



# FBI-LEEDA Insighter



Fall 2018 - Issue IV

Your profession  
is changing,  
are you  
ready?

TRAINING &  
DEVELOPMENT

## In this Issue:

### Autism and the Law Enforcement Response

Bart Barta provides public safety personnel with a greater understanding and awareness of the unique challenges and needs of people affected by Autism

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### Virginia Beach Welcomes the 28th Annual FBI-LEEDA Conference

April 29 – May 1, 2019

Preview the 2019 Virginia Beach Conference and see for yourself why Virginia Beach is one of "America's Ten Best Cities".

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# DID YOU KNOW?

LifeLock partners  
with Law Enforcement

LifeLock partners with FBI-LEEDA to present educational programs about identity theft and fraud across the United States. Summits are open to all law enforcement including: prosecutors, command level, investigative personnel and patrol officers. Also open to financial industry investigators and analysts. Together, we have educated over 16,000 law enforcement personnel representing over 6,000 agencies.



FBI-LEEDA







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





## President's Letter

### Greetings!

Education is becoming more important during this time of evolution in law enforcement. During a time when police-community relations are a focus throughout many departments, FBI-LEEDA is committed to providing you with the leadership tools you need to effectively serve your diverse community.

In today's age of a digital news environment, visibility and professionalism are essential. We are confident that our newest course, the Master Public Information Officer (Master PIO) course will provide you with the skills necessary to become a strong and competent leader. This course will challenge even the most seasoned professionals to nurture an inclusive leadership organization. Being a leader in law enforcement includes being a media consumer and knowing what is happening not only around us, but around the nation. Today, with the growth of technology, not only are your officers and community watching, but so is the world so it is important to understand that your communication efforts can make or break your departments relationship with the community you serve.

This course joins our exceptional lineup of leadership courses, including our Trilogy Leadership Series, Media and Public Relations, Reflective Leadership, Internal Affairs, Leadership Integrity, and online supervisor development courses. FBI-LEEDA is home to an exceptional cadre of instructors who are not only experienced law enforcement professionals, but also are passionate about leading these courses and mentoring the next generation of law enforcement leaders.

With everything we are facing in law enforcement today, the courses led by FBI-LEEDA will help you to make the important decisions to ensure both you and



**John Horsman**  
President, FBI-LEEDA

your organization are the best they can be. The way we lead, learn, and interact with our communities and colleagues reinforce our primary mission of providing excellent service to our diverse communities.

Our focus on continuous learning and education includes aggressively pursuing POST accreditation in as many states as possible. You can track our efforts on page 60 or on our the FBI-LEEDA website where we have listed each state where we have classes POST accredited. We also continue to work with universities to provide credits for those earning the Trilogy. Through FBI-LEEDA's Trilogy courses, students have the opportunity to earn additional credit toward their degree and to finish it online. Along with the recent addition of the College of Saint Elizabeth, FBI-LEEDA is also affiliated with the following schools: California University of Pennsylvania, Husson University, Purdue University Global, and the University of Oklahoma. This is a great opportunity to take part in FBI-LEEDA Trilogy courses while obtaining credits toward your degree.

We are here to serve you and ensure that FBI-LEEDA continues to provide the level of academic excellence you expect. We anticipate a banner year for FBI-LEEDA, and look forward to seeing you in Virginia Beach.

**John Horsman**  
President, FBI-LEEDA



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# The LEEDing Edge

Executive Director's Report - November 2018

Each year, the FBI-LEEDA staff drafts a business plan which includes our goals, objectives, strategies, and proposed budget, that are used as a roadmap for the upcoming year. Our Executive Board reviews the plan which allows us the opportunity to reflect on the successes of FBI-LEEDA as well as look at the challenges which lay ahead. We conducted this exercise at our August Board meeting in preparation for 2019.

Requests for FBI-LEEDA educational courses continues to grow. This growth indicates the need for these programs, the satisfaction with the results, and the quality of our faculty. We are looking ahead, embracing and managing our growth, and adapting to the constantly changing environment of policing. It is imperative that our organization continue to bring fresh, updated, and relevant education to our students. We continue to update our present courses and have recently included a Master Public Information Officer (Master PIO) course. Recognizing that branding, reputation management, media engagement, and public relations are top priorities for law enforcement agencies and the communities they serve, this new course addresses each of these vital topics.

Building from the FBI-LEEDA Media & Public Relations (MPR) program, the Master PIO course moves the participant from the tactical to the strategic level of media and brand management. The Master PIO course was developed to assist law enforcement agencies with their communications messages during times of crisis as well as address the daily communications challenges of a modern police organization. The FBI-LEEDA Master PIO course addresses the best practice tactics for an agency to use to create the greatest value through communication with the public.



**Charles "Skip" Robb, Jr.**  
*Executive Director*  
FBI-LEEDA

The nature of the news media cycle and the landscape for how quickly we receive news information has changed dramatically. It is crucial that the agency spokesperson be prepared to give essential facts to create transparency between your department and the community you serve. It is impossible to predict where the next national spotlight will shine. Public safety professionals could, at any moment, be standing in that national spotlight. Prior media planning is a key to success and a well-trained Public Information Officer is an essential tool to supporting an agency's community standards and legitimacy. We encourage you to take advantage of both of our Media and Public Relations courses. The MPR and Master PIO classes will provide you with the skills necessary to manage your media message.

FBI-LEEDA continues to thrive and transition as the demand for our courses grows. Your quest for continuing education in law enforcement is commendable and FBI-LEEDA would not be where we are today without you. Life-long learning is vital to our continued personal and organizational growth. We look forward to seeing you at the Virginia Beach conference in 2019.

Have a happy and safe holiday season!

All the best,

*Charles E. Robb, Jr.*  
Skip

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# Who Cares About Training?

— **Larry Barton, Ph.D.**



Having trained with law enforcement leaders from around the world for nearly thirty years, this educator has some thoughts to share. As with every column, they may not be pretty, and you may not agree with each concept, but if the outcome helps you revisit even one facet of the way you train your force, that's a fantastic outcome for each of us.

## HOW OFFICERS LEARN IS CHANGING

Decades ago, it was not uncommon for an Academy—any Academy—to be weeks long. Days were long. Content was old, often highly repetitive and taught by retirees who were still buds with a Chief or by out-of-favor but politically necessary Captains. Today, the recruits entering your department have a short learning span, and that is a good thing. They need and expect training to be nimble, delivered in modules, not courses. They crave exercises so they can speak rather than listen to a lecture for six or eight hours. They will challenge and verify much of what is shared, not to undermine seniority, but because they are naturally skeptical, even as an officer. What are some of the secret lessons of progressive departments?

1. *Setting expectations in any educational program offered by your department takes shape on day one. Encourage questions, debate, and discussion. Break the group into teams and then re-align those teams throughout the program to discourage the “buddy” system and encourage greater familiarity with new faces and viewpoints.*
2. *Spend a few hundred dollars with an area community college and record a case study of a citizen at risk. Ask a few local actors to volunteer and have a verbal altercation at the door that includes foul language, attitude, alcohol and more. Show wounds on the female as she is argumentative but complacent. Show a voice only, no officer, and have the camera person focus on the citizens.*  
*Record several such scenarios and ask the group, using this as one of many modules: “what did the officer do well...what words worked...what could have been done differently? What did you notice*

*about the male, the female? Would your reaction be different if a child emerged in the picture? What action steps may help diffuse the situation?” So many lessons in law enforcement lack this kind of video illustration. Instead, there's a sense of: “Oh, our people get that as a means of on the job training.” We need to begin to think and teach as a cadet does, not by the same methodology Joe Friday learned.*

3. *Invest a few thousand dollars and hire an instructional designer from a local university who teaches criminal justice to look at your entire training platform, both live and online. If you have an open mind seeking answers, pursue the notion of: “What would you do if you were the Chief and you could completely revise this curriculum?” You may be amazed at the incredible insight that this educational specialist may bring to your table. She may know about innovations in software, learning tools, testing methodology and be able to create a pathway for your officers to pursue online degrees that are flexible for their schedule.*
4. *In forging a relationship with an institution of higher learning, here's honest advice from someone who has been blessed to be a College president on three occasions. Only send your officers to a regionally (not nationally) accredited college. Regional accreditation means that peer institutions review faculty, curriculum and learning outcomes every ten years in a rigorous review, so Stanford, MIT, Northwestern, SMU- all are regionally accredited and despite their academic strength, they must be peer-reviewed by others in their region.*  
*Nationally-accredited colleges with degrees in criminal justice are often accredited by the same agencies that accredit beauty salons and trucking schools—seriously. Avoid for-profit universities when possible and focus on research-based, well-regarded institutions that want to work with your agency.*
5. *Since budget is an issue for so many departments, consider asking a major business located near your department if they would sponsor the educational path of an officer who demonstrates high promise*



*and community leadership principles. It is not uncommon that major employers pay for two courses per semester for managers and employees who retain a B average or better at 100% reimbursement.*

*What if you could have an officer commit to beginning or starting their degree, underwritten by a local company, and that officer signs an agreement that they will remain with the force for five years post completion of the degree or pay fifty percent of the cost of the benefit they received to a survivor fund if they leave voluntarily? Now they have “skin” in the game and are more likely to complete that degree. The company wins, your agency wins, and you have changed the life of an officer. This isn’t about money—it’s about asking, pursuing common goals and enhancing public-private partnerships.*

## FROM “SAME OLD” TO “SHARP AND RELEVANT”

In the past year alone, I have worked with dozens of police agencies nationwide, teaching courses in threat assessment and crisis leadership and listening to Chiefs and agency leaders describe their frustration with mostly personnel issues. In thinking out many dozens of conversations, here are the key “top of mind” topics that senior leaders in your department, vs. rank and file and rookies, are passionate about. They are looking to you, to FBI-LEEDA, to all of us, for practical insight on these subjects that can drain an agency and thus, can also be managed more effectively if the right alignment of training is in place:

### 1. Fitness for Duty Evaluations (FFDE)

*“Larry, we send these guys to a doctor; we follow the rules and we know they have substance and other problems, but they come back fit for duty. It’s killing morale.” Hire a new psychologist locally to teach a mini-course in the changing dynamics of how a FFDE is conducted.*

### 2. Sleeping Off The Job

*Officers engage in sexual relationships with peers. That’s no big or new news. What is challenging is how leaders navigate accusations, news stories and community gossip of MeToo# and more. Invite a sociologist from an area university and an ethicist from a great university to speak about department rules and how, and if, they should be revised. Talk about it, despite how uncomfortable it seems.*

### 3. Suicide Prevention

*Last year the Chief of Alexandria, VA invited me to deliver four, three-hour seminars on suicide prevention after a firefighter tragically took her life. The Chief made the program mandatory and the outcome could have been crossed arms, “why am I here?” and “what am I ever going to learn about myself?” We turned the lesson plan into a journey about depression and recovery, about signs that could you may witness in someone you love at home as much as a colleague in the force.*

The program went silent for 45 minutes when Officer Bennie Evans, a 20 year+ veteran of the force, spoke for the first time about his reaction when he was in his car on a routine duty for the force and heard the suicide code—and his home address. This gut-wrenching, eye-opening and meaningful insight from a peer- not a doctor or psychiatrist- changed lives. You saw it. You felt it. If you are running videos from a decade ago or distributing URL links to your force and call that training, you are not fulfilling the Duty to Care that is the hallmark of competent, progressive law enforcement leaders.

Learning in any fashion, from fifteen-minute modules to university courses or in-house training, is often differentiated by imagination and commitment. Ask your new recruits to speak with your senior team about what they love about your current training platform and their ideas for enhancements. That first step of continuous improvement can lift your force and the effectiveness of the talented women and men you lead. Go get ‘em!

*Dr. Larry Barton is in his 13th year serving as a top-ranked Instructor for The FBI and US Marshals Service and Distinguished Professor of Crisis Management and Public Safety at the University of Central Florida (UCF). You may reach him at [larry@larrybarton.com](mailto:larry@larrybarton.com)*

“Today, the recruits entering your department have a short learning span, and that is a good thing. They need and expect training to be nimble, delivered in modules, not courses.”

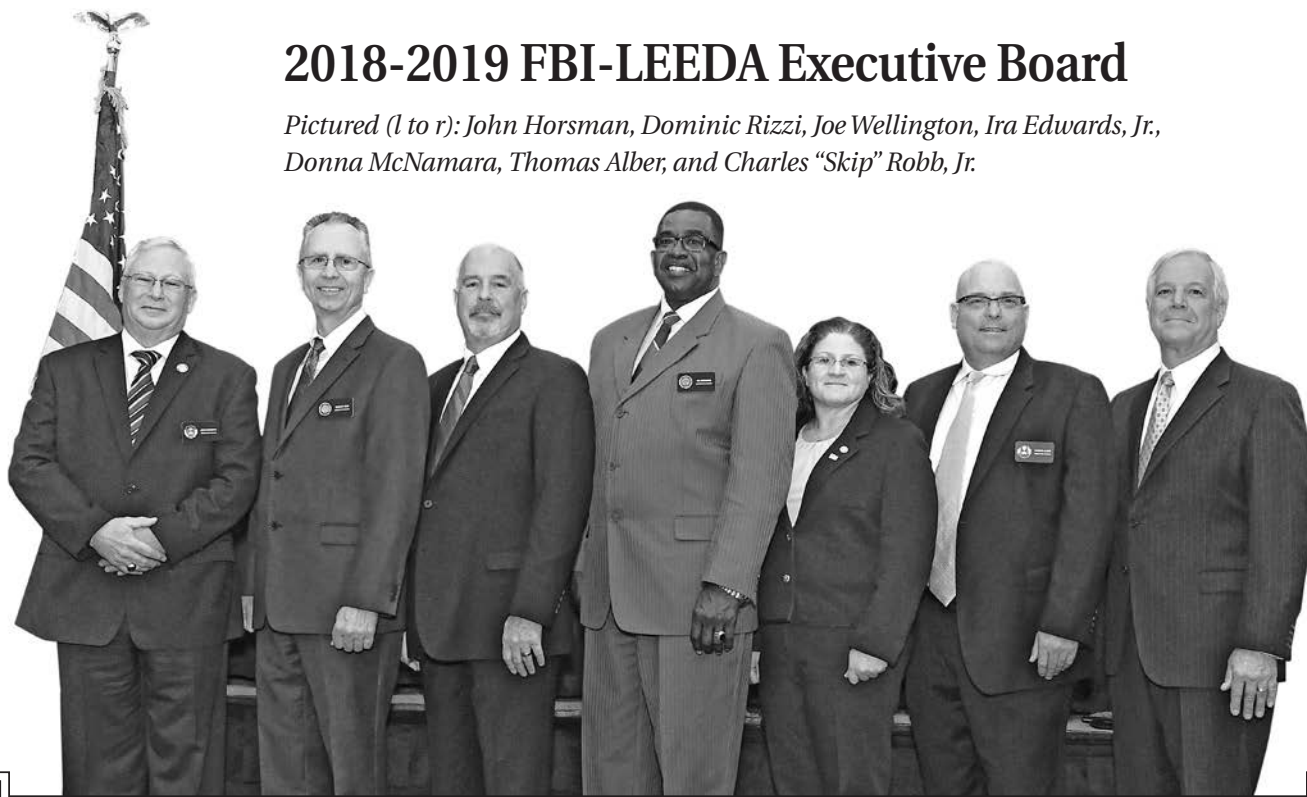
## FBI-LEEDA Mission Statement

*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.*



## 2018-2019 FBI-LEEDA Executive Board

*Pictured (l to r): John Horsman, Dominic Rizzi, Joe Wellington, Ira Edwards, Jr., Donna McNamara, Thomas Alber, and Charles "Skip" Robb, Jr.*



The next step in media and public relations:



## Master Public Information Officer

Learn how to develop the best tactics and strategies for handling media and brand management for your agency with FBI-LEEDA's Master Public Information Officer (MPIO). Gain key skills in public communication with this immersive 4-1/2 day course covering:

- Brand and Image
- Internal/External Communication
- Pitching Stories for 24/7 News Environment
- Crisis Management Planning ... and more

Get more course information on page 32 or visit our website to enroll for your next level of public communication engagement.



# Autism and the Law Enforcement Response

— **Bart Barta**, Founder and President,  
*Autism Safety 101, Inc.*

In 1988 United Artists produced the film *Rainman*, starring Dustin Hoffman and Tom Cruise. The film was about two brothers, one who was an autistic savant played by Hoffman and the other a self-absorbed hustler played by Cruise. After the film's release, most of America's knowledge and perception of autism was shaped by this Academy Award winning movie. When *Rainman* was produced it was estimated that the prevalence of autism in the United States was 1 in 2,500 people. There was also little to no training provided to law enforcement in how to recognize and respond to autistic children or adults. Thirty years later, the Centers for Disease Control and Prevention have estimated that the prevalence of autism is 1 in 59. Autism is the fastest growing developmental disability in the United States and there are only a few law enforcement agencies training its officers on how to recognize and respond to autism.

No one can definitively explain the reason for the explosive prevalence rate of autism over the past 30 years, but many people are recognizing the increased frequency in which children and adults with autism are encountering law enforcement officers. Calls for service involving individuals with autism occur every day in the United States. The most common call to 911 centers involving autism is children and adults with autism who wander away from their family or caregiver and are reported missing. Tragically, these calls often result in death by drowning.

Law enforcement contacts with autistic individuals are making national news and some of these contacts have led to lawsuits. On July 21, 2016, a 23-year-old man with autism named Arnaldo Rios-Soto and his caregiver, Charles Kinsey, encountered members from the North Miami Police Department after a passing motorist thought she observed Rios-Soto standing in the middle of the street holding a shiny handgun. Officers responded to the scene and after establishing a perimeter around Kinsey and Rios-Soto, an officer shot three times in the direction of Rios-Soto and Kinsey, striking Kinsey once in the leg. It turned out that Ar-

naldo-Rios was holding a toy truck that helped to comfort him, and the officer who fired the shots has been charged with attempted manslaughter by the Miami-Dade State Attorney's Office.

On July 19, 2017, an officer with the Buckeye Police Department in Arizona observed a 14-year-old boy in a park who he believed was possibly under the influence of a controlled substance. The officer wearing a body camera approached the teenage boy, Connor Liebel, a high-functioning teenager with autism and asked, "What are you doing?" Liebel replied, "I'm stimming." The Buckeye Officer wasn't aware that "stimming" is a common term used to describe self-regulating and repetitive behaviors. Liebel then held up a piece of string and showed it to the officer. The officer still unaware of this common autistic behavior and attraction for objects moved closer towards Liebel. Liebel then started to back away. The officer attempted to place Liebel in handcuffs and they both went to the ground in a struggle. Liebel suffered scrapes to his face, back, and arms. Liebel was later released to his caregiver.

Law enforcement contacts with autistic individuals that go awry can lead to officer injury and injury to the person with autism. While it's impossible to eliminate all use of force incidents involving individuals with autism, law enforcement agencies can minimize harm to all involved by providing autism recognition, response, and risk management training to its officers from qualified instructors. With proper autism training, law enforcement leaders can ensure the most successful outcome possible when officers encounter autistic individuals.

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“With proper autism training, law enforcement leaders can ensure the most successful outcome possible.”

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# Autism and the Law Enforcement Response

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Law enforcement agencies need to provide comprehensive autism training that fully explains what autism spectrum disorder (ASD) is and how individuals across the spectrum are affected differently by the disorder. There are no two people with autism that are identical. Each person with autism is unique. The training must also address the behavior, communication, and social challenges that people with autism are affected by. Officers must be made aware that autistic individuals may have sensory processing difficulties and the typical things that we all encounter in our daily lives might increase anxiety in a person with autism and cause them to have a sensory-related “meltdown.”

Autism training needs to thoroughly address how autistic children and adults “manage” anxiety and sensory stimuli. Many people with autism engage in self-regulating behaviors, also referred to as “stimming.” This might include rocking one’s body, pacing back and forth, flapping one’s hands, or “flicking” one’s fingers in front of his or her face. It might even include self-injurious behavior such as hitting or biting one’s self. Training has to address the various ways that au-

tistic individuals engage in sensory seeking or sensory avoiding behaviors. Understanding the triggers that can lead to a meltdown is the first step in preventing or mitigating them.

Furthermore, officers must receive training in how to diffuse or reduce anxiety in persons with autism. Most people with autism want to cooperate and be helpful to officers, they simply require much more than people without autism. Officers who are not aware that people with autism require more time to process what is being asked of them, might believe that the person is being obstinate, disrespectful, or worse, is contemplating a violent action. The communication challenges of people with autism necessitate that officers understand the person’s preferred communication method. Imagine trying to communicate with a person who speaks another language than you. The ability to be understood will be challenging to the person with autism and to the officer.

It is estimated that nearly half of autistic individuals have minimal verbal capabilities. Some people with autism understand American Sign Language or use other augmentative communication devices to facilitate communication. For some, these devices might be as crude as picture icons on a board or possibly be as sophisticated as a smartphone or tablet with a communication app that allows the person to communicate their needs. Understanding the person’s communication strengths and weaknesses are paramount to investigating any crime involving a person with autism. Some people with autism will say they understand their Miranda Rights when in fact they don’t. In a popular training video created by Debbaudt Legacy Productions, an interviewer asks three autistic people if the police were to ask them if they would be willing to waive their right





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“ Social  
 challenges and  
 naiveté are the  
 very things that  
 often cause people  
 with autism to  
 become victims  
 or unknowingly  
 criminal  
 suspects. ”

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to speak with them without an attorney present, would they waive their right. Each person with autism in the video held up their right hand and waived it.

Additionally, training must address the social challenges of autistic individuals. Social challenges and naiveté are the very things that often cause people with autism to become victims or unknowingly criminal suspects. Many autistic children and adults

have great difficulty developing and maintaining friendships. Some astute criminals are aware of this and have been known to persuade individuals with autism to unwittingly engage in criminal behavior. The student with autism is asked to “hold” a bag as a gesture of friendship towards another student, not knowing that the bag contains narcotics. The student with autism is later arrested for possession of narcotics and the student with autism was unaware of the other student’s intention or motive.

Another common social deficit of people with autism is maintaining eye contact during conversation. An officer not aware of this fact might believe that the person’s lack of eye contact is indicative of guilty behavior or that the person might be preparing for a fight or flight response. Additionally, many people with autism do not understand the “unwritten” rules of social behavior. Some teens and adults with autism may have difficulty in reading the subtle nonverbal clues of disinterest in others and continue to converse with the person or attempt to cultivate a friendship which might later be interpreted by the other person as stalking-like behavior. Understanding the social challenges of people with autism can go a long way in ensuring

that the person with autism had no ill motive or intent, while also respecting the other person who might have simply misunderstood the autistic individual’s behavior.

Finally, it’s critical that autism training include responding to autistic children and adults who are reported missing. Department’s must develop policies and plans for responding to vulnerable citizens who have autism and wander away from their family or caregiver. Understanding the autistic person’s interests and triggers can aid in the search and recovery effort. Some typical search and recovery aids (K-9, horses, and aircraft) used for missing children may, in fact, cause a person with autism to further conceal themselves or wander even further away from rescuers. Many autistic children and adults who are reported missing are not able to share their name, address, or phone number with others and don’t know how to swim. Drowning is the number one cause of death for children 14 years old and younger who wander from safe environments. Many families are using assistive tracking technology to monitor the movements of their loved ones. Some tracking technology is being used in partnership with first responders; organizations like Project Lifesaver and SafetyNet have developed radio-frequency transmitters that are worn by vulnerable individuals and are tracked by responding law enforcement officers. Other personally worn tracking devices utilize GPS technology; allowing families and caregivers to set up a “perimeter” around the individual’s home or school, allowing the family member or caregiver to be alerted should the vulnerable person wander away from the safety of others.

In conclusion, it is imperative that law enforcement leaders identify instructors who are competent and qualified to educate officers on how to recognize and respond to individuals with autism. Having a seasoned instructor who understands the law enforcement function and who has a full understanding of autism spec-

*(continued)*

# Autism and the Law Enforcement Response

(continued)

trum disorder is paramount to best outcomes, especially when officers and investigators are tasked with the challenging process of conducting a formal interview with a victim, witness, or suspect who has autism. Officers who have family members who are on the autism spectrum can be a valuable resource for agencies looking to identify possible trainers. Agencies should develop a comprehensive autism training program that's at least four hours in length and ensures that autism training becomes a regular part of its ongoing scheduled in-service training. With the rising number of people who are being diagnosed with autism, law enforcement contacts with autistic citizens are going to increase. Leaders must understand that it's not a question of if an officer encounters someone with autism, but only when. Agencies that fail to properly train its officers in how to recognize and respond to autistic individuals are not only failing the autism community, they're failing officers who are sworn to serve and protect their communities.

## About the Author

Bart Barta is the proud father of Daniel, a teenager with autism. Bart is also a retired law enforcement commander from the Coral Gables Police Department with more than 31 years of experience. He's a nationally recognized instructor who has trained more than 6,000 first responders how to recognize, respond, and manage risks involving people on the autism spectrum. Bart is the founder and president of Autism Safety 101, Inc. and he provides safety training to individuals on the spectrum and their families, with a focus on law enforcement contacts. For more than 10 years, Bart served as an instructor for the nationally recognized Crisis Intervention Team (CIT) Training Program for Florida's Eleventh Circuit Court's Mental Health Project in Miami-Dade County, Florida. Bart is a former SWAT and Crisis Management Team (Hostage Negotiations) commander. Bart also served as a subject matter expert for the development of the Florida Department of Law Enforcement's 2017 autism curriculum. For six years Bart served as a member of the University of Miami-Nova Southeastern University's Center for Autism and Related Disabilities (CARD) Constituency Board. Further information: [AutismSafety101.com](http://AutismSafety101.com)

## Membership Renewal

### REMEMBER TO RENEW YOUR MEMBERSHIP

2019 Membership renewal notices are being sent via email.

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.

#### Membership has its privileges

- Training Announcements
- Membership News & Events
- Special Offers to Renew Early

Contact FBI-LEEDA Membership Services  
877-772-7712 | [info@fbileeda.org](mailto:info@fbileeda.org)

## Are You Eligible for FBI-LEEDA Life Membership?



Any active member who has been a dues paying member in good standing for a period of not less than ten (10) years and is retired from public service may request life membership by writing to the FBI-LEEDA President. Life members are exempt from the payment of annual dues. Membership has its privileges:

- Line-of-Duty Death Benefit
- Membership Directory
- Networking
- Training

Contact FBI-LEEDA Membership Services  
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# Lifelong Learners Enjoy a Lifetime of Benefits

— Heidi Scott Giusto, Ph.D.



In my children's elementary school, these motivational quotes are painted on the walls:

"I can't do it...YET."

"It's okay to not know, but it's not okay to not try."

"Get ready. Get set. Learn!"

Their school adheres to the dichotomy of the growth and fixed mindsets identified by Dr. Carol Dweck, Stanford professor and author of *Mindset: The New Psychology of Success*. The book explains that a person with a growth mindset believes she or he can accomplish something through hard work and persistence whereas a person with a fixed mindset believes that intelligence and ability are fixed, or innate within us. Dweck's research has transformed beliefs about abilities, and now we know that if we believe we can accomplish something, we likely will. A growth mindset motivates people to try harder and achieve more.

As a self-proclaimed lifelong learner, I embrace the concept of the growth mindset and am thrilled that my children's school is instilling this mindset in them as well. Not only does a growth mindset embolden children to strive for ambitious goals, but it can also be adopted by people of any age. And adopting a growth mindset inherently promotes lifelong learning.

The benefits of lifelong learning compound like interest. In his Harvard Business Review article "Lifelong Learning Is Good for Your Health, Your Wallet, and Your Social Life," author John Coleman distills the benefits of lifelong learning into three major categories and deems learning as an economic, social, emotional, and physical imperative for everyone. In a nutshell, the article makes a compelling case for lifelong learning.

So, want to learn something new? Go right ahead. If you approach learning with a growth mindset and put in enough effort, you can and will learn and become more knowledgeable or skilled. This is won-

derfully empowering and can be applied to many areas of life—whether that is learning a new hobby, a new professional skill, or new information on a topic that is already familiar to you. Here are some suggestions to motivate you to lean toward lifelong learning.

- *Join professional organizations and take advantage of your membership. Read their print and online content, and attend professional development conferences. Staying at the top of your profession has tangible benefits that I've previously written about in this publication ("How to Become the Insider Candidate," *Insighter*, April 2017), so I won't revisit them here.*
- *Activate a different part of your brain by learning something wildly different from what you do professionally. Not long ago, I started taking piano lessons with my children. This new skill is quite different from those I use in my day-to-day tasks. I don't fully understand why, but I feel reinvigorated if I take a break to practice a song for five or ten minutes during the day. Although I have not tried to measure my productivity, I believe it increases when I allow myself this small, creative outlet. So, if there is something that you'd like to learn that feels like a world away from law enforcement, give it a shot. I will never be the next Mozart, but that's okay. It's completely acceptable to enjoy the benefits of learning without achieving mastery right away (or ever).*
- *Dive deeper into a subject you already know well. Even if you're an expert on a topic or have mastered a skill, it might surprise you to find that there's almost always more you can learn...and maintaining that "expert" status can be the added motivation you need to seek out the latest discoveries, research, and information related to a subject you're passionate*

(continued)



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# Lifelong Learners Enjoy a Lifetime of Benefits

(continued)

*about. One simple way to incorporate this strategy into your routine is through LinkedIn: follow relevant companies and organizations and join pertinent groups so you can stay on top of trends.*

- *Choose an activity that includes a challenge or goal—and gain insight about yourself (and confidence!) in addition to new skills. A friend of mine has been a runner for years but had become complacent by running solo at the same pace and two- to three-mile distance. To add a challenge to her routine, she joined a training group that focused on preparing for a race; she had a choice of a 4- or 10-mile race, and initially chose the 4-miler. Over the three-month training period, she learned about endurance, workout strategies, proper nutrition, and running gear, but perhaps what was more valuable was what she was learned about herself: how invigorated she felt when competing and meeting a challenge, and how motivated she was by having a clear goal and sharing it with others. With the encouragement of her group, she decided to aim for the 10-mile distance and finished the race with relative ease—and enjoyed an immense confidence boost. In the end, not only did she come away as a more accomplished runner, but also her experience shed light on how important it was for her to incorporate measurable goals and cultivate a supportive atmosphere in both her personal life and career.*

So, let's say these ideas have sparked your interest in and openness to learning, but the issue isn't lack of intention or the right mindset—it's your schedule. It's already full. When you feel overscheduled, the time implications of saying yes to learning probably seem daunting. Here are a few ways you may be able to fit learning into your busy life.

- *Start with a small but regularly scheduled block of time. Schedule a very brief amount of time (15 minutes to start). It's easier to give up a small block of time—one that you might use for a coffee break, for example—than to schedule an hour or more and then get into a time crunch and bump or cancel it. You find that once you're engaged in learning, there's more where that came from. And once you form a habit, it's amazing how you can't imagine not doing it before. (For information on building habits, consider reading *The Power of Habit* by Charles Duhigg.) There is almost always time—even 5 minutes—if you are willing to make it.*
- *If you're a morning person—or even if you're not (yet)—start your day with a learning activity. Laura Vanderkam's short book, *What the Most Successful People Do Before Breakfast* is a great resource for rethinking how you spend your mornings. A piece of advice she gives is that mornings are for the important but never urgent things. You'll likely never have to watch a Bob Ross YouTube tutorial on making his notorious "happy little trees," so take a few minutes before you get ready for work to learn how to improve your painting skills. You'll be glad that you did.*
- *Double up. If you routinely do an activity that allows you to (safely) divide your concentration, you can use it as an opportunity to fit in learning time. For instance, listen to a podcast while commuting or preparing a meal, or an e-book while exercising. I have personally found this to be useful in a limited way: listening to a book while running is not the same as reading the printed text, during which time I can give it my full attention and highlight key parts and write marginal notes. Even still, I'm able to absorb*

*new information that I can then apply in my life, such as when I listened to Chris Bailey's The Productivity Project.*

- *Add accountability. Commit by telling someone your goal and plans, invest a little money, or join a class that has set times and/or a physical location versus doing something that's self-paced or where you're only accountable to yourself. It's remarkable how you can make the time for a new activity when you feel you'll be letting other people down, not just yourself.*

To sum up, as a first step on the path to lifelong learning, adopt a growth mindset and train your brain to say "yes!" to opportunities to learn—whether they are professional or personal. Then find an approach that appeals to you, and make the time by using the tips and resources I've outlined above. The article and four books I mentioned can help put you on a path to lifelong learning by giving you practical benefits and strategies for making lifelong learning not just a goal but also a reality. Before you know it, learning will be a habit. You won't regret it!

*Heidi Giusto, owner of Career Path Writing Solutions, helps individuals and businesses succeed when the stakes are high by helping them articulate clear and compelling strategic communications. Heidi holds a Ph.D. from Duke University and is a Certified Professional Résumé Writer, a Certified Employment Interview Professional, and a Certified Empowerment and Motivational Coach.*

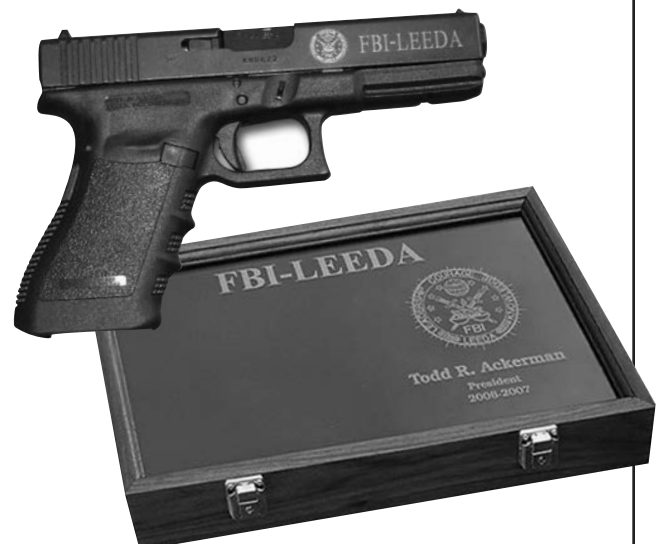
## FBI-LEEDA Commemorative Glock

This special commemorative Glock is available to FBI-LEEDA members only and is shipped to federal firearms licensees only. Standard delivery is 30-45 days after receipt of your order with payment. Purchaser is responsible for cost of the FFL transfer (if any), shipping, and any applicable taxes. All prices include engraving – can engrave up to three sides of the Glock.

**Order form and prices are posted on the "Members Only" section of the FBI-LEEDA website.**

### **For orders please contact:**

Todd R. Ackerman, Chief of Police  
Marysville Police Department  
207 South Tenth, Marysville, KS 66508  
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# Leadership Takeaways for Law Enforcement

— **Kathleen M. Terry, Ph.D., BCC, and  
Jennifer A. Harris, MS-JA, FBI-LEEDA Instructor**



Kathy Terry



Jennifer Harris

If you are ready to move away from this article without reading it then you may not even realize that by your very profession and chosen career, you are a leader. Some of us choose leadership, others it is thrust upon, but regardless of how it has come to be, as a law enforcement professional you ARE a leader. The only question then is “what kind of leader are you going to be”?

Maybe you were lucky enough to have a lot of experience with leaders. The leader in your life could have been a parent, a friend, a church or school member, or a colleague. These are the folks who helped shape you, often without you even knowing their influence. Hopefully you are paying it forward and are that parent, friend, community member or colleague who takes the time and encourages the good and the positive, who seeks out the best in others, and who chooses the “right” thing to do even in difficult situations. And if you haven’t yet become that leader in life, there is always the rest of today, tomorrow, and the next day. You can choose a new path – the past is gone ~ the present and future are open for your creation.

Hopefully these few takeaways will spark some ways to develop, strengthen, and embrace becoming the best leader you can be!

1. **Be a Mentor** – Look around your agency for those who could use some guidance, direction, and encouragement. Take the time to grow future leaders in your agency– sharing personal experiences, positive and negative, successes and failures. At times sharing mistakes leads to greater learning than sharing your successes. Remember that mentors are humans first and therefore imperfect. Leaders who recognize their mistakes and learn from failure make the greatest mentors. Who cannot relate to Michael Jordan’s statement “I’ve missed more than 9000 shots in my career. I’ve lost almost 300 games.

*26 times, I’ve been trusted to take the game winning shot and missed. I’ve failed over and over and over again in my life. And that is why I succeed.”*

*Most importantly listen to your colleagues. Really listen, rather than the listening where you are coming up with a solution before they even finish the sentence. Listen to the verbal and the non-verbal and ASK the key questions “How can I help?” “What are you unsure of?” “What else would you like to learn?” Share your institutional knowledge. Everyone has an intrinsic desire to learn and to grow. Foster that growth within your junior colleagues.*

2. **Mission, Vision, and Values** – Fundamental to the success of any organization is an understanding of the agency mission, vision, and the values that the members are to emulate. Your agency has these clearly posted, take the opportunity to communicate the Agency’s mission statement and be sure that your team contributes to fulfillment of the agencies’ purpose. What is the vision of the agency?

*Where are you headed? You can spend a lot of time driving and never get to your destination if you don’t know where you are going. Are you striving to eliminate speeding, reduce drug use, eliminate gangs, ensure streets are safer? Are you aware of the progress that is being made by your agency towards these goals? Ensure everyone knows your agencies core values and are emulating the necessary behaviors that reflect these core values...on and off-duty, in and out of uniform. Creating an ethical culture in law enforcement requires everyone to emulate the agencies core values ALL of the time!*

3. **Accountability** – You expect accountability from others in your life. You expect your bank to keep your money safe, your mechanic to be honest and trustworthy, and your kids’ teachers to give their best. The public also expects you to come with your best every day. Hold yourself accountable. Plan to be your best. Eat right, get enough sleep, take care of your body,



*take care of those important to you and don't accept less than your best. Forgive your mistakes but grow from them and be accountable for doing a better job in the future.*

**4. Relationships and Connection** – Work on building relationships within your team and with others in the agency. Understand that your colleagues, bosses, and subordinates want to know who you are and what you stand for before they will jump in the boat with you. Clearly convey who you are – in your language, in how you carry yourself, in the choices you make, in your appearance, etc. Be the kind of person you would want to work with, report to, and be connected to at work. Communicate face to face with others. Only 7% of communication is through words; thus, people need to see you in person to truly understand your message. Have crucial conversations where you are providing direct feedback before things become an issue. Focus on the positive. Always take time to recognize those who exceed expectations. Practice empathy and value the perspective of others on your team. And above all, create a positive environment for those who work for you. People love their jobs more often because of the people they work with more than the money they are paid. Time and time again, retention, success, and happiness at work are proven to be about the connection so be sure to place your relationships as a high priority daily.

As part of your profession, you have the benefit of walking into most situations as a trusted expert. The community expects you to be calm, to diffuse situations, to have answers to emergency situations, and generally to just “know” what to do. At times, you may forget how lucky you are to have that job. And, you can forget the

responsibility of that job. People expect you to lead. People WANT you to lead. Work to be the best leader you can be – not just in the community, but for each other, for your families, and for your friends.

*Dr. Terry is a psychologist, board certified life, career, and leadership coach, speaker, and owner of Lightning Strategies, LLC. She instructs at the collegiate level (since 1991) and also works for IPRO, a not-for-profit healthcare company. Her passions include empowering people to be their best, embracing change, and leading with the end in mind. When not working she can be found running, biking, paddle boarding or on the beach. Dr. Terry can be reached at [kterry@lightningstrategies.com](mailto:kterry@lightningstrategies.com) or visit [www.lightningstrategies.com](http://www.lightningstrategies.com).*

*Jennifer Harris is a FBI-LEEDA Instructor and owner of Potential Consulting, LLC. She was a 27-year veteran with the North Carolina State Highway Patrol, retiring as a Major in 2016. She holds a Master's of Justice Administration from the University of Louisville and a Bachelor's degree in Criminal Justice from Appalachian State University. She is a graduate of the 213th Session of the FBI-National Academy and the 100th AOC at the Southern Police Institute.*

**Be a Mentor**

**Mission, Vision,  
and Values**

**Accountability**

**Relationships  
and Connection**

# When to Green-light an Explosive Breach

— *Jeff Krill, Oak Grove Technologies*

## You approved this explosive breach...

If your law enforcement agency currently includes an explosive breaching program, you must be aware of the immense liability associated with its employment. Emergent twenty-first century threats demand law enforcement agencies possess current and updated response capabilities to counterbalance the diabolical plans of hardcore criminals and committed terrorists. Explosive breaching is just such a tool that is value-added to your department's response capabilities; ensuring safe and effective ability to get to the crisis zone and greater success resolution of unforeseen incidents. Selection of the appropriate charge is paramount and officers expertly trained in this specialized skill-set and its application provide your on-scene leadership with necessary options during critical incidents.

When most people hear the term “explosive breaching,” they envision a large explosion that is used to “blow up a door or a wall”. This misguided notion is actually counterintuitive to the purpose and goals of a properly planned and engineered explosive breach. Properly executed explosive breaching is an extremely effective and supremely safe method to rapidly gain entry inside an area that necessitates violent, furious action to access and disorient the bad guys. A scientific approach to utilizing the kinetic energy created during an explosion is purposely designed to disrupt the commercial locking mechanisms or hinges of a door or create an aperture in a wall that can be used to quickly gain entry inside a crisis site. Professionally trained explosive breachers learn the techniques to employ the least amount of required explosive material intended to mitigate the obstructive target. When planning for an effective breach, the safety of the personnel who are in the vicinity of the breach is sacrosanct and must be initially considered during the planning and construction of explosive breaching charges. Like any other specialized skill-set, explosive breaching must be practiced, rehearsed, and war-gamed on a consistent basis. The most effective explosive breachers never cease learning and honing their skills so that when X-Hour arrives necessitating a real-

world explosive breach to save lives, they are prepared, confident, able to articulate the need, and ready to meet the challenge.

I was privileged and honored to serve on the FBI's elite Hostage Rescue Team (HRT) for over 16 years. While posted to the HRT, I served as a Team Leader and a Master Explosive Breacher. In the course of my time there, I traveled around the country and worked with a substantial number of law enforcement agencies that maintained an explosive breaching program. What I discovered was that the majority of those programs were predicated on officers attending a six-day course with minimal to no continuing education for this highly specialized skill-set. I was surprised to find an extreme variance in explosive breaching capabilities amongst the agencies I observed. These critical issues appeared to result in a lack of available continuing training for the team's breachers. In some cases, inadequate supervision and documentation of the programs left agencies exposed to unnecessary safety and liability risks.

**Common Training Issues:** Upon completing a six-day course of instruction, teams often are relegated to conducting training at one site, on a specific wall or breaching door/frame. This limited exposure to target sets does not allow breachers to expand their depth of knowledge for target analysis, assessment, and evaluation. Teams tend to become extremely effective at conducting successful breaches on the doors/windows/walls at their training site but are often left wanting when they encounter a real-world target for which they've had no opportunity to develop an effective method of attack.

**Overconfidence:** This is perhaps the most potentially hazardous and destructive issue encountered by explosive breaching programs. Successful breaches at a known target or training site does not always translate into success on crisis sites encountered on the job.

**Overuse or disproportionate reliance on the explosive breaching option:** The decision to utilize an explosive breach is one that should be extremely measured and only authorized in the most serious incidents (barricaded gunman/hostage-officer rescue/terrorist incidents).

**Authorization levels:** Authority to greenlight an explosive breach can be delegated to on-scene commanders with a strict set of appropriate guiding principles. Authority can be delegated for use in extreme situations where a lengthy approval process could imperil lives. This must be thoroughly discussed in advance during training and organizational exercises so there is no confusion during an incident which may demand an explosive breach. Authority levels and delegation of authority must also be incorporated into written department policy.

**Recommendations:** Leadership should become familiar with the training profile of the agency's breachers. They should be open to an outside, impartial, unbiased assessment of the program by subject matter experts to assess the current state of preparedness of the program and to provide guidance and suggestions to improve its capabilities while limiting the agency's exposure to risk and liability; dramatically improving success rates in real-world situations.

At Oak Grove Technologies we employ crisis leaders who have led operations on the FBI's elite Hostage Rescue Team (HRT) and have managed, trained and operationally used explosive breaching during in extremis incidents both domestically and overseas. Our subject matter experts are world-renowned as some of the most experienced and respected law enforcement breacher experts in this critical discipline. Allow Oak Grove professionals to assess your current explosive breaching program, provide guidance and suggestions to improve

capabilities, limit your agency's exposure to liability, while vastly strengthening and improving the chance of success in real world missions.

For assistance reviewing and assessing Breaching programs, Standard Operating Procedures, Lesson Plans, Annual Training Requirements or just to answer questions, contact Jeff Krill, Special Programs Manager at Oak Grove Technologies, cell 919-907-8315.







# These can tell you more than meets the eye

Vehicle investigations require piecing together every bit of information at hand. And if you have keys in hand, we can tell you more.

The National Insurance Crime Bureau (NICB) offers a FREE service to law enforcement to read critical data off the keys of General Motors<sup>1</sup> and some BMW vehicles. VIN number associated with the key and mileage the last time the key was used to start the vehicle are just some of the data NICB can provide.

Investigate [www.nicb.org/keyreads](http://www.nicb.org/keyreads) for more information or email [keyreads@nicb.org](mailto:keyreads@nicb.org).

<sup>1</sup>Side-milled keys starting with model year 2010 to most present day models

# NICB's Geospatial Intelligence Center Takes Aim at Disaster Recovery Efforts

— **Michelle Curtis**, Marketing Director, NICB



Earlier this year, the National Oceanic and Atmospheric Administration (NOAA) confirmed that 2017 was the costliest year on record for weather and climate disasters. Each of the 16 U.S. weather and climate disasters in 2017 saw losses in excess of \$1 billion, setting a new record for losses in the U.S. at about \$306 billion.

The effects of these disasters linger for years, but for law enforcement and first responders, the immediate effects are far more critical; get in, save lives, stay safe. Unfortunately, the “getting in” and ability to appropriately respond isn’t always the easiest thing to do during or after a disaster event.

What started two years ago as a pilot to assist property-casualty insurance company members of the National Insurance Crime Bureau (NICB) in their post-disaster claim efforts has turned into much more.

The Geospatial Intelligence Center (GIC), formed by NICB, is an insurance industry consortium delivering high-resolution imagery and analytics to assist insurers with claims decisions while helping to reduce fraud and provide faster disaster response.

What NICB and the GIC also recognize is that the same imagery to support property-casualty insurance companies is valuable to emergency personnel in many of these most devastating weather and climate disasters. Where boots on the ground can’t get to, GIC’s eyes in the sky can.

The GIC and its leading geospatial partner, Voxel Imaging, use extremely powerful imaging sensors mounted in aircraft and fly over areas hit by disasters as soon as emergency officials provide access to the airspace. Cameras that capture 360-degree panoramic high-resolution images can

also be attached to vehicles to collect street-level views in a disaster area. The aerial imagery that’s captured from a disaster site is processed within 24 hours and made available through a web-based mapping application from another leading geospatial partner, Esri. Aerial views of impacted areas can be viewed through the mapping application on an address-by-address level to assess damage. Street-view imagery is available through a separate software program.

The long-term plan of the GIC is to do “blue sky” imaging in over 100 metropolitan areas on a regular basis. And when a disaster strikes, the GIC will be able to respond immediately on a 24/7 basis to provide comparisons that will assist in damage assessment for insurance company members and for first responders, emergency personnel and law enforcement.

Beginning in August 2017, the GIC was able to truly validate its capability during disasters by mapping the areas hardest hit by Hurricanes Harvey, Irma and Maria, as well as the Northern California wildfires.

The imagery provided helpful post-disaster information to insurance companies and was also made available at no cost to assist first responders, humanitarian organizations, and federal and state agencies by providing them with finely detailed imagery that helped provide actionable insight into the situation on the ground.

Consider this scenario—your community was hit by widespread flooding. As an emergency responder, you want to provide assistance and resources quickly to those who need it most. To supplement the information that you already receive from other agencies and organizations, the news and eyewitness accounts, the GIC imagery can visually show responders exactly where the

*(continued)*

## Key Points

- NICB’s GIC asks for your continued cooperation and support with entering disaster sites.
- The GIC collects 360-degree, high-resolution imagery via aircraft and ground vehicles, and makes it available within 24 hours of a disaster to which it is responding.
- The imagery collected by the GIC is free to access for first responders, law enforcement, humanitarian organizations, and federal and state agencies.

# NICB's Geospatial Intelligence Center Takes Aim at Disaster Recovery Efforts

(continued)

hardest hit areas are, to what degree the area is damaged and if rescue assistance is needed.

A poignant image collected by the GIC's flyover of the Florida Keys from Hurricane Irma shows the immediate need from one of its Cudjoe Key residents; "water, gas, gen." It was a simple plea for help that the GIC was able to leverage by providing the resident's location details to emergency personnel.

"This technology takes the industry response to a catastrophe to a whole new level," said NICB President and CEO Joe Wehrle. "The response to our initiative has been overwhelmingly positive based on feedback I have received during my meetings with emergency personnel, law enforcement and our insurance company members."

NICB's long history of a strong working relationship with emergency and law enforcement personnel has made accessing post-disaster sites possible for the GIC. For example, the Texas Department of Public Safety and other local and federal officials enthusiastically supported the GIC's effort in Texas, and provided NICB with access and support during the Harvey response. The GIC had experts on-site in many of the recent major disasters to coordinate activities in the emergency operations centers.

All the while, NICB's mission stands true with the GIC as the geospatial data that's collected through the imagery is invaluable in fighting fraud in the aftermath of a disaster.

And no type of disaster is out of the realm of coverage for the GIC. Besides wildfires and hurricanes, the GIC has also imaged and mapped damaged areas from tornadoes, mudslides, hailstorms and flooding.

Responder maps are available on the GIC's website and, by request, law enforcement and emergency responders can gain access to password protected imagery that allows them to see structures and other property and full neighborhoods on a granular level for disaster events that have been imaged by the GIC.

Wildfires, tornadoes and flooding continue to ravage areas across the country in 2018, and time will tell how the fall hurricane season will play out. "What we all know is that it's just a matter of time before a weather disaster hits close to home, if one hasn't already," said NICB Chief Operating Officer Jim Schweitzer.

Responding to these disasters always brings with it major challenges. Schweitzer wants you to know that "NICB is prepared to stand with our first responders and emergency managers and eager to deliver this unique and essential imagery through the work of the Geospatial Intelligence Center to aid in your response to disasters that directly impact your community."

*Michelle Curtis is the marketing director at the National Insurance Crime Bureau. She has been with the organization for more than nine years, and currently leads marketing, branding and website efforts to support the organization's membership strategies and increase public awareness of insurance fraud by consumers. She finds it personally fulfilling to work on behalf of non-profit organizations and has been in the space for 18 years.*





# The Springfield Police Department is honored with 2018 Everyday Heroes Award for catching a dangerous predator using very few clues.

The Springfield Police Department (SPD), recently honored by Thomson Reuters with the 2018 Everyday Heroes Award, was faced with locating a dangerous sexual predator using only a first name and a street name the suspect may – or may not – have lived on.

Cristina Fernandez, Crime Analyst and Reporting Supervisor at SPD, explained that a woman reported being raped and held against her will by a man she met through social media. “She really didn’t know much else about him,” Fernandez said. “But he had taken her back to his place and had assaulted her there.”

Despite the scant information, Fernandez entered what she had into the department’s Thomson Reuters CLEAR® search database. In the past, CLEAR had been able to pull up vital information based on even a little bit of data. “CLEAR has such a robust search ability that, even using just minimal pieces of information, I can usually generate a list of names and at least it’s a starting point,” she added.

In this case, CLEAR was able to generate a short list of names and locations, based only on the first name, the city of Springfield, and an erroneous street name as parameters. “I can’t even express how helpful a search tool like CLEAR is,” said Fernandez.

SPD analysts were also able to find the victim’s social media profile page. They found one aggressively flirtatious post made by an individual with the same name as the reported suspect. “I noticed that they were no longer friends – so I thought something’s gone down here,” explained Fernandez.

Fernandez said she started doing more digging on the suspect, identifying him by name on social media and confirming this was the same person she had found on the CLEAR list. She then began checking the suspect’s previous criminal record. “I literally almost fell off my chair,” Fernandez said. “It was terrible – kidnapping, assault, domestic violence, restraining order, restraining order, restraining order, assault.”



She turned her findings over to the sexual crimes unit and when the victim came in to look at a photo array of potential suspects, she pointed at the person CLEAR had helped identify and exclaimed, “That’s him!” The man was arrested and charged with kidnapping, assault and battery, aggravated rape, and indecent assault and battery – and he’s even being looked at in relation to other crimes. This case and the growing charges against him are still being adjudicated at this time.

In the end, Fernandez credits CLEAR and the work of the Springfield Police Department’s analysts and detectives with being able to quickly locate and apprehend this dangerous sexual predator – despite the small amount of information available to go on initially. “Sometimes, if I can’t look within our own resources to find the information I might need, I know I can find it in CLEAR,” she said. “It’s quick and it’s accurate. It’s fantastic.”

For more information on CLEAR, go to [legalsolutions.com/CLEAR/law-enforcement](https://legalsolutions.com/CLEAR/law-enforcement)

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# Virginia Beach Welcomes the 28th Annual FBI-LEEDA Conference

April 29 – May 1, 2019

— **James A. Cervera**, Chief of Police,  
Virginia Beach Police Department



Recently, a small delegation from Virginia Beach attended the 27th Annual FBI-LEEDA conference in Birmingham, Alabama. We were very impressed with the conference and the great lengths to which the FBI-LEEDA staff and the Birmingham PD went to ensure the event went smoothly. The feedback from our delegation was extremely positive and complimentary of the conference. Needless to say, the bar was set very high. Virginia Beach is eager, enthusiastic, and appreciative to be selected as the host location for 2019.

Most people think of Virginia Beach as primarily a summer tourist destination. We have 38 miles of shoreline, we welcome over 15 million visitors each year, and there are many outdoor activities guaranteed to keep you entertained. You cannot throw a rock in our city without hitting some body of water. Our city has been fortunate to receive many awards over the years. These include: “Best Place to Live” USA Weekend Magazine, Safest City for Its Size FBI Crime Statistics, Best American Boardwalks Travel Channel, Best City for Families Best Life Magazine, America’s Ten Best Cities” Ladies’ Home Journal, and One of the Fittest Cities Men’s Fitness Magazine. We feel certain there is something for everyone here.

However, Virginia Beach is much more than a resort destination. Our city is roughly 300 square miles in size with 460,000 year-round residents. We are one of the largest municipalities in Virginia. At the heart of Virginia Beach is Town Center. This is the place to be for a night of enjoyable dining and entertainment. Town Center is a quick shuttle ride from the resort area. We have a ro-

bust agricultural district that encompasses the southern half of our city. Agriculture is our 3rd largest economy. We hope that when you come to Virginia Beach you get to experience the many local cuisines we offer. We live by the slogan, “buy fresh buy local”.

The Virginia Beach Police Department (VBPD) is the largest municipal police department in Virginia with a committed team of over 830 Officers and 248 Civilians. The department runs over 173,000 calls for service each year and has the only Mounted Patrol Unit in the area, the only Aviation Unit in the region, and a Marine Patrol and Dive Unit to provide maritime security and safety on our waterways. The violent crime rate continues to be the lowest for cities of similar size with clearance rates above the national average.

The Virginia Beach Police Department has a great relationship with our military partners. They are the largest employer in our city. There are several military installations that call Virginia Beach home to include Joint Expeditionary Base Little Creek/Fort Story, Naval Air Station Oceana, Dam Neck Naval Base, and the Camp Pendleton Air National Guard. Oceana Naval Air Station is the East Coast Master Jet Base and Little Creek and Dam Neck bases are home to the east coast based Naval Special Warfare Teams (Navy Seals). We are proud of the work these men and women do and we have worked hard to build and maintain a strong working relationship with them. They put a tremendous amount of trust in us as we are often asked to “take care of their families while they are deployed”.

When here, make sure to visit our Virginia Beach Law Enforcement Officers Memorial which stands at 35th St. on the Boardwalk. This memorial was built in 2012 thanks to the Virginia Beach Police Foundation, an all-volunteer, non-profit, private organization that provides recognition and support to the members of our department. The memorial features the story of every law enforcement officer killed in the line of duty while

serving the City of Virginia Beach. It is accessible 24/7 and is a short walk from the hotels along Atlantic Ave.

Chief James A. Cervera has led VBPD since September 1, 2010. He joined the department in 1978 and was promoted through the ranks. Chief Cervera earned a Bachelor of Arts degree in Criminal Justice from St. Leo University and a Master of Public Administration degree from Old Dominion University. He graduated from the FBI National Academy 171 session in Quantico, VA, the Police Executive Leadership School at the University of Richmond, the University of Virginia's Senior Executive Institute, the Senior Management Program in Policing from Boston University, and the National Executive Institute.

The Virginia Beach Police Department is accredited through CALEA® and Chief Cervera is a member of the Major Cities Chiefs Association, International Association of Chiefs of Police, and the Police Executive Research Forum.

We look forward to working with FBI-LEEDA staff to plan an informative and fun conference. Of course, we will include day excursions for those attending as part of a vacation get-away during conference hours as well as evening festivities for all participants. While the conference officially ends Wednesday night, we invite you to consider staying through the weekend and seeing all that Virginia Beach has to offer. May is a beautiful time here. You can enjoy summer-like weather and beat the rush of the official tourist season. We look forward to seeing you at the conference next year!

Thank you!!!





## Police Pursuits – Managing Risk and Providing Accountability with a Well-Drafted Pursuit Policy

— *Eric Daigle, Esq.*



There are few activities police officers do while conducting enforcement activities that give as much of an adrenaline rush other than a good car chase. It is one of the few experiences where your training, experience, and ability all come together for the purpose of ensuring the apprehension of a suspect who committed a crime. Knowing this presented a challenge when writing this article. Experience has proven that agencies must have a comprehensive pursuit policy that limits the initiation of a pursuit and narrowly tailors an officer's ability to continue the pursuit. As a Police Chief, however, is it right for you to draft a pursuit policy that provides strict limitations? The answer is simple –yes. The reason for such a policy is based on our most important duty as a police leader – officer safety. Too often I hear officers and command staff say that we draft policies to reduce liability. While reducing liability is an important consideration, our primary concern should be the safety of our staff and the citizens we serve.

Over my career as a litigator, I have had the unfortunate experience of being involved in litigation cases against my clients where an innocent person was severely injured as a result of a police pursuit. Did that mean the pursuit was wrong, no. Did that mean the officers were not justified in pursuing the individual, no. It just means that pursuits are a very high risk to officers and citizens alike. Even as I sit here writing this article I have learned that four officers were killed this year as a result of vehicle pursuits. While I can't share all of my experiences I will share one where officers followed procedure and the suspect struck a twenty-one year old college student doing about 100MPH. As a result of her injuries, she became a quadriplegic. An NCAA star athlete, who was just in the wrong place at the wrong time. I remember on the day of settlement for the litigation case, as I listened to the number "12 million dollars," trying to wrap my head around explaining that to my clients. The Judge made it easy for me when he pulled me aside and said, "do you see the victim - someone is paying for that." That's why

I write this article today. Not to stop police pursuits, but to make sure we fully understand the risk associated with the conduct. That is why our main objectives in drafting a good pursuit policy should be to manage the risk and conduct a "cost-benefit" analysis that weighs the importance of apprehension against the possibility of serious physical injury or death to our officers or the innocent motorist. So, with these objectives in mind, let's look at important factors to consider in your Pursuit Policy.

### Initial Concerns – Agency Policy

Your agency should regulate and limit police pursuits, but not because we are looking to lower enforcement efforts or curb an officer's ability to "do the job." We limit the discretion to engage in vehicle pursuits because they are one of the most dangerous activities an officer can undertake, and we want to make every effort to assure the safety of our personnel and citizens. To that end, it is important in the Policy Statement to announce that no officer or supervisor should be criticized or disciplined for a decision not to engage in a vehicle pursuit, based on the risk involved, even in circumstances where the directive would permit the commencement or the continuation of the pursuit.

We should not assume that all persons fleeing from the police have committed a felony. In fact, the data shows that many vehicle pursuits are initiated based on a traffic offense or minor misdemeanor. In a recently released DOJ study,<sup>1</sup> the agency reviewed a number of factors involved in police pursuits. The study found that over 69% of pursuits were initiated based on a motor vehicle offense, while less than 10% of the pursuits were initiated because the fleeing operator was suspected of committing a violent felony.

At DLG, we believe that the danger involved in conducting the pursuit far outweighs the need to apprehend the operator in those cases involving traffic offenses or minor crimes. According to the DOJ study, there were more than 6,000 fatal crashes as a result of police pursuits in the twenty-year period ending

in 2015. Tragically, over a third of these fatalities involved innocent motorists or pedestrians, and over 60 officers were killed. Furthermore, in the heat of the chase the psychological phenomenon of “Tunnel Vision” can cloud your judgment and prod you to continue the chase beyond the point where common sense and good judgment would call for the chase to be terminated. Frankly, in a common sense risk analysis, the death or serious injury to an officer or innocent citizen does not equate with the need to apprehend a motorist suspected of committing a property crime or traffic offense.

For these reasons, your agency policy should specifically outline the allowable criteria for initiating a pursuit. We believe the criteria should be based on:

- *A reasonable suspicion to believe the driver or occupant has committed or is attempting to commit a crime of violence,*
- *Whether officers can articulate the exigent need to apprehend the suspect because of the potential for harm to the public (public risk); and*
- *The pursuing officer's conclusion that the imminent threat of death or grave bodily harm to the officer and the public created by the pursuit is less than the immediate or potential danger to the public should the suspect remain at large.*

Absent extreme circumstances, there are a number of other circumstances where vehicle pursuits should be prohibited. These situations include:

- *When there are non-police personnel or civilians in the vehicle;*
- *Pursuits of motorcycles or off-road vehicles;*
- *During severe weather conditions; and*
- *When the police vehicle does not have working emergency lights and sirens.*

## **The Need for Safety and Continuous Re-evaluation**

I've heard officers tell me more than once that they can't wear a seat belt because they may have to jump out of the cruiser to pursue the offender. The simple fact is this – seat belts save officers' lives every day and no pursuit should be initiated without first buckling up, and your agency policy should require the use of seat belts. From 1980 to 2008, 139 officers were killed after being ejected from their cruiser during a crash. Many of the hundreds more who died in crashes during this period were not wearing seat belts – over 42%<sup>2</sup>. While these statistics are not limited to pursuit crashes, the data shows the importance of wearing your seat belt.

Your policy should include those factors that should be considered in addition to the crime the suspect is believed to have committed. It is also important to continually re-evaluate these factors during the pursuit and the reasonableness of continuing the pursuit. Evaluation factors include, but are not limited to:

- *Weather conditions, traffic density, time of day, and the type of area;*
- *The speed involved, condition of the police vehicle and the suspect vehicle;*
- *Alternate means of apprehension and whether officers have learned the identity and possible destination of the suspect*

Pursuing officers and the monitoring supervisor must constantly re-evaluate these evaluation factors and not hesitate to call off the pursuit when changing circumstances require that the pursuit be ended.

Your directive should also include procedures for how the pursuit will be conducted to include:

- *The number of vehicles allowed;*
- *Overtaking or passing police vehicles or the suspect vehicle; and*
- *The types of police vehicles allowed to engage in pursuits.*

*(continued)*

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# Police Pursuits –

## Managing Risk and Providing Accountability with a Well-Drafted Pursuit Policy

*(continued)*

### Forcible Stops

Your directive needs to address various stop techniques and clearly describe those pursuit-ending procedures that are allowed and those that are prohibited. Your directive should also address those procedures that can be initiated at the officer's discretion and those that require pre-approval by a supervisor. If your agency uses stop sticks or other tire deflation devices, the deployment of these devices must be approved by the supervisor and only deployed by officers who have received training in the use of this equipment.

There must also be a connection between those procedures you allow and your training program. As an example, if your policy allows the use of a PIT (Pursuit Intervention Technique) maneuver then it is imperative that officers receive training in this procedure and regularly scheduled, follow-up training. These types of forcible stops are not recommended and you should discuss with your legal counsel.

### Inter-jurisdictional Pursuits

Your directive should provide specific guidelines for continuing a pursuit outside of your jurisdiction, and assisting in a pursuit that enters your jurisdiction by another agency. As an example, how does your policy address your officer's ability to assist another agency when the pursuit is based on factors that would not allow your officers to initiate a pursuit? Simply put, your agency policy should provide clear guidelines to officers that restrict their ability to assist with the pursuit, and the outside agency should be advised accordingly. This would not be as big an issue if we were more consistent in our policy language across police agencies. Accountability in these situations is important, and the supervisor is responsible for assuring that the circumstances surrounding the out-of-town pursuit meets the guidelines outlined in your agency directive.

### Accountability, Reporting and Inspection Requirements

Your directive should clearly articulate the roles and responsibilities of the agency personnel involved in this activity. This includes the primary officer, assisting officers, the supervisor and, last but certainly not least, the communications personnel. Each person has a vital role to play in assuring a safe and successful conclusion to the pursuit.

As with any high-liability activity, thorough documentation is extremely important. Each officer involved in a pursuit should complete a report and any additional forms required by your agency. This includes cases where the pursuit was called off. Why, you may ask, is it important to document those pursuits that are called off? Simply put, it is important for the agency to show a history of properly conducting and re-evaluating pursuits and proactively ending the pursuits when safety factors warrant the pursuit being called off.

The supervisor is responsible for gathering the individual reports and drafting a full report and investigation of the pursuit. This includes gathering all of the appropriate data, including dispatch recordings, photographs, and any video footage of the pursuit.

Finally, your directive should clearly establish an inspection process to review pursuits. Someone in the agency should be tasked with reviewing the final report package to assure that the incident is properly documented and meets agency requirements. In addition, a command-level employee should be tasked with conducting an annual review of all pursuits. This annual review will provide important data to assess whether changes need to be made to the agency's policy or training programs.

Certainly, we have not covered all aspects of your agency's pursuit directive in this article, but we have addressed the critical areas. The responsibility for



a successful and safe ending to any police pursuit squarely falls on three main players – the officers involved in the pursuit, the Communications personnel assigned to manage the incident, and the Supervisor assigned to monitor the pursuit. Our hope is for each member of the agency to know his/her role, the inherent dangers that come with this activity, and the limitations and guidance your agency has provided to assure your safety and the safety of the citizens we serve. This can be accomplished by drafting and issuing a clear and comprehensive policy and training your agency personnel in accordance with the policy.

1 Police Vehicle Pursuits, 2012-2013; U.S. Department of Justice, Bureau of Justice Statistics; Brian A. Reeves, Ph.D. May 2017; NCJ 250545

2 Characteristics of Law Enforcement Officers' Fatalities in Motor Vehicle Crashes; National Highway Traffic Safety Administration; DOT HS 811 411; January 2011

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*Attorney Daigle practices civil litigation in federal and state court, with an emphasis on municipalities and public officials. His area of focus is civil rights actions, including police misconduct litigation and employment actions. He is an FBI-LEEDA instructor and serves as its General Counsel.*

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- Reflective Leadership Institute
- Distance Learning
- Media & Public Relations
- Master Public Information Officer
- Internal Affairs Investigations
- Leadership Integrity



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[www.fbileeda.org](http://www.fbileeda.org)

## Members' Spotlight

### SHARE EXPERIENCES. GET YOUR VOICE HEARD.

We welcome your submission.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. Articles should be approximately 750 words; please include your high resolution professional portrait (300 dpi, .JPG or .TIF file), and a short bio and send to the FBI-LEEDA office, attention Delanie Lynch or email her at [dlynch@fbileeda.org](mailto:dlynch@fbileeda.org)

# FBI-LEEDA Regional Representative Program Update

— **Mark Sullivan**, Program Coordinator, FBI-LEEDA



FBI-LEEDA's Regional Reps are finishing up another busy season, and we wish to thank our road warriors for logging the miles to promote FBI-LEEDA to the leaders of law enforcement agencies across the country. Our Regional Reps collectively logged over 27,000 miles while travelling to the two dozen command col-

leges during this training year. The importance of this work is evident as many of the 1800 command college attendees joined FBI-LEEDA, became familiar with our training initiatives, and began sending their agency personnel to our classes.



## Become an FBI-LEEDA Regional Representative

We are looking to fill positions for Regional Representatives in the following areas:

**Region #2** – for New York, Vermont and Connecticut areas

**Region #4** – for Maryland, West Virginia, Virginia, North Carolina, and South Carolina areas

**Region #6** – for Michigan, Ohio, Kentucky, and Tennessee areas

You must be a full-time sworn member of a law enforcement agency, an FBI-LEEDA member in good standing, and hold the rank of Lieutenant or above (or considered an exempt/non-hourly) employee.

For more information or if you wish to apply for the position, please compose your letter of interest and resume and email your submission to [msullivan@fbileeda.org](mailto:msullivan@fbileeda.org) or send to:

**Mark Sullivan**, RR Program Coordinator, FBI-LEEDA  
11936 W. 119th Street, Suite #200  
Overland Park, KS 66213

*This is a non-compensated position. Applications are due by December 20, 2018.*

### Announce Your Candidacy:

## FBI-LEEDA Sergeant at Arms



**JOIN OUR TEAM:** Members who wish to be part of the FBI-LEEDA Executive Board of Directors are encouraged to submit a letter of intent to run for the office of Sergeant-at-Arms. This is an excellent opportunity to provide your insight and direction for our Association. Members interested in running for this board position must be an active FBI-LEEDA member and must be employed as a Chief Law Enforcement Officer at the time of nomination and election. The next election will be held at the Executive Education Conference in Virginia Beach, April 29-May 1, 2019.

Any qualified member in good standing who wishes to run for the office of Sergeant-at-Arms, must submit a written statement of his or her intention to seek office at least 30-days prior to the election. Please address your letter of intent to the attention of the current President of the Association, care of the FBI-LEEDA Executive Director.

Send to: **FBI-LEEDA**  
Attention President John Horsman  
5 Great Valley Parkway, Suite 125, Malvern, PA 19355

## FBI-LEEDA Regional Representatives

**Region 1**  
(ME NH MA RI) **Chief Matt Canfield**  
Laconia (NH) Police Department, [mcanfield@laconiapd.org](mailto:mcanfield@laconiapd.org)

**Region 2**  
(NY VT CT) ***This could be you***  
*Become an FBI-LEEDA Regional Rep today!*

**Region 3**  
(PA NJ DE) **Lieutenant Tim Troxel**  
Upper Moreland (PA) Police Department [ttroxel@uppermoreland.org](mailto:ttroxel@uppermoreland.org)

**Region 4**  
(WV MD VA NC SC) ***This could be you***  
*Become an FBI-LEEDA Regional Rep today!*

**Region 5**  
(AL MS GA FL) **Lieutenant Bruce Hannan**  
Palm Beach County (FL) Sheriff's Office, [hannanb@pbso.org](mailto:hannanb@pbso.org)

**Region 6**  
(MI OH KY TN) ***This could be you***  
*Become an FBI-LEEDA Regional Rep today!*

**Region 7**  
(WI IL IN) **Lieutenant Lisa Kumbier**  
Brown Deer (WI) Police Department, [lkumbier@bdpolice.org](mailto:lkumbier@bdpolice.org)

**Region 8**  
(ND SD NE MN IA MO AR) **Chief Harry Gurin**  
Peculiar (MO) Police Department, [hgurin@peculiarpd.com](mailto:hgurin@peculiarpd.com)

**Region 9**  
(CA NV AZ HI AK) **Chief Mark Pazin**  
California Office of Emergency Services (OES), [mark.pazin@calOES.ca.gov](mailto:mark.pazin@calOES.ca.gov)

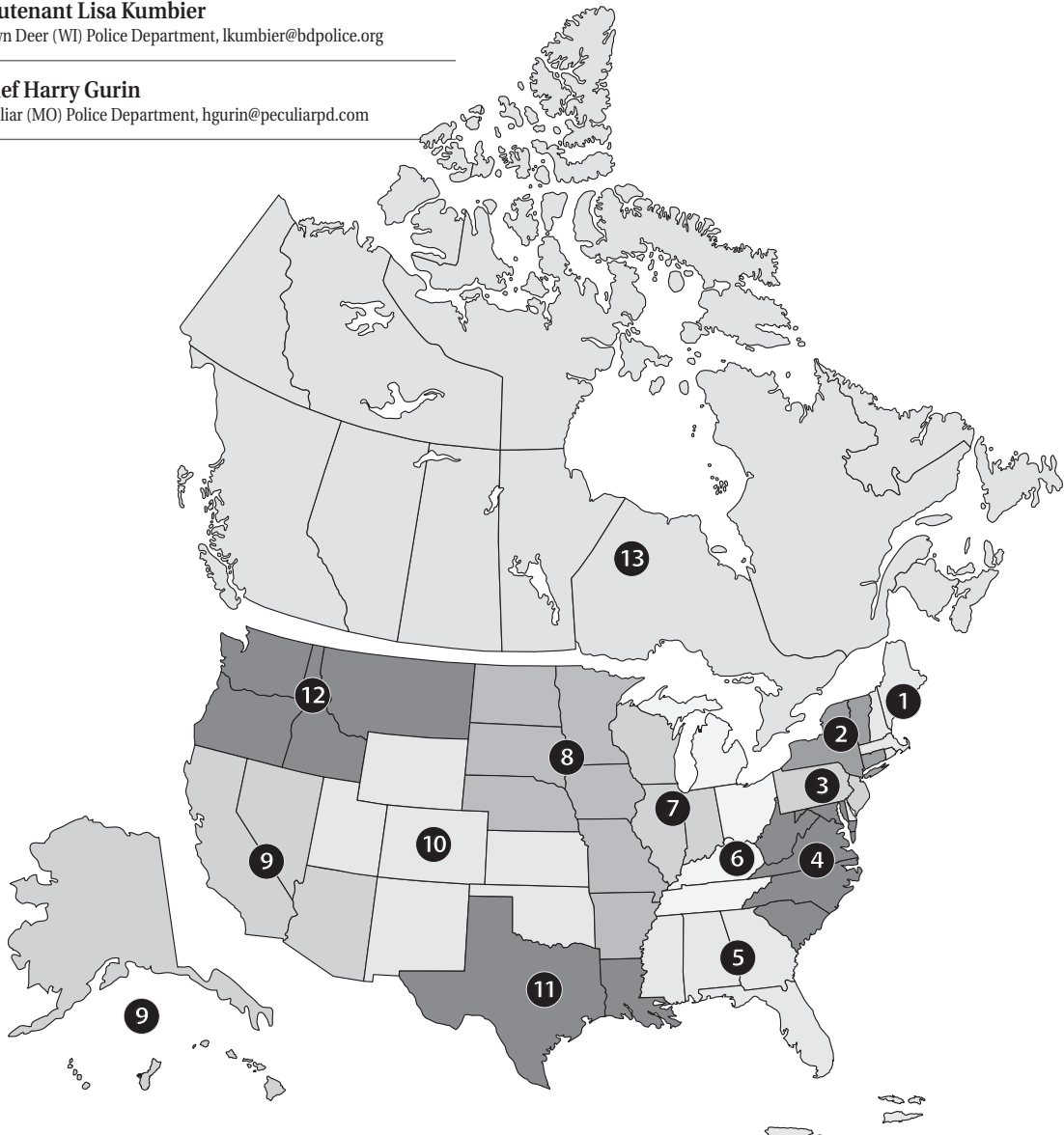
**Region 10**  
(WY UT CO KS NM OK) **Undersheriff Richard Powell**  
Sedgwick County (KS) Sheriff's Office, [richard.powell@sedgwick.gov](mailto:richard.powell@sedgwick.gov)

**Region 11**  
(TX LA) **Assistant Director (Ret.) J. Frank Woodall**  
Texas Department of Public Safety, [colwoodall@att.net](mailto:colwoodall@att.net)

**Region 12**  
(WA OR ID MT) **Lieutenant Tony Bennett**  
Yakima (WA) Police Department, [Tony.Bennett@yakimawa.gov](mailto:Tony.Bennett@yakimawa.gov)

**Region 13**  
(CANADA) **Inspector Superintendent Steven Molyneux**  
Toronto Police Service, [steven.molyneux@torontopolice.on.ca](mailto:steven.molyneux@torontopolice.on.ca)

**Program Coordinator: Mark Sullivan**  
FBI-LEEDA, [msullivan@fbileeda.org](mailto:msullivan@fbileeda.org)





## Law Enforcement Executive Development Courses



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



### 1 Supervisor Leadership Institute

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

*The registration fee for Supervisor Leadership Institute is \$650.*



### 2 Command Leadership Institute

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

*The registration fee for Command Leadership Institute is \$650.*

## Additional Education Opportunities



### Procedures for Managing Internal Affairs Investigations

This 4-1/2 day seminar is interactive and attendees participate in various scenarios presented by the instructors. Procedures for Managing and Conducting Internal Affairs Investigations focuses on ethics and integrity, agency policies and procedures, the complaint process, investigation of personnel complaints, administrative law, and the interview process.

*The registration fee for the Internal Affairs Investigations course is \$650.*



### Leadership Integrity

*Formerly Known As Ethics & Procedural Justice*

The two day FBI-LEEDA Leadership Integrity course focuses on both personal and organizational ethical learning. It uses both classic and contemporary ethical decision-making procedures to help students identify ethical issues and take corrective action. Also included are modules on procedural justice and police legitimacy as well as police misconduct. This class is strongly scenario-based and interactive and is suitable for all law enforcement personnel regardless of rank or sworn/professional staff status.

*The registration fee for the Leadership Integrity course is \$450.*

**Contact FBI-LEEDA at 877-772-7712 or email us at [info@fbileeda.org](mailto:info@fbileeda.org)**  
for additional information concerning any of these training opportunities or interest  
in hosting any of these programs in your area.

**SEMINAR REGISTRATION IS OPEN TO ALL LAW ENFORCEMENT – SWORN AND PROFESSIONAL STAFF**

*You do not need to be a member of FBI-LEEDA to attend a seminar.*

*Please note: In order to offset increases in travel and operating expenses over the past five years,  
we will be raising our standard tuition rate to \$695 per student beginning January 2019.*



## 3 Executive Leadership Institute

An innovative 4-1/2 day program designed for senior law enforcement executives focusing on the emerging challenges facing our profession. This highly interactive program follows the FBI-LEEDA “Cops Talking to Cops” 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 for Executive Leadership Institute is \$650.*



## Reflective Leadership Institute

The 4-1/2 day FBI-LEEDA Reflective Leadership Institute course will focus on leading an inclusive culture within our law enforcement agencies and communities.

Attendees will learn to incorporate best practices for navigating cultural complexities, effectively guide law enforcement agencies to realize the practical and moral value of cultural awareness and intelligence, and assemble concrete pathways for fair and unbiased leadership development of all employees in the agency.

*The registration fee for Reflective Leadership Institute is \$650.*



## Media and Public Relations

FBI-LEEDA is pleased to present a 4-1/2 day class on media and public relations. Police cannot succeed without the support of the community they are sworn to protect. The image of an agency as a professional and ethical organization is vitally important. By promoting a consistent, positive public image of your department, your community will come to perceive their police as an agency they can depend on and trust.

*Day 1 focuses on various key influencers and how to communicate with each.*

*Day 2 and Day 3 deal solely on traditional media relations and key messaging complete with active role play and a mock news conference.*

*Day 4 is spent entirely on crisis communications and a desk top crisis exercise, and the last day concentrates on how to strategically use social media to improve and augment community relations.*

Class size is limited to ensure individual participation in exercises. Participants are encouraged to bring a laptop, as writing exercises will be assigned during class. Participants will learn how to craft and deliver messages that will help create a positive public perception and how to best utilize various forms of communication.

*The registration fee for the Media and Public Relations course is \$695.*

## Additional Education Opportunities



### Master Public Information Officer

#### *Our newest course offering!*

This immersive 4-1/2 day FBI-LEEDA Master Public Information Officer course moves the participant from the tactical to the strategic level of media and brand management. Participants learn to refine skills in: cultivating and refining brand and image, internal and external communications strategies, pitching stories to a 24/7 news environment, business model of media engagement, crisis management planning, interactive table-top exercises, producing high quality video for social media.

*The registration fee for the Master Public Information Officer course is \$695.*



### Identity Theft Training Summits

FBI-LEEDA and LifeLock®, present one-day and two-day summits on Identify Theft, its economic, personal and employment impacts. The summit is open to all law enforcement personnel and addresses a range of identity theft issues presented by distinguished law enforcement personnel with specialized skills and experience in identity theft, high technology crimes and fraud.

Check our website for dates, locations and to register for this FREE law enforcement training, or contact:

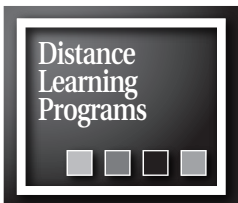
**Paige Hanson** (Tel:) 480-457-2108  
Email: [Paige\\_Hanson@symantec.com](mailto:Paige_Hanson@symantec.com), or

**Mark Sullivan** (Tel:) 913-238-2745  
Email: [msullivan@fbileeda.org](mailto:msullivan@fbileeda.org)



*Call FBI-LEEDA for upcoming dates and locations at 877-772-7712 or email [info@fbileeda.org](mailto:info@fbileeda.org)*





## Distance Learning Online Courses

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### Phase I – Basic Supervisory Liability

FBI-LEEDA's *Basic Supervisory Liability* is an online instructor lead program offered to law enforcement agencies. The four week course is accessible via the Internet and is divided into four modules – each focusing on specific issues facing today's law enforcement supervisors. The *Basic Supervisor Liability* includes a review of constitutional standards applicable to supervisor liability, deliberate indifference, and use of force investigation. In addition, the program reviews legal standards applicable to internal affairs investigations and sexual harassment, knowledge of legal standards and best practices in protecting themselves and their department from liabilities.

*Sessions start every thirty (30) days.*

*The registration fee for Basic Supervisory Liability class is \$350.*

### Phase II – Advanced Supervisory Liability

Ensuring Effective and Constitution Policing

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

*Sessions start every sixty (60) days.*

*The registration fee for Advanced Supervisory Liability class is \$350.*

### Ethics

FBI-LEEDA presents *Ethics*, an on-line distance learning program that focuses on the importance of ethics, integrity and procedural justice to the daily operation of law enforcement agencies. Law enforcement officers are held to a high standard and require a level of public trust, commonly known as police legitimacy. When officers display conduct unbecoming, public trust is eroded and the image of an agency is tarnished. This program will provide lessons in reasoning that lead officers to appropriate decisions and resolutions.

*Sessions start every sixty (60) days.*

*The registration fee for Ethics class is \$350.*

**Register now at [www.fbileeda.org](http://www.fbileeda.org)**

## Putting the Pieces Together – Online

One class at a time - day or night - at any time

# eTrilogy

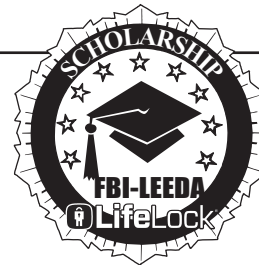
FBI-LEEDA offers three courses via distance: Basic and Advanced Supervisory Liability and Leadership Integrity.

Each course runs four weeks (24 credit hours), and participants will receive a certificate of completion once they have satisfactorily completed the program. Both programs feature on-line, instructor led learning, similar to a college program.

Inquiries for POST credit for these courses should be directed to the FBI-LEEDA office at 877-772-7712

# FBI-LEEDA/LifeLock Scholarship Program

Each year, the FBI-LEEDA/LifeLock scholarship program offers five \$1,000 scholarships. The scholarships are awarded at the Annual Executive Education Conference. The guidelines for eligibility are listed below.



**BASICS** – Applications for the 2019-2020 academic school year are now being accepted. Your application must be postmarked by March 30, 2019, to be considered. FBI-LEEDA selects final candidates based on the following criteria:

- *Eligibility* • *Quality of application*
- *Commitment to leadership*

**PROVISIONS** – An individual may receive only one scholarship award of \$1,000 per year from FBI-LEEDA/LifeLock. FBI-LEEDA will make the scholarship award payment to the recipients school on or before August 1. An applicant may re-apply each year providing eligibility requirements are fulfilled.

**HOW TO APPLY** – Applicant must provide the following items:

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

Application, essay questions, and high school verification forms are available on the Members Only web page of the FBI-LEEDA website: [www.fbileeda.org](http://www.fbileeda.org).

Send your completed application to:

## **FBI-LEEDA**

Executive Board Scholarship Program

5 Great Valley Parkway, Suite 125, Malvern, PA 19355

**\*Applications Must Be Postmarked by March 30, 2019\***



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## FBI-LEEDA Corporate Partners



### DIAMOND LEVEL

#### CORPORATE PARTNERS



### LifeLock

Contact: Paige Hanson,  
Chief of Identity Education

60 East Rio Salado Parkway, Suite 400  
Tempe, Arizona 85281

Telephone: 480-457-2108 | Facsimile: 480-907-2946

Email: Paige\_Hanson@symantec.com



### PLATINUM LEVEL

#### CORPORATE PARTNERS



### Purdue Pharma, LP

Contact: John Gilbride, Director,  
Diversion Control & Law Enforcement Liaison Education

One Stamford Forum, Stamford, Connecticut 06901

Telephone: 609-409-6926

Email: john.gilbride@pharma.com



### Justice Federal Credit Union

Contact: Judy Pollard, Business Development Officer

5175 Parkstone Drive, Suite 200, Chantilly, Virginia 20151

Telephone: 703-480-5300 Ext. 3148

Email: pollardj@jfcu.org

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Master Public Information Officer | Leadership Integrity  
Procedures for Managing Internal Affairs Investigations  
Reflective Leadership Institute  
Distance Learning Online Courses  
Phase I - Basic Supervisory Liability | Phase II - Advanced Supervisory Liability | Ethics

# FBI-LEEDA Corporate Partners



## GOLD LEVEL CORPORATE PARTNERS



### Verizon Wireless

Contact: Tom Ostrosky, Verizon Project Manager, Public Safety Outreach Program

1 Verizon Way, Basking Ridge, NJ 07920

Telephone: 908-227-3732

Email: Thomas.Ostrosky@VerizonWireless.com



## SILVER LEVEL CORPORATE PARTNERS



### 5.11 Tactical

Contact: Chuck Hauber, Director, FED/MIL Team

4300 Spyres Way, Modesto, California 95356

Telephone: 540-940-7146

Email: ChuckH@511Tactical.com

www.511Tactical.com



Why wait when you can Gazelle?

### Gazelle - ecoATM

Contact: Max Santiago, Senior Director of Law Enforcement Relations

10121 Barnes Canyon Road, San Diego, California 92121

Telephone: 858-461-9968

Email: max.santiago@ecoatm.com

www.ecoatm.com/law-enforcement



### ELITE Interactive Solutions, Inc.

Contact: Louis C. Hook, Executive Vice President and Chief Operating Officer

1200 W. Seventh Street, Suite L1-180

Los Angeles, California 90017

Telephone: 877-435-4832, Mobile 310-753-5327

Email: lhook@eliteisi.com



### Motorola Solutions

Contact: Clay Cassard

2120 W. Braker Lane, Suite P

Austin, Texas 78758

Telephone: 512-924-3891

Email: clay.cassard@motorolasolutions.com

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<http://www.rasportinc.com/store/c23/FBI-LEEDA.html>







## BRONZE LEVEL CORPORATE PARTNERS



### Glock, Inc.

Tavaras Richardson, Marketing Manager  
6000 Highlands Parkway, Smyrna, Georgia 30082  
Telephone: 770-432-1202 Ext. 6775  
Email: tavaras.richardson@glock.us



### National Insurance Crime Bureau (NICB)

Contact: Ivan Blackman, Director of Vehicular Investigations  
1111 E. Touhy Ave., Suite 400, Des Plaines, Illinois 60018  
Telephone: 847-544-7042  
Facsimile: 847-544-7101  
Email: lblackman@nicb.org



### Police & Sheriffs Press

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



### RaSports, Inc.

Contact: Cary Fletcher  
1860-D E. Miraloma Avenue, Placentia, California 92870  
Telephone: 714-524-2300  
Email: clfletcher@rasportinc.com



### Thomson Reuters - Clear

Contact: Daniel DeSimone, Sr. Director, Investigative Resources  
1410 Springhill Road, Suite 450, McLean, Virginia 22102  
Telephone: 703-219-2511 • Cell: 571-422-6548  
Email: daniel.desimone@thomsonreuters.com  
www.clear.thomsonreuters.com

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## FBI-LEEDA Instructors



David Allen



Dr. Anthony Batts



Ron Bayne



David Boggs



Dean Crisp



Eric Daigle



Carol Frederick



Dr. Jeff Green



Dr. Michael Gropman



Jennifer Harris



Larry Horak



Les Kachurek



Eric Kowalczyk



Joe LeDuc



Dr. Neil Moore



Mary O'Connor



Tim Plotts



Louis Quijas



Todd Radford



Mary Rook



A.C. Roper



Stephanie Slater



Tom Smith



Luis Soler



Jerry Thompson



John Turner



Sean Whent



Terri Wilfong



Frank Woodall



Keith Bushey,  
Instructor Emeritus

# Welcome Our Newest Instructors

## Welcome Mary Rook

Mary Rook retired from the FBI In 2015 after a career spanning more than 31 years. During that time, she served in a number of assignments around the country, to include more than four years working Office of Professional Responsibility matters (the Bureau's Internal Affairs component); two years overseeing the Law Enforcement Services Section of the FBI Academy, providing training to state, local, and international law enforcement officers; two years as the Special Agent in Charge of the Anchorage Division, and two years as the Special Agent in Charge of the Salt Lake City Division, responsible for Idaho, Montana, and Utah.

She is a graduate of the FBI's National Executive Institute as well as the Law Enforcement Executive Development Seminar.



## Welcome John Turner

Sheriff John Turner is currently serving his second term as the Sheriff of Walla Walla County in Washington State. John began his law enforcement career in 1984 and has served as a Los Angeles police officer, an attorney whose sole practice was the representation of law enforcement officers, and a counter-terrorism investigator embedded with U.S. Army combat units in Iraq.

Sheriff Turner also serves as a WA State Criminal Justice Training Commission commissioner and an executive board member of the Washington Association of Sheriffs and Police Chiefs.

John holds a bachelor's degree in Public Administration and DCI graduate certificate from the University of Southern California, a Juris Doctorate from Southwestern University, and is an FBI-LEEDA Trilogy Award recipient.




## Why choose FBI-LEEDA Trilogy?

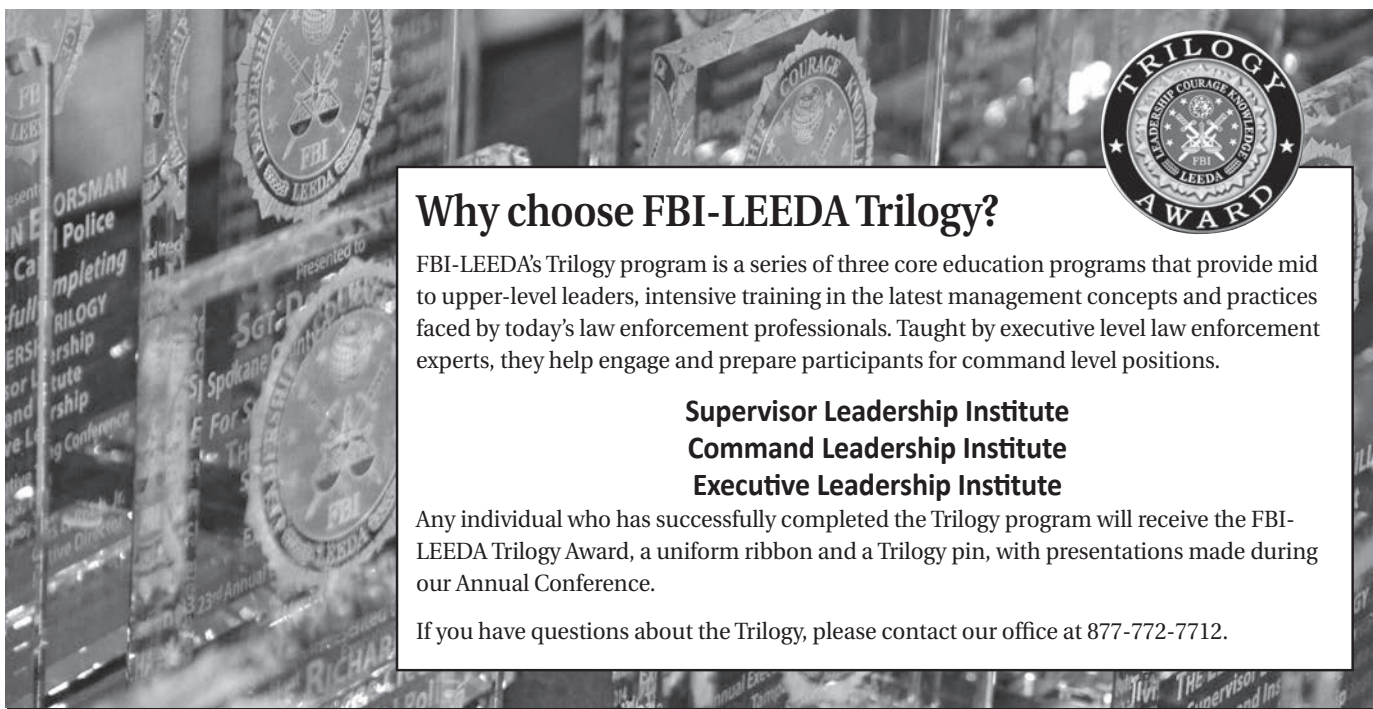
FBI-LEEDA's Trilogy program is a series of three core education programs that provide mid to upper-level leaders, intensive training in the latest management concepts and practices faced by today's law enforcement professionals. Taught by executive level law enforcement experts, they help engage and prepare participants for command level positions.

- Supervisor Leadership Institute**
- Command Leadership Institute**
- Executive Leadership Institute**

Any individual who has successfully completed the Trilogy program will receive the FBI-LEEDA Trilogy Award, a uniform ribbon and a Trilogy pin, with presentations made during our Annual Conference.

If you have questions about the Trilogy, please contact our office at 877-772-7712.









## Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Austin, TX, class held in June 2018. We would like to thank **Director Steve McCraw** and the **Texas Department of Public Safety** for their hospitality.



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Biddeford, ME, class held in July 2018. We would like to thank **Chief Roger Beaupre** and the **Biddeford Police Department** for their hospitality.



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Dover, DE class held in May 2018. We would like to thank **Chief John Horsman** and **Chief Marvin Malley** and the **Delaware Capitol Police** and **Dover Police Department** for their hospitality.



### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the DuPont, WA, class held in May 2018. We would like to thank **Chief Larry Holt** and the **DuPont Police Department** for their hospitality.





## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Frisco, CO, class held in June 2018. We would like to thank **Sheriff Jaime FitzSimons and the Summit County Sheriff's Office** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Georgetown, TX, class held in May 2018. We would like to thank **Chief Wayne Nero and the Georgetown Police Department** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Golden, CO, class held in June 2018. We would like to thank **Colonel Matthew Packard and the Colorado State Patrol** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Hampton, NH, class held in May 2018. We would like to thank **Chief Richard E. Sawyer and the Hampton Police Department** for their hospitality.



## Course Graduates

### SUPERVISOR LEADERSHIP INSTITUTE



#### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Lawrenceville, NJ, class held in June 2018. We would like to thank **Director Martin Masseroni and the Mercer County Police Academy** for their hospitality.



#### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Lexington, KY, class held in June 2018. We would like to thank **Chief Joe Monroe and the University of Kentucky Police Department** for their hospitality.



#### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Lexington, KY, class held in July 2018. We would like to thank **Chief Mark Sink and the Lexington Police Department** for their hospitality.



#### Congratulations

SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Murfreesboro, TN, class held in June 2018. We would like to thank **Chief Michael Brown and the Murfreesboro Police Department** for their hospitality.





## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the North Port, FL, class held in July 2018. We would like to thank **Chief Kevin Vespia and the North Port Police Department** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Reading, PA, class held in May 2018. We would like to thank **Chief Andres Dominguez, Jr. and the Reading City Police Department** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the San Bernardino, CA, class held in June 2018. We would like to thank **District Attorney Michael A. Ramos and the San Bernardino County District Attorney's Office** for their hospitality.



## Congratulations

### SUPERVISOR LEADERSHIP INSTITUTE

Pictured are the attendees from the Weatherford, OK, class held in July 2018. We would like to thank **Chief Luis Flowers and the Weatherford Police Department** for their hospitality.

## Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Augusta, ME, class held in June 2018. We would like to thank **Chief Robert C. Gregoire** and the **Augusta Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Boise, ID, class held in July 2018. We would like to thank **Chief William Bones** and the **Boise Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Carolina Beach, NC, class held in July 2018. We would like to thank **Chief Christopher Spivey** and the **Carolina Beach Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Conroe, TX, class held in June 2018. We would like to thank **Constable Ryan Gable** and the **Montgomery County Precinct 3 Constable's Office** for their hospitality.





## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Conway, SC, class held in June 2018. We would like to thank **Chief Joseph Hill** and the **Horry County Police Department** and **Horry-Georgetown Technical College** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Dover, DE, class held in June 2018. We would like to thank **Chief John Horsman** and **Chief Paul Bernat** and the **Delaware Capitol Police** and **Dover Police Department** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Fredericksburg, VA, class held in July 2018. We would like to thank **Mr. Troy M. Pugh** and the **Marine Corps Recruiting Command Antiterrorism Force Protection** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Georgetown, TX, class held in July 2018. We would like to thank **Chief Wayne Nero** and the **Georgetown Police Department** for their hospitality.



## Course Graduates

COMMAND LEADERSHIP INSTITUTE



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Grandview, MO, class held in June 2018. We would like to thank Chief Thomas Alber and Chief Charles Iseman and the Garden City Police Department and Grandview Police Department for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Henrico, VA, class held in June 2018. We would like to thank Colonel Humberto I. Cardounel, Jr. and the Henrico County Police Division for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Hernando, MS, class held in July 2018. We would like to thank Sheriff Bill Rasco and the DeSoto County Sheriff's Department for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Lexington, KY, class held in August 2018. We would like to thank Chief Joe Monroe and the University of Kentucky Police Department for their hospitality.





## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Marietta, GA, class held in June 2018. We would like to thank **Chief Michael Register** and the **Cobb County Police Department** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Middletown, PA, class held in June 2018. We would like to thank **Chief George Mouchette** and the **Middletown Borough Police Department** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Palatine, IL, class held in June 2018. We would like to thank **Chief Alan Stoeckel** and **Chief Jeff Swoboda** and the **Palatine Police Department** and the **Elgin Police Department** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Pensacola, FL, class held in July 2018. We would like to thank **Sheriff David Morgan** and the **Escambia County Sheriff's Office** for their hospitality.



## Course Graduates

### COMMAND LEADERSHIP INSTITUTE



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Raleigh, NC, class held in August 2018. We would like to thank **Director Sam Pennica** and the **Raleigh/Wake-County Bureau of Identification** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the San Antonio, TX, class held in July 2018. We would like to thank **Chief Johnny Siemens** and the **Castle Hills Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the San Bernardino, CA, class held in July 2018. We would like to thank **District Attorney Michael A. Ramos** and the **San Bernardino County District Attorney's Office** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Sarasota, FL, class held in June 2018. We would like to thank **Sheriff Tom Knight** and the **Sarasota County Sheriff's Office** for their hospitality.





## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Scottsdale, AZ, class held in June 2018. We would like to thank **Chief Alan G. Rodbell and the Scottsdale Police Department** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Southaven, MS, class held in June 2018. We would like to thank **Chief Steve Pirtle and the Southaven Police Department** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Spokane, WA, class held in May 2018. We would like to thank **Sheriff Ozzie Knezovich and the Spokane County Sheriff's Office** for their hospitality.



## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Springfield, MO, class held in July 2018. We would like to thank **Sheriff Jim Arnott and the Greene County Sheriff's Office** for their hospitality.



## Course Graduates

COMMAND LEADERSHIP INSTITUTE



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Stuart, FL class held in July 2018. We would like to thank **Sheriff William D. Snyder** and the **Martin County Sheriff's Office** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Titusville, FL, class held in May 2018. We would like to thank **Chief John Lau** and the **Titusville Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Topeka, KS, class held in July 2018. We would like to thank **Chief Chris Enos** and the **Washburn University Police Department** for their hospitality.



### Congratulations

COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Toronto, ON, class held in June 2018. We would like to thank **Chief Mark Saunders** and the **Toronto Police Service** for their hospitality.





## Congratulations

### COMMAND LEADERSHIP INSTITUTE

Pictured are the attendees from the Wichita, KS, class held in June 2018. We would like to thank Sheriff Jeff Easter and the Sedgwick County Sheriff's Office for their hospitality.



## Course Graduates

### EXECUTIVE LEADERSHIP INSTITUTE



## Congratulations

### EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Alamosa, CO, class held in May 2018. We would like to thank President-Captain Sam Maestas and the San Luis Valley Law Enforcement Training Foundation for their hospitality.



## Congratulations

### EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Boulder, CO, class held in June 2018. We would like to thank Sheriff Joseph Pelle and the Boulder County Sheriff's Office for their hospitality.

## Course Graduates

EXECUTIVE LEADERSHIP INSTITUTE



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Fort Worth, TX, class held in June 2018. We would like to thank **Chief Joel Fitzgerald and the Fort Worth Police Department** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Hobbs, NM, class held in June 2018. We would like to thank **Chief Chris McCall and the Hobbs Police Department** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Humble, TX, class held in August 2018. We would like to thank **Chief Solomon Cook and the Humble Independent School District** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Marietta, GA, class held in May 2018. We would like to thank **Chief Michael Register and the Cobb County Police Department** for their hospitality.





## Congratulations

### EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Marshall, TX, class held in May 2018. We would like to thank **Chief Jesus “Eddie” Campa** and the **Marshall Police Department** for their hospitality.



## Congratulations

### EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the New Bern, NC, class held in May 2018. We would like to thank **Chief Toussaint Summers, Jr.** and the **New Bern Police Department** for their hospitality.



## Congratulations

### EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Painesville, OH, class held in June 2018. We would like to thank **Chief Daniel J. Waterman** and the **Painesville Police Department** for their hospitality.



## Congratulations

### EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Palatine, IL, class held in August 2018. We would like to thank **Chief Alan Stoeckel** and **Chief Jeff Swoboda** and the **Palatine Police Department** and the **Elgin Police Department** for their hospitality.

## Course Graduates

EXECUTIVE LEADERSHIP INSTITUTE



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Rumson, NJ, class held in June 2018. We would like to thank **Chief Scott Paterson and the Rumson Police Department** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the St. Francis, WI, class held in May 2018. We would like to thank **Special Agent in Charge Justin Tolomeo and the FBI Milwaukee** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Texas City, TX, class held in May 2018. We would like to thank **Chief Robert Burby and the Texas City Police Department** for their hospitality.



### Congratulations

EXECUTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Tulsa, OK, class held in June 2018. We would like to thank **Chief Lowell "Gene" Wideman and the Tulsa Community College Police Department** for their hospitality.





## Course Graduates

### MEDIA AND PUBLIC RELATIONS



### Congratulations

#### MEDIA AND PUBLIC RELATIONS

Pictured are the attendees from the Bozeman, MT, class held in June 2018. We would like to thank **Chief Frank Parrish and the Montana State University Police** for their hospitality.



### Congratulations

#### MEDIA AND PUBLIC RELATIONS

Pictured are the attendees from the Fort Worth, TX, class held in May 2018. We would like to thank **Chief Joel Fitzgerald and the Fort Worth Police Department** for their hospitality.



### Congratulations

#### MEDIA AND PUBLIC RELATIONS

Pictured are the attendees from the Topeka, KS, class held in June 2018. We would like to thank **Chief Chris Enos and the Washburn University Police Department** for their hospitality.



### Congratulations

#### MEDIA AND PUBLIC RELATIONS

Pictured are the attendees from the Yakima, WA, class held in July 2018. We would like to thank **Chief Dominic Rizzi and the Yakima Police Department** for their hospitality.



## Course Graduates

MEDIA AND PUBLIC RELATIONS



### Congratulations

MEDIA AND PUBLIC RELATIONS

Pictured are the attendees from the Yakima, WA, class held in August 2018. We would like to thank **Chief Dominic Rizzi** and the **Yakima Police Department** for their hospitality.



## Course Graduates

REFLECTIVE LEADERSHIP INSTITUTE



### Congratulations

REFLECTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Boynton Beach, FL, class held in June 2018. We would like to thank **Chief Michael Gregory** and the **Boynton Beach Police Department** for their hospitality.



### Congratulations

REFLECTIVE LEADERSHIP INSTITUTE

Pictured are the attendees from the Yakima, WA, class held in July 2018. We would like to thank **Chief Dominic Rizzi** and the **Yakima Police Department** for their hospitality.





## Course Graduates

### INTERNAL AFFAIRS INVESTIGATIONS



### Congratulations

#### INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Lakewood, WA, class held in May 2018. We would like to thank **Chief Michael Zaro and the Lakewood Police Department** for their hospitality.



### Congratulations

#### INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Southaven, MS, class held in July 2018. We would like to thank **Chief Steve Pirtle and the Southaven Police Department** for their hospitality.



### Congratulations

#### INTERNAL AFFAIRS INVESTIGATIONS

Pictured are the attendees from the Texas City, TX, class held in July 2018. We would like to thank **Chief Robert Burby and the Texas City Police Department** for their hospitality.

# Welcome College of Saint Elizabeth

FBI-LEEDA, Inc. is proud to announce its official association with the College of Saint Elizabeth (CSE) in Morristown NJ. As part of an agreement between the two organizations, students who successfully complete FBI-LEEDA's Supervisor Leadership Institute, Command Leadership Institute, or Executive Leadership Institute will be awarded between three and six semester transfer credit hours toward the completion of a graduate degree in the Master of Justice Administration and Public Service program. The degree is offered completely online or on campus at the College of Saint Elizabeth in Morristown, New Jersey.

Before the graduate credit hours for the FBI-LEEDA courses (above) are awarded prospective students must be admitted to CSE's Graduate Program and then must complete 2 three-credit semester hour courses in CSE's Master's degree program in Justice Administration and Public Service.

In addition, sworn law enforcement personnel may be considered for additional graduate credit based on professional education and training. All additional credit must be evaluated and awarded in accordance with established standards of CSE for prior learning assessment.

Any additional credit awarded via prior learning assessment, if accepted by CSE, will be at the current CSE rates in effect at the time of acceptance by the College of Saint Elizabeth.

For more information about the College of Saint Elizabeth program, please contact:



## College of Saint Elizabeth

For more information about their program, contact

James F. Ford, Jr., Ph.D.

Professor of Criminal Justice, Director of Graduate Program  
Justice Administration and Public Service

[jford@cse.edu](mailto:jford@cse.edu) | (973) 290-4324



# Graduate Credit Programs Available



## California University of Pennsylvania (Cal U)

For more information about the Cal U program, contact

**Brian Kohlhepp, Adjunct Faculty**

*Department Of History, Politics, Society And Law*

kohlhepp@calu.edu | (724) 938-4054

*Cal U is a state university in the Pennsylvania State System of Higher Education*



## University of Oklahoma

For more information about the OU program, contact

**Dr. Todd Wuestewald, Assistant Professor of Criminal Justice**

*(former chief of the Broken Arrow Police Department)*

twuestewald@ou.edu



## Husson University

For more information about the HU program, contact

**John Michaud, M.A., M.A.**

Director, School of Legal Studies

(207) 941-7037 | michaudjoh@husson.edu

**Charles P. Collins, MBA, Ed.D.**

Executive Director,

Husson University-Southern Maine

(207) 874-5801 | collinsc@husson.edu

**Marie Hansen, J.D., Ph.D.**

Dean, College of Business

Interim Dean, New England School of Communication (NESCom)

(207) 973-1081 | hansenm@husson.edu



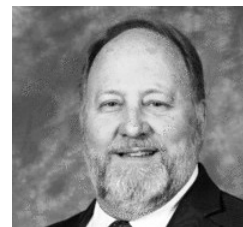
## Purdue University Global

For more information about the PGU program, contact

**Bryon M. Mills, Director Public Sector National Accounts**

Tel: (210) 632-2699

Email: bryon.mills@purdueglobal.edu



Visit [fbileeda.org](http://fbileeda.org) for details and links to these graduate programs



# FBI-LEEDA POST Approvals by State *(as of July 31, 2018)*

State/Class	SLI	CLI	ELI	IA	MPR	RLI	DLSL	DLASL	EPJ	LI	KEY
Alabama Peace Officers Standards & Training Commission	X	X	X	X	X						ATA
Alaska Police Standards Council	X	X	X	X	X	X	X	X	X	X	
Arizona Peace Officer Standards & Training Board	X	X	X	X						X	ATA
Arkansas Commission on Law Enforcement Standards & Training	X	X	X								
California Commission on Peace Officer Standards & Training	X	X	X	X	X	X	X	X	X	X	CPT only
Colorado Peace Officer Standards & Training Board	X	X	X	X	X					X	ATA
Connecticut Police Officer Standards & Training Council	X	X	X	X	X	X				X	ATA
Delaware Council on Policing Training	X	X	X	X	X	X	X	X	X	X	ATA
District of Columbia Police Officers Standards & Training Board											
Florida Criminal Justice Standards & Training Commission	X	X	X	X	X	X	X	X	X	X	ATA
Georgia Peace Officers Standards & Training Council	X	X	X	X	X	X				X	ATA
Hawaii	X										ATA
Idaho Peace Officer Standards & Training	X	X	X	X	X		X	X		X	ATA
Illinois Law Enforcement Training & Standards Board	X				X						ATA
Indiana Law Enforcement Academy	X	X	X	X	X	X	X	X	X	X	ATA
Iowa Law Enforcement Academy	X	X	X	X	X	X	X	X			ATA
Kansas Commission on Peace Officers' Standards & Training	X	X	X	X	X	X	X	X	X	X	ATA
Kentucky Law Enforcement Council	X		X	X	X						
Louisiana Peace Officer Standards & Training Council	X	X	X	X	X						ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X	X	X	ATA
Maryland Police & Correctional Training Commissions											
Massachusetts Municipal Police Training Committee	X	X	X	X	X						ATA
Michigan Commission on Law Enforcement Standards	X	X	X	X	X		X	X	X	X	
Minnesota Board of Peace Officer Standards & Training	X	X	X	X	X					X	ATA
Mississippi Office of Standards and Training	X	X	X	X	X		X	X			
Missouri Peace Officer Standards & Training	X	X	X	X	X		X	X	X	X	***
Montana Public Safety Officer Standards & Training	X	X	X	X	X	X	X	X	X	X	ATA
Nebraska Police Standard Advisory Council											
Nevada Peace Officers' Standards & Training											
New Hampshire Police Standards & Training Council	X	X	X	X	X					X	ATA
New Jersey Police Training Commission	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	
New York Municipal Police Training Council	X	X	X	X	X	X	X	X	X	X	ATA
North Carolina Law Enforcement Training & Standards	X	X	X	X	X	X	X	X	X	X	ATA
North Dakota Peace Officer Standards & Training	X	X	X	X	X		X	X	X	X	
Ohio Peace Officer Training Commission	X	X	X	X	X						ATA
Oklahoma Council on Law Enforcement Education & Training	X	X	X	X	X	X	X	X	X		ATA
Oregon Department of Public Safety Standards & Training Certification	X	X	X	X	X	X	X	X	X	X	ATA
Pennsylvania Municipal Police Officers' Education & Training Commission	X	X	X	X	X		X	X		P	ATA
Rhode Island Police Officers Commission on Standards & Training											
South Carolina Law Enforcement Training Council	X	X	X	X	X						
South Dakota Law Enforcement Officers Standards & Training Commission											
Tennessee Peace Officers Standards & Training	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	ATA
Utah Peace Officer Standards & Training											
Vermont Criminal Justice Training Council											
Virginia Department of Criminal Justice Services Standards & Training	X	X	X	X	X	X	N/A	N/A	N/A	P	ATA
Washington State Criminal Justice Training Commission	X	X	X	X	X	X	X	X		X	ATA
West Virginia Law Enforcement Professional Standards											
Wisconsin Law Enforcement Standards Board	X	X	X	X	X	X	X	X	X	X	ATA
Wyoming Peace Officers Standards & Training Commission											

ATA = Apply Through Agency; X = Approved; P = Approval pending; \*\*\* For MO POST credit please contact the FBI-LEEDA office at 877-772-7712;

N/A = Not available for credit



# Give Back

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\*APR=Annual Percentage Rate. Information current as of August 1, 2018 and subject to change. Membership with Justice Federal must be established via a share account prior to the approval of the FBI-LEEDA VISA credit card application. Subject to credit approval. Credit card subject to the following: Cash advance fee, convenience check fee: either 2.00% of the advance or \$10 which ever is greater (\$50 maximum). Foreign transaction fees: 1.00% of each foreign currency transaction in U.S. dollars or 1.00% of each U.S. Dollar transaction that occurs in a foreign country. Credit cards have no annual fee, balance transfer fee or transaction fee. \*\*FBI-LEEDA VISA credit card must be used within the first six months of opening the account or the \$50 credit will be revoked. Justice Federal reserves the right to withdraw this offer at any time. To view the Credit Card Account Agreement and Federal Disclosure Statement visit [www.jfcu.org](http://www.jfcu.org).

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ecoATM® kiosks have provided a safe, secure, and innovative way for consumers to recycle over tens of millions of used or broken mobile devices since 2009.

Learn more at: [www.ecoatm.com/law-enforcement](http://www.ecoatm.com/law-enforcement)



#### LIVE VERIFICATION

A remote attendant verifies and approves every transaction through three high-res cameras in real time. The cameras also capture multiple images of the sellers which are included on the transaction report.



#### SCREENS PHONES FOR ACTIVE KILL SWITCH

Some manufacturers have introduced software to disable stolen phones. If the kiosk detects such a "kill switch," it will reject the transaction unless the user is able to deactivate it.



#### CAPTURES SERIAL NUMBER & DEVICE PHOTOS

The ecoATM® kiosk electronically extracts the serial number (IMEI, MEID, etc.) for each phone if technically possible. Images of the device are included on the transaction report.



#### ID VALIDATOR

A valid government-issued ID is required for every transaction. Photos of the actual ID are captured and added to every transaction report.



#### NIST COMPLIANT BIOMETRIC DEVICE

A valid thumbprint is captured and included in the transaction report where required by law.



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#### PROUD SUPPORTER



IACP/ecoATM Leadership in  
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