



NEIA: The Best of Us

March 2019

Newsletter Highlights

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What was the most difficult task for you in your transition as Assistant Chief of the Montgomery County Police Department to the Chief of the Charleston, SC PD?

"Many tasks can become more challenging when you move from the #2 spot to the top spot. But, I would start with the vital role of building and maintaining relationships. In Maryland, I knew everyone- Who I can trust, who I can delegate to, and the partnerships internal and external to our organization. I had been in that county for 30 years of which 29 were in my former department and as such I had developed a strong network. Coming here, I had to 'hit the pause button' to get out a lot and meet our federal partners, the community, task forces, Chiefs in our region, and the various state agencies.

I am blessed to have a department that is already strong in partnering and collaborating. But there is a lot of hard work to establish this- Actions speak louder than words, so I need to 'roll up my sleeves' to show we will continue down this path.

Having had Tom Manger as my boss, he got me very involved in the NEIA, MCC, IACP, and

Leadership Insights



An Interview with Chief Luther Reynolds

Charleston Police
Department, South
Carolina

PERF and he gave me all the assignments needed to become a Chief, so I was fortunate for those opportunities. There are some major decisions that can only be made by one person.

I am fortunate to be in leadership and now I have a new leadership position with good people and a strong team."

Do you have any mentors outside of law enforcement?

"I do as well as within law enforcement. They always give me an honest answer and can be critical. Being in a different part of the country, I reach back to my mentors to discuss shared issues, etc. This also helps since being the Chief can sometimes be a lonely place."

What can you tell us about any challenges you have working with the community and how their culture plays into this?

"Charleston is one of the top tourist destinations in the U.S. with 7 million visitors last year and one of the largest ports in the Nation. However, like in many cities, we still have a gap between the 'haves' and 'have-nots'. We work on what we can do to improve public safety where they need the police the most, but trust us the

least. I have gone to the faith community and organizations. They must get to know me so we can establish a good rapport, level of trust, and communication before we can tackle some of the big issues.

I must be sensitive and respectful of the culture—Our citizens have been here for generations and I need to be a part of that to learn more."

How have you dealt with the culture within your own department?



"Internally, people need to get used to me as well. And I need to take care of our people and our mission, so I went on a 'listening tour' to meet with sworn and

non-sworn personnel. I will hopefully always be on this 'listening tour'. One of my favorite activities is being out with our folks and the community and helping develop different modes of communication. We can always get better. By listening to good ideas, some new priorities may surface. And our troops are not only excited to give ideas, but also see them taken forward.

We need to always maintain a culture of accountability and this is something we must instill in our new hires.

As I look at making changes, I do so with what I refer to as 'Incremental Pivots'. It is not realistic nor smart to make many changes all at once. Meaningful change takes time so those impacted by the change don't feel overwhelmed. It is important to focus on small wins to keep an organization from doing too much too fast. We want to always be pointing in the right direction.

In Charleston, as we look at ways to improve the safety on our roads, we look at solutions

based on innovations, technology, policy, accountability, and priorities. While everyone would like to see zero traffic related deaths, we know this is a stretch goal and we must start with something. Even if we save just one life, we have already made an impact and slow down the trend going the other way.

In the area of leadership development, we are looking at a number of pivots to become a growing, learning organization. How are we investing in our future leaders? We need to use, mentoring, coaching, role modeling, etc."

What are some of the top issues you face now as a Chief?

"Everyone is facing the race issue so while it is a top issue, it is not a different one. However, in Charleston, we must understand the deep history of our beautiful city and its impacts on how we work with our citizens. This includes race, slavery, poverty, and violence. As a police department, we need to be there not just in an enforcement role, but working with them to enhance our communities. We must acknowledge and understand any race related issues and be good stewards of the conversations about them.

While crime has gone down more than 30%, the percentage of our road fatalities from impairment is 70%! I attribute some of this to weak laws, but we must get more data to prove this in order to work toward stronger laws.

Access to and carrying of guns is very high here which is much different than what we faced in Maryland. There are also no enhanced penalties for illegal carrying of guns.

The loss of life while heartbreaking, sometimes does bring the community and our partners together. We work with our media to drive awareness and change legislation."



Tell us about your recruiting during these times?

"As everyone knows, recruiting and retention is a big challenge for law enforcement. We have a great department, but attrition is still significant, but there doesn't seem to be just one main reason. Our salaries, for instance, are one of the highest in the area. We need to hire the best people and most important, invest in training for their entire career. We also are going to look and focus more on our brand. We are utilizing more social media and finding other ways to highlight all that our great city has to offer."

Do you have any suggestions for new leaders and those working on getting a top role?

"There are thousands of books on leadership that include definitions of a leader. My main advice is to 'Leave it better than how you found it'. Look at three to four areas you can do with excellence and get the right outcomes."

Here are five recommendations I have for anyone interested in obtaining that top seat:

1. Love what you do. If you enjoy what you are doing, you never work a day in your life. Salary, education, and location are important, but not as much as 'Loving what I do'!
2. Find a good fit with the Mayor to City Manager. Someone who has high integrity and wants to do the right thing. You need to ensure they will provide you what you need to get the job done, otherwise they may not allow you to lead the way you wish.

3. Salary should be among the lowest factors in considering any role. While it does have importance, it should not be the top reason. If you don't have the love for the job, then salary doesn't matter. Some leaders who made high salaries were least satisfied.
4. Prepare for the process of applying for the top position. Look at the data, people, and culture of the agency. Do they have the appetite for needed change? Are they going to support your ideas?
5. Be yourself. I am a people person and strong in my faith and have continued to be the same person I have always been. In Charleston, I didn't try to fit a certain mold and I am honest and blunt when I need to be. A lot gets revealed once you are in the job. Nothing is more important than having high integrity. I was a good fit for them. Family is always important to me and my wife was very involved in the decision to move here."

Is there anything you would've done different now or while coming up through the ranks?

"I don't think so. I was fortunate to be promoted quickly so I obtained a lot of command experience - almost 20 years worth. The downside, I may have missed out on some of the other roles to help have a better understanding of those operations?"

How did the NEI and the continued participation in the NEIA help you in your career?

"First, the training was outstanding with some of the best discussions I have had. We had all high-level leaders from around the World, who wanted to be there with experience as the #1 or #2 in their agency leading through some of the toughest challenges. I enjoyed the small, intimate group setting which enabled me to build the relationships so helpful to me now. This 'camaraderie' is strengthened by the NEIA and it also allows me to grow my contacts."



Perspective on Policing Today

Deeply Divided, Strongly United By Law

By: Dr. Cedric Alexander

On August 8, 2015, a white police detective was pistol-whipped unconscious during a traffic stop in the predominantly African American neighborhood of Roebuck in Birmingham, Alabama. He survived but no thanks to the numerous bystanders who watched, heartlessly mocked, and even shared on social media video and stills of him, bleeding and unconscious, on the sidewalk.



I've worked in law enforcement for more than forty years, at all levels, from Deputy Sheriff to Director of Public Safety. I've seen some horrific and heartbreaking things. But this incident haunts me. It is something that can only happen in a deeply divided community and in a deeply divided nation. Race plays a big part in the division, of course. The Birmingham officer was white, his assailant black, and, given the racial make-up of the neighborhood, I assume most if not all of the smartphone-wielding onlookers were black as well. Ours is a great nation nevertheless scarred by the original sin of slavery, and racial division has always been a festering source of injustice and violence in America. Lately, however, anti-immigrant hysteria—often racially tinged—has been added to the corrosively divisive mix from politicians at various levels of government, including the top.

Racism and xenophobia have long been a part of the American experience, compounding what may well be a tendency toward implicit bias—involuntary, unconscious bias—that is hard-wired into our very brains. The amygdala, part of a deep-brain structure called the limbic system, is responsible for very strong emotional responses, including “hyperarousal,” more commonly called the fight or flight response. In particular, the amygdala plays a role in “othering,” how we divide ourselves socially, distinguishing an “us” from a “them.”

So, for political, historical, and evolutionary reasons, racism and xenophobia are very difficult to overcome. The great gospel song made famous during the civil rights movement assures us, “We Shall Overcome.” As regards implicit bias driven by racism and xenophobia, I would put it this way: we must overcome—for the starkly simple reason that we cannot continue to exist as a national community if we allow ourselves to remain so deeply and irrationally divided.

As challenging as it may be to overcome divisions created by racism and xenophobia, a new source of division has emerged in recent years and seems to be intensifying year by year, month by month, 24-hour news cycle by 24-hour news cycle. It is intense partisanship, so extreme that it has been described “as tribal self-expression.” Research conducted by Stanford University political scientists in 2014 suggests that political animosity now exceeds racial hostility in the United States.

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



NEIA Law Enforcement Ethics Award

The FBI National Executive Institute Associates (NEIA) Annual Law Enforcement Ethics Award is a new endeavor on our part to tell the positive side of law enforcement. This award recognizes officers who serve as role models in our communities by choosing right over wrong, ethics over convenience, and truth over popularity.

The NEIA Ethics Award honors a law enforcement officer who has maintained the highest ethical standards in performing his or her responsibilities by consistently displaying certain core values:

To learn more and submit your nomination for this important award click on the link below. Full instructions are included in the PDF.

- [Click to View and Print Nomination Form PDF](#)

The deadline to submit nominations is **Monday, April 30, 2019**.

The 2019 FBI NEIA Law Enforcement Ethics Award will be presented on May 30th at the Joint Training Conference in Miami Beach, Florida.

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IACP/ecoATM Leadership in Crime Prevention Award



Leaving A Legacy

Editor's Note: Our Executive Director, Dick Ayres, has come up with an idea to continue the work originally done by the NEIA and MCCA enabling current and former law enforcement leaders to share how they might wish to be remembered. The 2005 research project yielded a booklet titled: "To Lead, To Learn, To Leave A Legacy". One of those leaders who shared their experiences is Sheriff Paul Pastor. We are sharing his article from that publication. His thoughts are as valuable now as they were then. If you are interested in leaving your legacy, please contact me at 847-404-8189 so we can discuss this further. We will share these new articles in this newsletter and on our website.

Legatus: Who and What We Are

By: Sheriff Paul Pastor, Pierce County, WA

Balancing Ego and Service

The motivation to enter law enforcement seldom starts with ego and ambition. It starts with a sense of service and obligation, or at least an intention to be part of something bigger than ones-self. When we enter the profession, we get to realize this intention because we are afforded a tremendous opportunity - the opportunity, in the course of our duties, to perform routine acts of heroism. This is not the kind of heroism which requires one to be "larger than life." Rather, it is the kind of heroism which simply requires one to be larger than one's own life. Thus, most of us enter the profession with a strong sense of duty and obligation, a sense of the dignity and worth which comes with serving the greater good, with being "larger than one's own life."



A decision to seek advancement and promotion within the ranks of an agency may well have this sense of service as its primary motivation. But ego and ambition are also involved. A decision to seek advancement to the top rank certainly contains an element of ego and ambition. Ego is, of course, necessary in our work. After all, policing involves the direction and control of other people. It is not surprising that those who enter the profession must have fairly strong egos. Those who seek positions of command over such people require an even stronger sense of self and self-confidence.

A key challenge those who lead this profession is to balance the value of service with the necessity of ego-strength. Self-confidence is a qualification. It is not a sufficient qualification. It should never eclipse the idea that we exist to serve the agency's mission, the community and our personnel.

If we are to lead successfully, we cannot "check our egos at the door." But we should always keep them "in check." Sometimes the ultimate indication of strength is humility.

Character Counts

I tell our new recruits that to be truly successful in law enforcement, they need to do two things. First, they need to be stronger in character than other people. Second, they also need to maintain a sense of humility.

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



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www.neiassociates.org



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Conferences & Events

NEIA/MCCA/PERF Joint Training Conference

Miami Beach, Florida
May 27, 2019

[Click here to register](#)

MCSA Meeting

Louisville, Kentucky
June 12-14, 2019

MCSA Meeting

Mackinac Island, Michigan
September 24-26, 2019