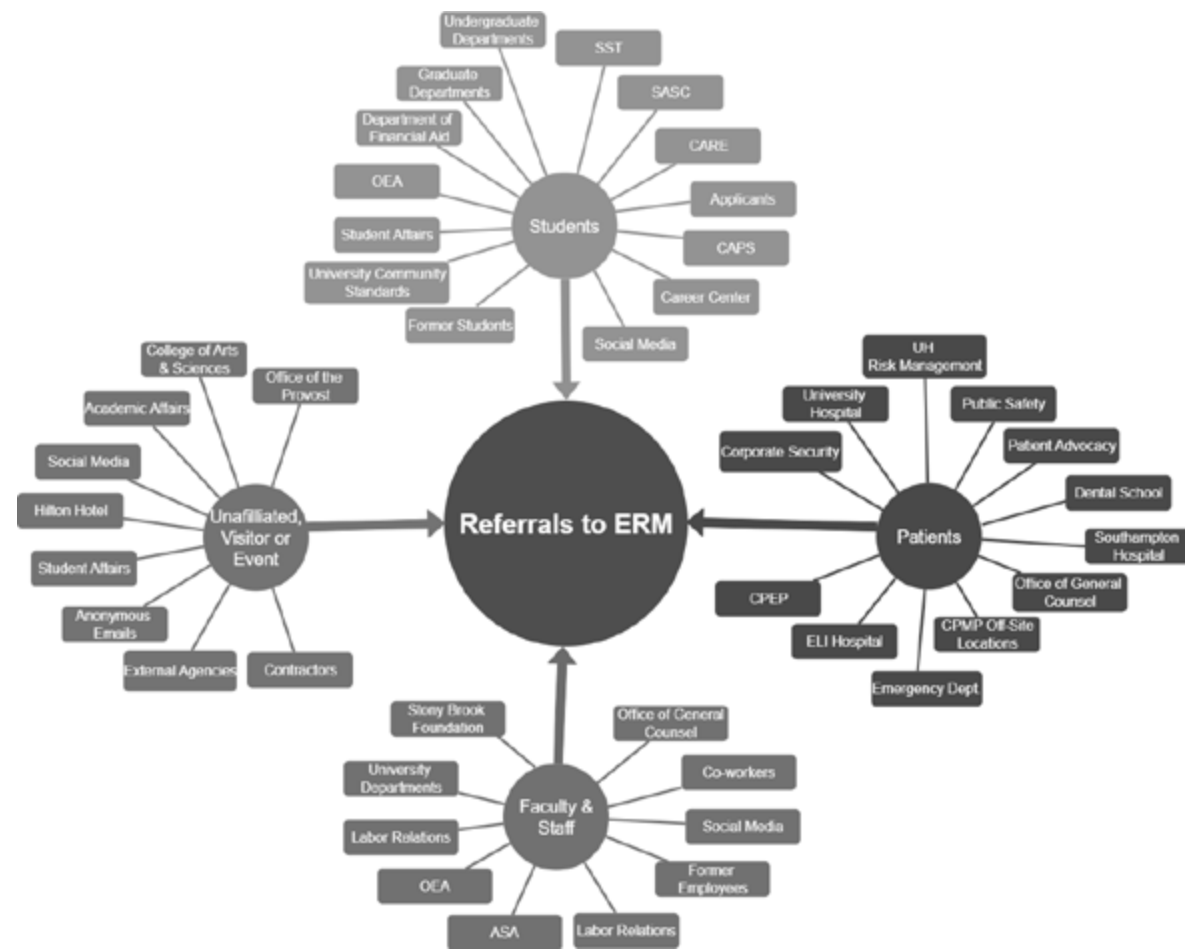
Beyond the Classroom

Lawrence M. Zaccarese, Neil Farrell, and Brittney Casa

It's Friday at 4:00 p.m. when your inbox pings. As you scroll through the email chain, you realize it's already made the rounds across multiple departments on your college campus, collecting replies, vague suggestions, some questions, and partial answers along the way. Everyone is copied, but no one is quite at the helm. And therein lies the question: Who is accountable for assessing concerning behavior that, at face value, doesn't quite rise to the level of law enforcement involvement—and involves someone who isn't currently part of the campus community? A former student? An applicant? A past employee? A contractor? A visitor? This is the gray space campuses know all too well. The reported behavior isn't overtly threatening, there is no crime, and yet the pattern is sufficiently concerning enough to generate unease, enough to prompt a flurry of emails as departments search for guidance. Without a defined ownership model, such issues can remain unassessed, increasing the potential for downstream risk to people, operations, and institutional reputation.

Threat assessment in higher education is traditionally viewed through the lens of concerning student behavior, and addressed by student affairs/student conduct. While that focus remains essential, it represents only one piece of a much larger puzzle. Today's colleges and universities are dynamic environments that operate as complex enterprises, encompassing academic programs, healthcare systems, research operations, residential life, and public-facing services. Each introduces distinct risk vectors that intersect with safety, compliance, continuity, and reputational risk—core domains within the Stony Brook University's Division of Enterprise Risk Management (ERM). ERM took a comprehensive approach to campus safety—one that moves beyond the classroom to include the full range of threats facing higher education and its healthcare settings. A multidisciplinary team was formed to create what is known as the Office of Threat Analysis and Management (OTAM), with the goal of creating a centralized triage process, bridging any gaps and serving the campus enterprise as a whole.





The following real case study illustrates how OTAM's enterprise approach operates in practice.

OTAM received a referral in which an individual sent numerous concerning emails to both internal—including Stony Brook University Undergraduate Admissions Office—and external entities, asserting that he had a strong case against Stony Brook University Hospital for alleged medical malpractice. Although the communications did not contain explicit threats, their persistence, tone, and grievance-focused content triggered concern across multiple units. By applying an evidence-based approach, OTAM conducted an open-source review and coordinated with Stony Brook University stakeholders. OTAM determined that the individual was neither a current student nor an employee, but a former patient. Further analysis identified several threat-enhancing factors, including, history of mental health concerns, history of violence, escalating communications, and grievances against the university. A behavioral risk assessment was conducted, which identified the individual as a level of concern. OTAM subsequently located the individual's most recent address and coordinated with the local Mobile Crisis Team (MCT). The MCT responded to the residence, conducted an on-site clinical assessment, and ultimately determined that the individual necessitated transportation to the hospital for a psychiatric evaluation and connection to appropriate resources.

By expanding the scope of assessment and collaboration, higher education institutions can develop a more resilient and holistic framework for protecting their people, safeguarding their missions, and building trust across academic, clinical, and community settings. Enterprise Risk Management's development of OTAM has established a clear pathway for identifying, assessing, and managing situations that pose, or may reasonably pose, a threat to the safety and well-being of the university's enterprise, providing confidence that each issue is being addressed with the necessary attention. Integrating behavioral threat assessment and management within an ERM framework strengthens institutional resilience, ensures accountability, reinforcing a culture of shared responsibility for risk across academic, healthcare, and research sectors.



Lawrence M. Zacaese, JD, MPA, CHSP, CHCM, EMT-P, CCEP
VP FOR ENTERPRISE RISK MANAGEMENT AND CHIEF SECURITY OFFICER, STONY BROOK UNIVERSITY

Lawrence has over 30 years of experience in the public and private sector managing multiple complex organizations. He provides executive leadership, expertise and strategic guidance to the Stony Brook community on enterprise risk management, environmental health and safety, emergency management, business continuity, crisis communications, and public safety. Lawrence is a licensed attorney and holds a JD from Touro University as well as an MPA and a BA in Forensic Psychology from the John Jay College. He holds a Post-Graduate Certificate in Global Security and Terrorism Studies from Fairleigh Dickinson University, and a Post-Graduate Certificate in Criminal Justice from the University of Virginia. Lawrence graduated from the Harvard Kennedy School Senior Executives in National and International Security program, the 246th session of the FBI National Academy, and the FBI Mid-Atlantic Law Enforcement Executive Development Seminar at Princeton University.



Neil Farrell, MA
ASSOCIATE VP FOR LAW ENFORCEMENT, INVESTIGATIONS AND ACCREDITATION & DEPUTY CHIEF SECURITY OFFICER, STONY BROOK UNIVERSITY

Neil Farrell is the Associate Vice President for Law Enforcement, Investigations and Accreditation & Deputy Chief Security Officer. He arrived at Stony Brook in 2009 after an extensive law enforcement career in the NYPD. Neil manages all aspects of UPD's Detective Division criminal, internal, disciplinary, confidential and sensitive investigations. Neil directed all policies and Standard Operating Procedures for the department while serving as a Deputy Title IX Coordinator, the University Administrator for Clery Federal Guidelines and the UPD representative to the U.S. Department of Justice Violence Against Women Grant. Neil holds a Bachelor of Science Degree in Human Resource Management, a Master of Arts in Adult Education and Training and is a graduate of the Columbia University Police Management Institute and the Federal Bureau of Investigation (FBI) National Academy 254th session.



Brittney Casa, LMHC
DIRECTOR OF THE OFFICE OF THREAT ANALYSIS AND MANAGEMENT, STONY BROOK UNIVERSITY

Brittney is the Director of the Office of Threat Analysis and Management and leads behavioral threat assessment and prevention efforts across the university, conducting risk analyses, recommending mitigation strategies, and partnering in responses to potential or actual incidents involving students, faculty, staff, and others. Brittney is a certified Crisis Intervention Team (CIT) instructor and coordinator, leading the training efforts for all UPD personnel in CIT. Brittney serves on the university's CARE Team committee, which focuses on identifying and supporting students in distress by coordinating resources and interventions to ensure their safety and well-being. After working as a clinical director at a high-risk, non-public K-12 school, Brittney returned to Stony Brook University, where she had previously worked at UPD. Brittney received a BA in Criminal Justice and Psychology, an MA in Forensic Mental Health Counseling, and is a licensed mental health counselor.

Mental Elasticity in Law Enforcement Leadership

Undersheriff Mike Hairston

Mental elasticity refers to the cognitive flexibility that allows individuals, particularly leaders, to adapt their thinking and behavior in the face of novel challenges and unexpected circumstances. In the context of law enforcement leadership, this quality is not just a valuable asset; it is essential for effective management and community relations. Leaders in this domain must navigate rapidly evolving societal expectations, technological advancements, changing legal frameworks, and increasing scrutiny from the public and media.

In law enforcement, unpredictability is a given. Officers frequently encounter high-stress situations that require quick decision-making, whether responding to emergencies, managing community conflicts, or engaging in proactive policing. A leader with mental elasticity can assess situations from multiple angles, considering various perspectives before determining the best course of action. This flexibility not only enhances the leader's decision-making ability but also serves as a model for the officers they supervise, encouraging a more adaptive and resilient police culture.

Innovation is closely tied to mental elasticity. Law enforcement agencies are often criticized for being slow to adopt new technologies or methods. However, leaders who embrace cognitive flexibility are more inclined to explore innovative solutions, ranging from the deployment of advanced analytics in crime prediction to community policing initiatives that foster collaboration between officers and citizens. By promoting a culture of creativity and open-mindedness, these leaders can encourage their teams to think outside the box, driving improvements in both operations and public perception.

Emotional intelligence is another critical aspect of mental elasticity in law enforcement leadership. Police leaders must be adept at recognizing and responding to the emotional states of their officers and the communities they serve. By understanding the diverse experiences of their team members and the public, leaders can make informed decisions that resonate with the community and build trust. This emotional awareness fosters collaboration and unity, ultimately enhancing the effectiveness of law enforcement efforts.

Moreover, law enforcement faces numerous external challenges, including societal unrest, shifting political sentiments, and heightened public scrutiny regarding police practices. Leaders who demonstrate mental

elasticity are better equipped to navigate these turbulent waters. They can adjust communication strategies in response to community concerns, adapt policies to reflect changing public expectations, and implement training programs that prioritize cultural competence and de-escalation techniques. In doing so, they not only ensure officer safety but also work to rebuild and strengthen trust within the community.

In conclusion, mental elasticity is a foundational quality for effective law enforcement leadership. As the landscape of policing continues to change, leaders who possess cognitive flexibility can adapt to new challenges, foster innovation, and build emotional connections with their teams and communities. This adaptability is vital to creating police organizations that are not only effective in their operations but also responsive to the needs and concerns of the public they serve. By cultivating mental elasticity, law enforcement leaders can enhance their capacity to lead effectively in a complex and dynamic environment.



Undersheriff Mike Hairston
SAN JUAN COUNTY
SHERIFF'S OFFICE (WA)

Undersheriff Mike Hairston has over 36 years of experience. Mike started his law enforcement career in 1989 with the Texarkana Texas Police Department. Mike retired from The Farmers Branch Police Department in 2020 to accept a position with the San Juan County Sheriff's Office in Washington State where he is still currently serving as the Undersheriff.

During his career Mike has supervised a patrol shift, the training unit, hostage negotiations team, and accident reconstruction team. He has also been the program manager for two agencies where he helped them achieve State Accreditation. Mike has been an instructor for over 20 years teaching firearms, hostage negotiations, instructor development, leadership, and accident reconstruction. Mike also teaches leadership development for The Washington Association of Sheriffs and Police Chiefs, as well as FBI-LEEDA, and served on the curriculum board and background board for The Texas Commission of Law Enforcement where he helped develop training and background requirements for peace officers in Texas.

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Rejuvenating the Meaning of Defensive Tactics

Lieutenant Courtney L. Kenmuir

What is something missing in modern law enforcement? Though several options come to mind, this question can be addressed by looking at the issues that routinely arise as hot topics in the field. Some are officer-related mental health concerns, poor physical health, de-escalation strategies, and, rounding it out, reactions to officers involved in use-of-force incidents.

A solution to tackle all these issues may be something unexpected. I propose the key could be a rejuvenating refocus on Defensive Tactics training. This should be coupled with healthy annual training requirements. Defensive Tactics gives officers a physical outlet to learn how to breathe under stress, think through problems, build confidence in realistic techniques, and ultimately develop unparalleled physical skills that could save lives.

It all sounds great on paper, but let's discuss how to make this idea attainable. First, you need a system or set of systems that can realistically tackle the principles of physically controlling another person. This should be focused on teaching and breaking down how to control the hands, head, and hips. Knowing how to control ours and how to accurately control anyone else's. Officers are more likely to remember, trust, and use a skill if they are taught the why and how it works. It also doesn't hurt when they are given the opportunity to feel it from both sides in a real-world scenario.

When choosing the program to back, we need it to address common concerns of recommended training requirements, attainable skills, built-in problem-solving, cuffing fluidity, feasible takedowns, troublesome entries, and backing in court. Some up and coming D.T. systems earning consideration are Effective Fitness Combative (EFC) founded by Jay Wadsworth, Gracie Survival Tactics (GST) from Renner and Ryon Gracie, and introductions to basic Jujitsu. The EFC system focuses on incorporating jiu-jitsu, wrestling, fitness, and officer experiences. The GST system stems from the Gracie family's more than a century of jiu-jitsu expertise coupled with a desire to improve officer and community safety. A basic jiu-jitsu program teaches grappling, ground defense, and body control. Any of these would powerfully shape a reliable, well-rounded officer.

We are willing to pay for new vehicles, cutting edge tools, and all kinds of other really tactic-cool equipment. These are absolutely needed to stay modernized with the times and trends. Following that logic, why are we not providing our officers with the finest and most contemporary Defensive Tactics programs available? There will be a cost and policy update to be made either way. I would rather change occur from a departmental desire to excel rather than an outdated program causing unnecessary litigation. To quote Gordon Graham, "If it's predictable, it's preventable."

Lastly, we need to address budgeting and time. We function on minimum yearly requirements for skill recertifications. If someone can be called in for overtime to regularly cover a 12-hour shift, a new way can absolutely be found to provide quarterly training. One 4-8 hour training day every 3-4 months is not as unattainable as we may believe it is. Repetition builds muscle memory. This strengthens the ability to rely on these techniques under pressure. Lack of quarterly training hinders an officer's confidence in their training. This lessens their options resulting in well-intentioned officers moving to more extreme force options.

Officers are remarkable when their presence bleeds confidence. This comes from knowing they are capable. They become capable when given practical skills they can trust. This takes understanding, practice, and repetition. The hour is upon us to support our officers with the time, techniques, and the inclusive program required to truly be exceptional.

Lieutenant Courtney L. Kenmuir

IBERIA PARISH SHERIFF'S OFFICE (LA)

Lieutenant Courtney Kenmuir has been a deputy with the Iberia Parish Sheriff's Office (I.P.S.O) in New Iberia, Louisiana for 13 years. She is a 2012 graduate of the University of Louisiana at Lafayette and holds a bachelor's degree in criminal justice. While employed with Iberia S.O., she has risen in ranks from entry level correctional officer to Shift Lieutenant. She currently holds the position of Administrative Lieutenant overseeing the Correctional Support Division, also managing correctional new employee and reoccurring training. Lt. Kenmuir holds the roles of Defensive Tactics Instructor, P.O.S.T. Corrections instructor, and Commander of the IPSO Crisis Negotiation Team. She strives to incorporate the techniques gained from completing the FBI-LEEDA Trilogy program in August 2022, into all her duties. Outside of work, Lt. Kenmuir enjoys soaking up the valuable moments of life with her husband and three children.



FBI-LEEDA 2025 Conference in New Orleans



Virtue Ethics in Modern Policing

Captain David Ennis

Leaders in public service make decisions every day that affect more than just their departments. Their choices shape the experiences of their officers, influence public trust, and ultimately impact the communities they serve. Many of these decisions must be made quickly and under pressure. Still, while decisiveness is important, ethical judgment carries just as much weight. Strong leadership is not only about getting results or following policy; it is about the character behind those decisions.

Most leaders are familiar with common ethical approaches. Some rely heavily on rules and policies; others focus on outcomes; and some emphasize duty and obligation. These approaches all have value, but they do not always provide clear guidance in complex, real-world situations. This is where virtue ethics offers something different. Rather than asking, "What rule applies?" or "What outcome do I want?", virtue ethics asks a simpler, more personal question: "What kind of leader do I want to be?"

This idea comes from Aristotle, who believed character is formed through habit. What we repeatedly choose to do becomes who we are. For leaders, that means everyday decisions matter more than rare, dramatic moments. How a leader handles minor issues, treats people during routine interactions, and responds to mistakes slowly builds their reputation and credibility.

Why Character Matters

A leader's character sets the tone for the entire organization. Policies cannot cover every scenario, and when guidance falls short, values take over. Character does not develop overnight. It is shaped through consistent choices, especially when doing the right thing is inconvenient or uncomfortable. Leaders who hold themselves to a high standard, even when no one is watching, build confidence in their judgment. Over time, ethical decision making becomes instinctive rather than forced.

Finding the Balance

Aristotle described virtue as a balance between extremes. Courage, for example, falls between recklessness and cowardice. Leaders face this kind of balance constantly. They must enforce standards without being inflexible, allow grace without losing accountability, and act decisively without acting carelessly.

Consider an officer who makes a mistake. A reaction driven by frustration or fear may result in overly harsh discipline, while avoiding the issue altogether sends the wrong message. A leader guided by character

takes time to assess the situation, considers intent and impact, and responds in a way that is fair and constructive. This approach does more than correct behavior, it builds trust and reinforces expectations.

Thinking Long Term

Virtue ethics encourage leaders to think beyond immediate outcomes. Each decision contributes to the culture of the organization. Leaders who act consistently and fairly create an environment where accountability feels normal and trust grows naturally. Officers are more likely to take responsibility when they know leadership will respond with honesty and balance.

Mentoring by Example

Character develops within teams, not in isolation. Leaders have a responsibility to model the behavior they expect and to talk openly about ethical challenges. When leaders admit mistakes, explain decisions, and mentor others, they strengthen the organization. Ethical leadership becomes shared rather than imposed.

Conclusion

Virtue ethics reminds leaders that leadership is not just about what we do, but who we become over time. By building good habits, seeking balance, and leading with integrity, public service leaders earn lasting respect from their teams and the communities they serve. The lesson is simple and enduring: strong leadership begins with character.



Captain David Ennis

MARCO ISLAND POLICE DEPARTMENT (FL)

Captain David Ennis began his distinguished law enforcement career in 1981 with the United States Air Force (USAF), where he served in the Security Forces career field. Over the course of his military service, he rose to the rank of Chief Master Sergeant (E-9). Captain Ennis held several prominent leadership roles in civilian law enforcement, including Chief of Police at the U.S. Naval Academy, Commander of Traffic Safety Section at Anne Arundel County Police Department (MD), and Commander of the Major Crimes Section at Anne Arundel County Police Department (MD).

He earned both a Bachelor of Science and a Master of Science in Management from Johns Hopkins University, and is a graduate of top leadership programs including the Johns Hopkins Police Executive Leadership Program, FBI-LEEDS Seminar, FBI-LEEDA Trilogy, and the USAF Senior Noncommissioned Officer Academy. Captain Ennis is an active member of the Florida Police Chiefs Association (FPCA), the International Association of Chiefs of Police (IACP), the Police Executive Research Forum (PERF), the National Sheriffs' Association (NSA), and the Governors Highway Safety Association (GHSA).

Steady Leadership in Unsteady Moments

Assistant Chief Adam Blanton

Law enforcement leaders operate in volatile moments when institutional trust can be quickly and publicly strained. The nature of the profession ensures leadership is always exercised in view of the community. Whether through formal statements, operational decisions, or deliberate silence, law enforcement leadership is inherently public. The question is no longer whether leaders will be seen, but whether their communication choices will strengthen or erode institutional credibility over time.

When an institution is questioned, the challenge rarely remains confined to a single incident. Attention shifts from what occurred to whether the organization itself can be trusted. Leaders who treat credibility challenges as isolated events often miss their broader effects on morale, legitimacy, and long-term confidence. In these moments, communication ceases to be a support function and becomes a command responsibility.

The first responsibility of leadership in unsteady moments is stability. Stability does not require immediate response, nor does it demand silence. It requires disciplined decision-making grounded in process. One widely accepted best practice in public-sector crisis communication is the principle of accuracy before speed. Leaders who prioritize verified information over immediacy reduce the risk of corrective messaging, contradiction, or perceived backtracking, all of which erode trust.

Effective communication decisions begin with three foundational questions: what is known, what is not yet known, and what process is underway to determine the truth? This framework anchors messaging in transparency without speculation. It allows leaders to communicate confidently without overcommitting to facts that may later change. When leaders consistently communicate within these boundaries, credibility becomes cumulative rather than fragile.

Because all law enforcement leadership is public-facing, consistency matters as much as content. Industry-standard PIO practice emphasizes message discipline, meaning that statements, updates, and responses align with policy, investigative integrity, and organizational values. Leaders should avoid messaging that attempts to resolve public emotion rather than explain institutional process. Communication designed to placate sentiment may provide short-term relief but often produces long-term institutional harm when expectations are later unmet.

Internally, clarity is equally critical. Officers must understand what will guide leadership decisions during periods of scrutiny. Best practice dictates that internal communication precede or accompany external messaging whenever possible. When personnel hear information first from leadership rather than through media or social platforms, confidence and cohesion are preserved. Predictability inside the organization reinforces stability outside of it.

Another essential guardrail involves distinguishing transparency from disclosure. Transparency explains how decisions are made, not every detail of what is known. Leaders protect institutional credibility when they articulate process, standards, and oversight without compromising investigations or personnel rights. This approach signals accountability without sacrificing integrity.

Ultimately, leadership in unsteady moments is revealed through discipline rather than declaration. Officers observe whether leaders adhere to policy, resist reactive shifts, and communicate with consistency. Communities may not immediately recognize restraint as leadership, but institutions endure when leaders favor steadiness over spectacle.

In the modern environment, communication is not an accessory to leadership. It is leadership. The decision of when to speak, how much to say, and when to wait reflects command judgment. When institutions are questioned, effective leaders do not chase the moment. They protect the mission, preserve credibility, and allow trust to be rebuilt through consistent, principled action over time.



Assistant Chief Adam Blanton (MBA, CPP)
RICHMOND POLICE DEPARTMENT (IN)

Adam Blanton is an Assistant Chief of Police and Public Information Officer in Indiana, where he leads operational command functions and oversees organizational communication for a municipal law enforcement agency. With more than 15 years in policing, he has held leadership roles across patrol operations, investigations, training, and executive administration. His professional focus centers on institutional credibility, disciplined decision-making, and the integration of communication strategy into command responsibility. Blanton is a graduate of FBI-LEEDA leadership programs and holds a Master of Business Administration, bringing a risk management and organizational leadership perspective to public-facing command decisions. His work emphasizes accuracy, restraint, and long-term trust over reactionary response in complex public environments.

“ 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, NM) on MPR



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

— Andrew Frank (Orange County Sheriff’s Office, NY) on SLI



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

— Chuck Foster (East Baton Rouge Sheriff’s Office, LA) on CLI



Elite Partners With Law Enforcement to Redefine Crime Prevention

With its command monitoring center operations led by a former lawman, this remote guarding innovator is serving as a force multiplier and enhancing safety for police.

By Scott Goldfine

Founded in 2007, Los Angeles-headquartered Elite Interactive Solutions is the nation's leading provider of remote video guarding-based, real-time crime and catastrophe prevention. This is accomplished through blending advanced technologies, proven methodologies, professionally trained command center operators, and close alignment with law enforcement. The company maintains a Law Enforcement Advisory Board (LEAB) and its Security Operations Command Center (SOCC) is led by a longtime military and law enforcement veteran.

Elite Chief Security Officer Tom Stone III spent 27 years with the Los Angeles Police Department, retiring as Sergeant II for the LAPD's Metropolitan Division Armory. He also served almost 25 years in the U.S. Army with eight years' active, decorated service that included Operation Desert Storm and leadership roles in deployments to Iraq and Afghanistan. Stone's current CSO responsibilities include overseeing the SOCC, the crown jewel of Elite's operations, and leading the LEAB.

Stone sheds more light on Elite's remote guarding and crime prevention, and its importance to law enforcement:

What should law enforcement agencies know about remote video guarding at Elite's level?

It provides law enforcement many benefits, including acting as a force multiplier. Perhaps the biggest advantage is the ability to path find for officers when they're heading to a call we generated through their dispatch system, knowing we've never had a false alarm given to a law enforcement agency. We have live agents, live monitoring with no delay, and they're watching the suspect or suspects at the time when we're calling 911, and we can give that critical visual picture to the responding officers and give them exact suspect descriptions and locations.

How does technology enable Elite to eliminate noise and prevent false dispatches?

Elite uses artificial intelligence and motion sensor cameras. We have a layering system where the AI can filter out certain noise, say like a dog, cat, car, or someone walking down a sidewalk. We can use masking tools. Let's say part of the camera is looking at a road, we can tell it if a car drives by, don't pay

attention. That way, even though it's picking up the motion, it's not alerting us. We can program a certain activity into the system, for example a dwell time where if something's going on for a given length of time it alerts us. We also use humans instead of AI. AI starts off the process, and then it goes to humans to look at and process an event. An event is an activation of an alarm or multiple alarms. Our layering system works very effectively. The AI reduces the amount of time it takes us to see something, because as soon as it processes that it's not normal activity, it is sent directly to an agent or an operator.

How are SOCC operators trained, and what is the escalation process?

Once our SOCC management team decides if a person is trainable or might have a good aptitude for what we do at Elite, they're given a script we use when we call 911. They're given one week to study that script and study some of the penal code definitions that we most commonly deal with, so they can identify activity when they're watching it on their monitors. They come back in a week and are put through roleplay scenarios, utilizing the script and watching some actual calls we've responded to. They must correctly identify the activity they see. After they're evaluated there, they begin a four-week field training process where they are mentored by a different training officer each week. They're placed on a shift and loosely shadowed for 90 days, while they determine if they're a good fit for Elite, and we evaluate them.

As for the escalation process, once an event is given to an operator, and they've determined a crime is taking place, they'll do a live voice-down. The system allows them to talk through a speaker system. We will describe their location, description, the property they're on, and advise them to come back during normal operating business hours. If that does not work, we'll give them a reasonable amount of time. We have a standard operating procedure manual that tells them how long it should take from receiving an event to recognizing a crime to conducting a voice-down, and then from a voice-down to calling 911. Within 60-90 seconds, depending upon the location and suspect's actions, there'll be a voice-down and a call to 911. The voice-downs resolve the situation 96% of the time. We handle several thousand events a day, and we conduct 60-80 voice-downs in a 24-hour period.

Where are these systems deployed, and are they an alternative to guards?

We have a lot of apartment complexes. We have a lot of auto dealerships, warehouses, things like that. We deal with a lot of package theft, Amazon-type stuff at residential apartment complexes, mail theft, burglary, and burglaries of motor vehicles. Vandalism is another one, theft of equipment and parts from some of the car dealerships. We've gone all the way to homicides being captured on our video systems; not during monitoring hours, but our cameras record 24 hours. If it's during a period set up in the initial contract where we're not receiving alerts, we can still go back and review the video if an incident took place.

As for being an alternative for guards, Elite's solution can not only take the place of a physical guard, but if the property still wants a physical guard, we're a huge force multiplier. A guard can only be in one place at one time, whereas Elite can be everywhere all the time with our technology. Through the contract setup, we can also have an operator notifying the guard while another operator is on the phone with 911. That alleviates the guard having to notify police, and it pinpoints the location of any kind of suspicious activity for the guard to respond to. And we can stay on the phone with them while they are responding to the incident and give them live updates. It's an excellent force multiplier for guarding properties.

Could you tell us about Elite's Law Enforcement Advisory Board?

The Law Enforcement Advisory Board [LEAB] as of now consists of two retired chiefs of police and a retired lieutenant from the L.A. County DA's office who is also an attorney. They help with site assessments and crime analysis of the area to help us better position our cameras, understand dwell time, where we should mask off a property. They'll also liaise with the local agency to explain the difference between

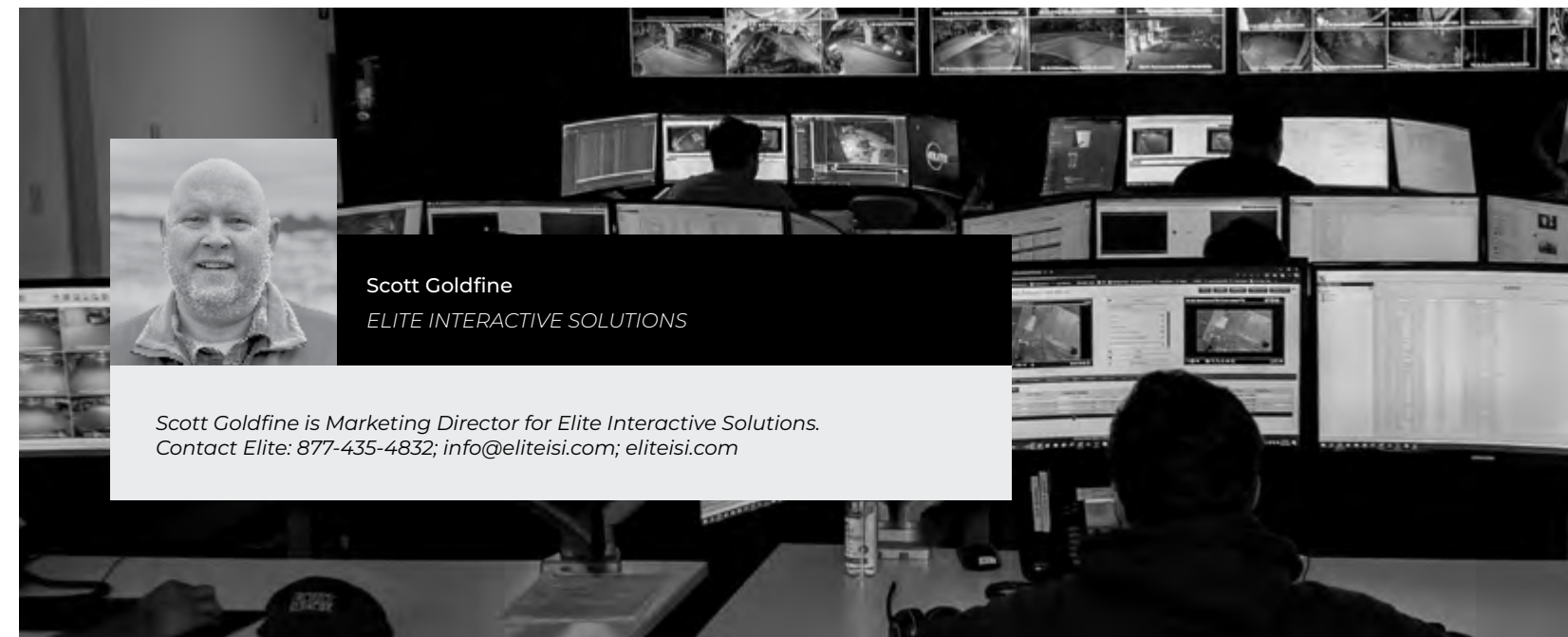
Elite and other, "alarm companies," and explain what we do, how we do it, and offer that olive branch from a law enforcement perspective. When you have cops talking to cops, they understand the language, and it shows Elite takes things more seriously than other companies. The LEAB speaks to property managers, giving advice on securing properties from a law enforcement perspective. They'll help them understand how law enforcement agencies may respond to an incident at their location. They explain what they should do once the agency arrives, how they should liaise with them. They'll give them ideas on things like inviting the law enforcement agencies out to the site to see what's going on there.

Why engage with organizations such as FBI-LEEDA?

Partnering with organizations like FBI-LEEDA reinforces our commitment to collaboration and credibility within the law enforcement community. These relationships create opportunities to educate agencies nationwide about verified remote guarding and its operational benefits. Personal engagement builds trust far more effectively than traditional marketing.

Are there common misconceptions about remote guarding?

Yes, we're not a Ring doorbell, we're not ADT, just to name some of the big ones. Elite is not an alarm company. We do not dispatch police based solely on sensor activation. Every potential incident is verified by a live operator. If wind triggers motion detection, for example, an operator confirms the cause, documents it and notifies the client — without contacting law enforcement. Our mission is not to generate calls, but to prevent crime and support law enforcement with accurate, real-time intelligence when a response is truly necessary.



Scott Goldfine
ELITE INTERACTIVE SOLUTIONS

Scott Goldfine is Marketing Director for Elite Interactive Solutions.
Contact Elite: 877-435-4832; info@eliteisi.com; eliteisi.com



Agency Trilogy Award Recipients

Congratulations!

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

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 through the end of 2025, July to December:

Bureau of Engraving and Printing	DC	Department of Veterans Affairs Police Service	TN
Indiana Twp Police Department	PA	Wilkins Township Police Department	PA
Texas Southern University DPS	TX	Valley Township Police Department	PA
CUNY Public Safety Bronx Community College	NY	Stratham Police Department	NH
Fort Wright Police Department	KY	Perryville Police Department	MD
Mount Gilead Police Department	OH	Wethersfield Police Department	CT
Hostos Community College DPS	NY	Guttenberg Police Department	NJ
Converse Police Department	TX	University of North Georgia	GA
Tappahannock Police Department	VA	Springfield College Police Department	MA
Louisburg Police Department	NC	Belknap County Sheriff's Department	NH
Town of East Troy Police Department	WI	Belfast Police Department	ME
Kinston Police Department	NC	Palmer Township Police Department	PA
City of Mill Creek	WA	Bucksport Police Department	ME
Upland Borough Police Department	PA	Central Police Department	LA
Norton Police Department	OH	Chelan County Sheriff's Office	WA
Texas City Police Department	TX	Bound Brook Police Department	NJ
Durham Tech Police Department	NC	Town of Coeburn	VA
Seat Pleasant Police Department	MD	Brazoria County Precinct 1	TX
Klein ISD Police Department	TX	Chillicothe Police Department	MO
Lavonia Police Department	GA	East Windsor Police Department	CT
Plano Police Department	IL	Seville Police Department	OH
Kutztown Borough Police Department	PA	Lincoln Parish Sheriff's Office	LA
Port Wentworth Police Department	GA	Town of Linn Police Department	WI
North Augusta Department of Public Safety	SC	Mayfield Heights Police Department	OH
Sunnyside Police Department	WA	Upper Macungie Township Police Department	PA

Instructor Milestones

Over 4,450 Classes!

Congratulations to our instructors on their incredible accomplishments!

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

Keep up the great work!

50	<ul style="list-style-type: none"> Carolyn Birch Sarah Connolly Virginia Gleason Jason Lyons David McGill 	<ul style="list-style-type: none"> Ed Pallas John Perez Mary Rook Mike Zaro
100	<ul style="list-style-type: none"> Mike Horn Mary O'Connor Todd Radford 	<ul style="list-style-type: none"> Dan Rincon Emma Swearingen
150	<ul style="list-style-type: none"> Carol Frederick Jeff Green Adam Hirsch 	<ul style="list-style-type: none"> David Lyons Neil Moore Frank Woodall
250	<ul style="list-style-type: none"> Anthony Batts David Boggs Jennifer Harris 	
300	<ul style="list-style-type: none"> David Allen Luis Soler Jerry Thompson 	<ul style="list-style-type: none"> Sean Whent Terri Wilfong
350	<ul style="list-style-type: none"> 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 2026–2027 academic year are now open! Send your completed application, postmarked by *April 30, 2026*, to:

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



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



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.

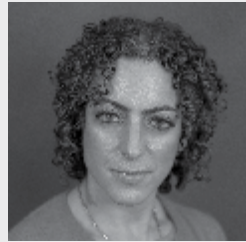


FBI-LEEDA Instructors

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



Dave Allen



Eleni Barbieri



Anthony Batts



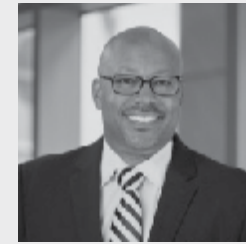
Carolyn Birch



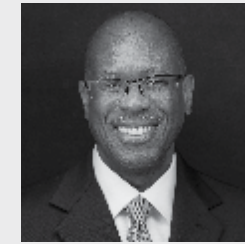
Benjamin Boeke



David W. McGill



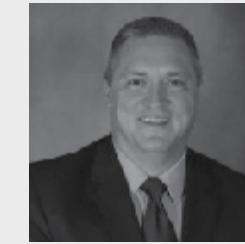
Tommy L. McMasters, Jr.



Darryl McSwain



T. Neil Moore



Adam Myrick



David Boggs



Chavez Cammon



Monte Chambers



Paul Chambers



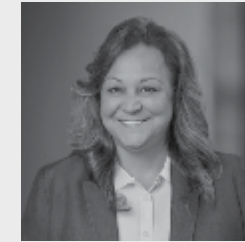
Sarah Connolly



Kyle Nall



Dennis Nayor



Mary O'Conner



Edward Pallas



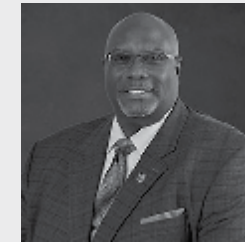
John Perez



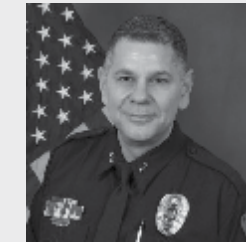
Todd Radford



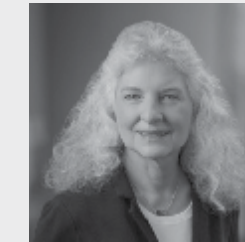
Chad Read



Jeffery B. Rice Sr.



Daniel Rincon



Mary Rook



Eric Daigle



Kim Edmondson



T. Matthew Fagiana



Carol Frederick



Virginia Gleason



A.C. Roper



Stephanie Slater Goldfuss



Luis Soler



Marcel Spaulding



Justin Stanko



Jeffrey Grayson



Dr. Jeff Green



Mike Hairston



Jennifer Harris



Adam Hirsch



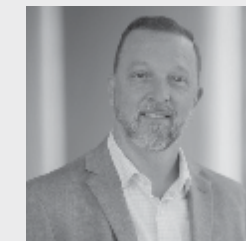
Emma Swearingen



Jerry Thompson



Marcia K. Thompson



Chris Twitchel



Sean Whent



Mike Horn



Les Kachurek



Frank LoSacco



David Lyons



Jason Lyons



Terri Wilfong



Frank Woodall



Mike Zaro



Celebrating the Excellence of FBI-LEEDA Instructors

“ I’ve been an officer for over twenty-five years and Adam Myrick is one of the best overall instructors I have ever been trained by. I’m very thankful for the knowledge he shared and the teaching techniques used. Keeping a student’s attention, especially those in law enforcement, isn’t an easy task. Myrick has it down to a science.

“ Adam [Hirsch] was an excellent facilitator. I use that word because he has a gift for eliciting engagement from the audience. The combination of curriculum and the suggestions/experience of class participation made this training special! Definitely top notch.

“ I believe that Dan [Rincon] was a tremendous teacher. He did a great job keeping everyone engaged and validating people’s opinions and experiences. It was obvious that he is passionate in what he teaches. And, I learned a lot and enjoyed his class!

“ Carolyn [Birch] was a breath of fresh air. She was incredibly knowledgeable, engaging and encouraging to the attendees in class. Carolyn is one of the BEST instructors, by far, I have learned under in several years.



“ Frank [Woodall] did an amazing job. The entire class had his undivided attention due to his knowledge, charisma, and engagement with the class. His overall presentation was second-to-none.

“ David [Lyons] was an amazing instructor who provided me with the type of leadership I strive for in my agency. He strengthened my resolve and boosted my esteem. Thanks David for all you do and more importantly who you are!!!



“ Chief [Luis] Soler stands out as one of the best instructors I’ve had for LEEDA. His real-world experience, depth of knowledge, and exceptional ability to engage with the class made learning effortless. He fostered a healthy discussion environment, encouraging active participation and insightful dialogue.

“ Chief [John] Perez was amazing, insightful, and impactful. I am thankful he took the time to come here to share his trials and tribulations throughout his career.

“ Chad [Read] was knowledgeable and credible with everything he was teaching. He engaged the class, and challenged them out of their comfort zones which is important. His discussions were vibrant, and really summed up his theories on proper management in a police or leadership discipline. His command presence is also noted as he just projects confidence and makes you want to perform for him via discussion or in the groups. The reason I am doing my second LEEDA class is not only because of the material, but who the instructor was. Chad will keep me coming back.



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

State/Class	SLI	CLI	ELI	IA	MPR	MPO	CDI	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	P	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	CDI	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 Course Catalogue

Additional Education Opportunities



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.



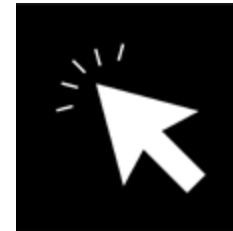
Managing & Conducting Internal Affairs Investigations | \$795 registration fee

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.



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 Supervisory Liability | \$350 registration fee

Sessions start every thirty (30) days.

FBI-LEEDA's Basic Supervisory 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 Supervisory Liability | \$350 registration fee

Sessions start every sixty (60) days.

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



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 Programs Directory

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



Columbia Southern University

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



Husson University

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



Keiser University – Pembroke Pines Campus

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



Purdue University Global

- For more information about the 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
 - www.criminaljustice.sandiego.edu



Waldorf University

- For more information about the Waldorf University program, contact Ron Spradling, MS, Director of Outreach.
 - ron.spradling@waldorf.edu
 - (251) 385-3900

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

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

FBI-LEEDA Corporate Partners

Contracted as of March 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

☎ (703) 480-5300 Ext. 3148
✉ pollardj@jfcu.org
🌐 jfcu.org/index

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masters-law-enforcement-leadership

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ecoATM — Gazelle

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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.





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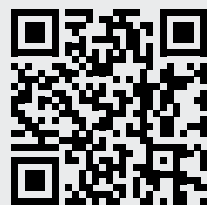


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How to Host an FBI-LEEDA Training

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

Contact Us

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About Us

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A photograph of a man in a black graduation cap and gown with a blue sash. He is smiling and holding a circular medal. The background is a bright blue sky with stars.

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