



NEIA: The Best of Us

November 2018

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A Discussion with...

Commissioner Kevin K. McAleenan
U.S. Customs and Border Protection



How do the immigration issues we are facing affect your agency the most?

"During Fiscal Year 2018, nearly 1,500 undocumented people arrived at our southern border with Mexico either at or between our ports of entry. Our men and women – officers and agents on the frontline – are well-trained and experienced. There are, however, significant immigration challenges that are well beyond our control that greatly impact CBP.

There have been several instances in the past where CBP has faced surges in migrants arriving at our borders – most notably in 2014. This year's surges – including multiple "caravans" – originating in Central America, are larger and more organized than those previous surges.

These larger, multiple groups pose unique safety and border security threats. Gaps in our legal authorities incentivize individuals to make long, dangerous journeys and attempt to enter the country illegally. This is contributing to the crisis we are seeing today on our southern border.

Due to judicial rulings and loopholes in our laws, families can only be detained in DHS custody for 20 days. Once this became widely known, more adults started bringing children with them in efforts to cross our border. Unfortunately, outdated laws, legal settlements and court decisions are a beacon to those seeking to cross our border illegally.

Thus, record numbers of Central American families and children are making the dangerous

journey to the United States and are attempting to enter the country illegally. This puts a tremendous strain on our resources at and between our ports of entry. Most of these port facilities were constructed decades ago when the numbers of pedestrians and vehicles crossing the border were a fraction of what they are today – and when asylum claims were nearly nonexistent.

Despite the increased numbers, we have remained committed to the safety and care of those in our custody. Not surprisingly, significant resources are being expended to care and process these individuals and that impacts our ability to carry out our law enforcement mission."

Please discuss challenges CBP faces on the War on Opioids and other drugs. Any key accomplishments you wish to share?

"Interdicting illicit narcotics is both challenging and complex. Drug Trafficking Organizations (DTOs) and Transnational Criminal Organizations (TCOs) continually



adjust their operations to circumvent law enforcement by adapting technological and scientific advancements and improving their manufacturing and concealment techniques.

One of the key challenges CBP has faced is being able to receive advance electronic data (AED) on all international mail shipments. Over the last several years, CBP and the U.S. Postal Service (USPS) have worked together to increase the number of foreign postal operators that send AED from just two in 2014 to more than 50 in 2018. As a result, CBP has seen an increase in the number of postal shipments with AED from just a few thousand to nearly 300 million.

To help address the opioid crisis, on October 24 the President signed the “STOP” Act, mandating 100 percent of AED on postal shipments destined to the United States.

In terms of other trends in narcotics, methamphetamine is making an unfortunate resurgence, thanks to Mexican “superlabs” that produce cheaper, purer meth. In fact, meth seizures have increased nearly tenfold since 2010 – from 8,900 pounds that year to more than 82,000 pounds in 2018.

Synthetic cannabinoids – substances like “K2” and “Spice,” cathinones (“bath salts”) – as well as illicit steroids have also become tremendous problems. Most come from China and India and are sold over the Dark Web, all shipped through international mail facilities and express consignment carriers. Chemists, primarily in Asia, alter their formulas so the substance is no longer on the government’s prohibited list. These drugs have been linked to “mass overdoses” like the one in August in New Haven, Connecticut where 114 people overdosed within 36 hours.

To meet these growing threats, CBP is updating and improving its protocols, technology, and staffing to better account for the growth in

e-commerce and to allow for more effective targeting, enforcement, and deterrence.

For example, CBP is looking at a new technology – High Throughput Parcel Scanning (HTPS) – to identify the presence of opioids, including fentanyl, in the bulk parcel environment.

CBP officers and U.S. Border Patrol agents use a variety of other new technologies as well as canines to detect and presumptively identify illicit drugs. And our Air and Marine Operations has expanded cooperation with the Government of Mexico (GOM) through coordinated flight operations.

We are also working with our federal partners – including the FBI – to provide intelligence and share information that can assist in the shutting down of internet and Dark Web sites that sell illicit opioids.

Thanks to Congressional support, CBP has made significant investments and improvements in our drug detection and interdiction technology and targeting capabilities. These resources, along with enhanced information sharing and partnerships, are critical to our ability to identify and deter the entry of dangerous illicit drugs.”

[Click here to read the full article on our website](#)

Las Vegas Shooting After-Action Report

This report was compiled by the Clark County Fire Department and the Las Vegas Metropolitan Police Department in collaboration with the Federal Emergency Management Agency National Exercise Division with the intent of distributing best practices and lessons learned for other communities around the country to better prepare for a mass casualty incident should one occur.

If you wish to receive a copy of the report, please email dave.weisz@comcast.net

Editor's Note

I am honored to be the new Editor of the NEIA quarterly newsletter, which we are now calling *The Best Of Us*. We are building on the hard work of Charlie Connolly and others before him to bring information to our members. *The Best Of Us* is the name for several reasons - We will share some best practices implemented by our members, but also celebrate and share other significant work being done in law enforcement.

We are introducing a new format designed to enhance the communications of our association. We will also take some of the articles and turn them into a discussion with a blog in the Member's Only section of our website.

In **A Discussion With...** there will be interviews with senior leaders, not just from law enforcement, but other organizations and disciplines that have an impact on the mission each of you are charged with.

Leadership Insights allows our members to share their philosophies, best practices, and how NEIA has helped them.

We also hope to have different points of view to share on some of the most critical issues in our profession.

We are always looking for new content from you whether you have existing articles we can share, would like to write a new article, or have studies or white papers you would like us to promote. Please also let us hear from you on those areas you would like to see us cover. One last point: We encourage you to share this newsletter with others in your agency as you see appropriate, so our training can add value beyond our membership.

Please contact me with any ideas or interest in providing content at dave.weisz@comcast.net or on my cell: 847-404-8189.

All My Best, *Dave Weisz*

Events & Updates

FBI NEIA Annual Reception

Dick Ayres, NEIA Executive Director

The FBI NEIA annual reception was held on Sunday, October 7, 2018 in Orlando, Florida during the International Association of Chiefs of Police (IACP) conference. Approximately, 200 NEIA members and top law enforcement executives attending the reception at the Hilton Orlando Hotel were treated to a first class event that provided excellent opportunities for renewing professional relationships and networking with law enforcement colleagues.

FBI Associate Deputy Director, Paul Abbate, graciously provided brief remarks to NEIA attendees in lieu of FBI Director Christopher Wray, who because of pressing issues had to return to Washington. ADD Abbate provided an update on recent FBI activities, expressed gratitude for law enforcement's continued assistance and cooperation, and renewed the Bureau's pledge to support the NEIA in its training and research efforts.

Special recognition and thanks to our sponsors who helped make the reception possible and ensured its success:

Tracy Kinbo, Motorola Solutions

Max Santiago, ecoATM/Gazelle

T.J. Kennedy, Secured Communications

FBI NEIA's Board of Director's Meeting

The NEIA Board of Directors held its 2018 fall meeting during the IACP conference in Orlando, discussing Association business, priorities and setting an exciting agenda for 2019.

Some of the agenda items discussed were:

- Designing the NEIA training segment for the spring NEI/MCCA/PERF joint training conference to be held Miami Beach. (training suggestions included: Line of Duty of Death and Its Impact on the Agency and Community; Law Enforcement Ethics; Human Trafficking, Cyber-Attacks; and Public Sector Litigation).
- International Representative on the NEIA Board of Directors.
- Development of an NEIA Ethics Award for Law Enforcement.
- The new NEIA newsletter *The Best of Us*.



Congratulations to Our NEIA Members

Congratulations to **Chief Art Acevedo** of Houston, Texas, newly elected President of the Major Cities Chief Association (MCCA) . Art will take office in January, 2019. The NEIA looks forward to working with Art and pledges our whole hearted support in his endeavors as MCCA President.

Congratulations to **Chief Tom Manger** of Montgomery County Maryland Police Department for his successful tenure as President of the MCCA. Tom indicated he plans to remain active as past president and continue to represent MCCA on Capitol Hill. NEIA is also pleased that Tom has agreed to remain as an NEIA advisory board member.

Congratulations to members of the **FBI NEI Class # 41** for their successful completion of the NEI program, and graduation in Charlottesville at the University of Virginia, on September 20, 2018.

NEIA Selects New Board Member



The NEIA Board welcomes the first International representative, **Mr. Odd Berner Malme**. Malme is a 2006 graduate of the NEI and retired as the Deputy National Police Commissioner of the Norwegian Police Service. He began his career as a patrol officer and served in high-level positions with a focus on counter espionage. Malme now works as an international expert for the Norwegian Ministry of Defense Center of Integrity in Defense and Security Sector. His broad experience and leadership will serve the NEIA well as we continue to grow which includes our International presence.

[*Click here to read a full bio on our website*](#)

National Law Enforcement Museum Officially Opens to the Public



National Law Enforcement Museum
at the Motorola Solutions Foundation Building

Opening marks the first national museum dedicated to telling the story of nearly every facet of American law enforcement

WASHINGTON —The [*National Law Enforcement Museum*](#) at the Motorola Solutions Foundation Building officially opened its doors to the public October 13, welcoming thousands to both a ribbon-cutting ceremony and community day celebrating the Museum's grand opening — a feat 20 years in the making.

The ribbon-cutting ceremony — held on Thursday, October 11, 2018 — drew hundreds of attendees from across the country representing current and retired members of law enforcement and their families, members of the community and general public, as well as dignitaries and celebrities.

[*Click here to read the full press release on our website*](#)



Leadership Insights

An Interview with Chief Will Johnson

Arlington, Texas Police Department



What are some of the top issues you face now as a Chief? How do these compare to challenges in the past?

“A big change is how I have integrated ‘procedural justice’, into my role and how we act as an agency. How I perceived community success is much different now. I learned from research done by Tom Tyler, that it is more important to look at how people are treated in the process than the outcomes- So policing is much more relationship driven than about crime stats. We looked at our own self and professional value. Don’t get me wrong, crime stats are not unimportant and we must use them.

I did what many Chiefs and other leaders do when I first became the Chief in Arlington- I went on a community listening tour to engage with our citizens to hear what is going well, how their neighborhood is, etc. and our residents offered very focused feedback on what we should be doing. We, as leaders, underestimate ‘message penetration challenges’. Our conversations with our communities are perishable and must always be refreshed. Some of the work we have been doing for the past 20 years, they just didn’t know about.

Another big challenge is ‘the calendar’- I can’t be everywhere all the time at the level required

to allow the community to thrive. We have a geographic policing philosophy to help us build trust with those we serve. One of the solutions is we assign geographic responsibility to every single officer, making them surrogate police chiefs who are responsible and accountable to create this shared relationship.

This was started in 1999 and we are always refining it. Initially it is challenging for officers to accept this culture and empowerment. We have core values that must not change. We have 1,000 employees, all making individual decisions that can have national ramifications, so when they are confronted with difficult topics, these core values help lead their actions.”

What guidance would you give to those new in the top leadership role and those working to get into that seat?

“Find a mentor. The Major Cities Chiefs mentor program wasn’t established when I was the number two in an agency and now that it is, I am proud of my role and have been a mentor for four sessions.

I would recommend anyone in leadership should:

- Be aware of your weaknesses
- Mitigate them
- Exploit and develop your strengths so you are spectacular at them

Of course, I would be remiss if I didn’t say what you hear most strong leaders say and that is to surround yourself with other good leaders.”

Do you have any mentors outside law enforcement?

“I do, and I have kept what I consider a trusted set of advisors out of law enforcement even when I transition into a new role. It has been critical to me to have this ‘core inner circle’ as it provides a different perspective.”



What five suggestions would you make to anyone interested in becoming the senior leader in a law enforcement agency?

“The most important advice I can give is:

1. Focus on relationships
2. Demonstrate organizational compassion
3. Establish high expectations and high accountability
4. Develop your leaders
5. Embrace the lifestyle

For me, this last one is more personal. The first couple years I struggled to try and maintain a work/life balance. The more I focused on doing that, the more unbalanced it became and more stressed I became. I fought having the lines blurred. This job is a lifestyle! You are never not the Chief. This is true whether I have a meeting in a corporate boardroom or at my daughter’s volleyball game. Allowing the lines to blur has actually reduced my stress.”



Is there anything you would have done differently coming up through the ranks?

“Of course... Something I know now but didn’t fully appreciate is that every assignment has the opportunity for great innovative leadership to occur in what traditionally people would not have seen as a value.

...the talent and characteristics you bring to the table are only half of what can bring success. The other half is the other people already at the table...

I would also say that the talent and characteristics you bring to the table are only half of what can bring success. The other half is the other people already at the table, because at the executive level it is not just about merit, but creating that critical team.”

How does membership in the NEIA assist you in your career?

“Our association is uniquely situated as it provides an opportunity to our members to take advantage of the professional network that has been created by leaders from all types of agencies, not just those of the same type or size that each member may represent. It enables us to build deep relationships with individuals confronted with similar leadership and operational challenges. We can serve each other as wise counselors for difficult and terrible situations that we must lead through.”

If you are willing to be interviewed for Leadership Insights, we want to hear from you.

Email Dave Weisz at dave.weisz@comcast.net





NEI 41ST SESSION OVERVIEW

WELCOME TO OUR NEWEST MEMBERS 41st NEI Session

Timothy J Cannon, Session 41 Class Representative

Cycle One of the 41st session of the National Executive Institute began on February 5, 2018 at the FBI Academy in Quantico, Virginia. Our session consisted of 49 law enforcement executives, of which, five were from outside the United States. From as far north as Alaska, south to the Bahamas and Puerto Rico, from Finland to Hong Kong, and Ontario to Azerbaijan we covered the globe. Despite the thousands of miles between us, we immediately developed an esprit de corps.

As with all executive level training, the FBI staff facilitated and delivered trending and informative leadership topics. The highlights of Cycle One included spending a day at James Madison's Montpelier where our class engaged in a facilitated discussion on constitutional debates in policing. We concluded our first cycle with a guided leadership tour of the Marine Corps Museum.

Cycle II began on June 25th in historic Alexandria, Virginia. Once again we were presented with relevant topics such as Cyber Threats, Brain Health, Crisis Leadership, and Terrorism. Our offsite education continued with visits to The White House, Arlington National Cemetery and George Washington's Mount Vernon. After completing our second cycle we returned to our offices and continued our work while reflecting on the lessons learned, the information we shared, and the new friends we made.

Our last cycle commenced on September 17th in Charlottesville at the historic University of Virginia. We opened day one of Cycle III learning about PTSD in Law Enforcement from Sheriff Tim Whitcomb of Cattaraugus County, New York. Next, we had a roundtable discussion with motivational speaker and organizational consultant Simon Sinek, author of *Leaders Eat Last* and *Start With Why*. Our week continued with presentations on Ethics, Wellness and Fitness, Sleep Solutions, Combating the Opioid Crisis, and a very informative discussion on

Autism and Law Enforcement presented by Dennis Debbaudt. Dennis has an Autistic son and is the author of *Autism, Advocates, and Law Enforcement Professionals*. We concluded our training with a Thomas Jefferson Leadership Discussion at Monticello and then our Graduation Dinner on Thursday, September 20, 2018.

As we all reflect on this amazing opportunity to attend the FBI National Executive Institute, it is important to remember the Heraldry of the NEI Seal. The Latin Motto, *non sibi sed patriae*, translates to "not for oneself but of one's country", which is a tribute to those officers who have made great sacrifices for the honor of their profession as well as to the tens of thousands of law enforcement officers who have died in the defense of law, order, and justice. Session 41 lost one of our own after Cycle One. FBI Special Agent in Charge of the Atlanta Field Office, David LeValley passed away as the result of cancer he developed following his assignment to assist with search and rescue efforts at the World Trade Center site immediately following the 9/11 Terrorist Attacks. The members of Session 41 have dedicated our class in Honor of SAC LeValley who paid the ultimate sacrifice.

In closing, the members of Session 41 would like to thank the FBI and its members for their support of all law enforcement and for providing such important leadership programs. A special thanks to MAPA Meredith Cherry, MAPA Josh Conley, SSA Jim Moore, and Unit Chief Joe Garbato for their hard work facilitating this one of a kind program. We were able to return a tradition to our session by providing each member with a feather quill and pewter inkwell inscribed with the NEI logo as a reminder of Thomas Jefferson and the ultimate power of man's intellect and reason.

As the newest members of the NEIA, we look forward to contributing to the association, broadening our network with those from sessions before ours, and a future of continued learning.



Legal Briefing

Entry into a Home to Prevent Destruction of Evidence

By, Michael Watts and Trisha Newman, Manning & Kass, Ellrod, Ramirez, Trester, LLP

In today's world of ubiquitous video recording devices and the 24-hour news cycle, officers' actions are on constant display and can become national news in an instant. It is therefore important for officers to keep their tactical and legal skills sharp. The Ninth Circuit Court of Appeals in *Mendez v. County of Los Angeles, et al.*, No. 13-56686 and 13-57072 (July 27, 2018), has made clear that even if reasonable actions are taken in response to a threat, if the initial entry into a residence is in violation of the Fourth Amendment, the officer could still be liable for later injuries.

Therefore, it's important for law enforcement officers to know when they can enter a home, or other place protected by the Fourth Amendment, legally.

There are only four lawful justifications to enter a home in accordance with the Fourth Amendment to the Constitution: (1) With a warrant based on probable cause; (2) Consent; (3) To probationers or parolees within the scope of residential search conditions; or (4) Exigent circumstance. In this article, we'll look at one of the situations that falls under the exigent circumstances doctrine: entry to prevent the imminent destruction of evidence. Although there are other doctrines that fall within the exigent circumstances doctrine, such as "hot pursuit", each one has its own requirements and conditions that law enforcement officers must satisfy.

[Click here to read the full article on our website](#)

Key Learning Debrief

One Look At Law Enforcement's Role In Natural Disasters

Editor's Note: As you read this issue, many agencies from all levels have recently ended their involvement in the Hurricane Season. One of our federal agency partners, the U.S. Customs and Border Protection has a great deal of experience as you'll see from their story on Hurricane Maria.

CBP'S Unprecedented Hurricane Recovery Efforts

by: Marcy Mason

After Hurricane Maria, the worst natural disaster in Puerto Rico's history, pummeled the U.S. territory last September, it left a path of crippling destruction in its wake. The magnitude of damage to Puerto Rico's infrastructure was so devastating that it wiped out the entire electrical grid, plunging the Caribbean island into darkness. The catastrophic aftermath of the storm—flooding, mudslides, collapsed bridges, downed trees, communication towers that had been knocked out—and the struggles endured by the people who live in Puerto Rico are, by now, widely known. U.S. Customs and Border Protection had never faced a natural disaster quite so challenging. But using its resources and ingenuity, the agency created an unprecedented supply chain that helped Puerto Rico during the initial weeks of its recovery.

[Click here to read the full article on the CBP website](#)



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Visit FBI NEIA online at our association website. It has information, articles, newsletters and more.

www.neiassociates.org



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Conferences & Events

**2019 Major Cities Chiefs &
Major County Sheriff's
Winter Meeting**
Washington, D.C.
February 12-14, 2019

**NEIA/MCCA/PERF
Joint Training Conference**
Miami Beach, Florida
May 27, 2019

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