



NEIA: The Best of Us

July 2019

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

1. Find a few mentors that can help support and guide you along the way
2. Develop your leadership skills through various training opportunities and formal education
3. Learn to actively listen because you cannot learn anything always talking. Plus when you listen your Team and the citizens you serve are more likely to know that you care about them
4. Learn to balance your work, home and community life, while remembering to take care of "Self"; but, without taking yourself too serious
5. Be thoughtful, when making decisions. Attempt to always be patient and honest with yourself and others

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

"I have had a remarkable career and was promoted through the ranks quite rapidly. However, if I had to do it all over again, I would have taken the time to reflect on each level and slow down to appreciate the space that I occupied in the various ranks."

Leadership Insights



An Interview with 1st Assistant Chief Lashinda Stair

Detroit Police Department

Detroit PD has one of the highest percentages of women in sworn positions. What do you attribute this to? How has this helped your agency and what can other agencies learn from this?

"Today and for decades before, we have had Mayors and Chiefs of Police who have embraced diversity amongst our ranks, to ensure that the department represents the population that we serve. Today, women account for over 25% of the sworn employees. So, I think when young women see me and other female officers in uniform, they can see themselves, as I often see myself in them. That old saying, "If you can see it, you can be it" holds true and I believe that is one of the main reasons we are successful in the recruitment of women. Not to mention, because there are so many women who do an outstanding job, the men that we serve with, have learned to properly respect us as equals. Unlike other agencies, women in DPD are assigned to places like, Aviation, Bomb Squad, Underwater Recovery Team, Mounted and the Special Response Team, just to name a few. In fact, I am the second highest ranking member on the department, and there is a large amount of female Command Level members, in charge of Precincts, Major Crimes, Real Time Crime Center, etc."

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



Annual Summer Training Conference

The FBI National Executive Institute Associates (NEIA), the Major Cities Chief's Association (MCCA) and the Police Executive Research Forum (PERF) the Annual Summer Training Conference was recently held in Miami Beach, Florida from May 23th-28th.

ETHICS, CIVILITY & PUBLIC MORALITY

The NEIA offered a provocative session on the collapse of civility in America and its impact on law enforcement. The immorality, incivility, and polarization that appears to be so widespread in our country today, not only has a negative impact on law enforcement, but has the potential to threaten our very democracy. Rules of civility are also rules of morality. It is morally proper to treat our fellow citizens with respect, and morally improper not to. Our crisis of civility then is part of a larger crisis of morality.

Our panel of distinguished leaders discussed this topic from their various perspectives and the session was well received.

The presenters were:

- **John Miller**, Deputy Commissioner, New York Police Department, Moderator
- **Ted Koppel**, Broadcast Journalist, ABC News, Panelist
- **Kathleen O'Toole**, Lawyer and Retired Police Chief, Panelist
- **Paul Pastor**, Sheriff, Pierce County, WA

NEIA Reception

The Annual NEIA reception was sponsored by EcoATM/Gazelle, Motorola Solutions, and the Justice Federal Credit Union. The following awards were presented that evening.

NEIA Penrith Leadership Award



John Miller, Deputy Commissioner for Intelligence and Counterterrorism, NYPD has been named the recipient of the 2019 Penrith Leadership Award. This prestigious award is presently annually to an outstanding leader in law enforcement who has had a significant, positive impact on the law enforcement profession. Traits associated with this award, include demonstration of leadership in law enforcement on a local as well as National level, personal courage in facing adversity, and substantial or innovative contributions to the administration of justice.

Monroe Scholarship

The 2019 Monroe Scholarship was awarded to Sierra Freeze who receives a \$2500 scholarship. Sierra is presently enrolled at Sam Houston State University and is pursuing a degree in Education. She is an outstanding individual whose dedicated service to the community, academic standing, and love for teaching made her worthy of this scholarship. Sierra is the daughter of Chris Freeze, graduate of the 41st FBI NEI session, and Special Agent in Charge of the Jackson, Mississippi FBI Office.



The FBI National Executive Institute Associates Annual Law Enforcement Ethics Award

This year marks the inaugural year for this Ethics Award honoring a law enforcement officer who has demonstrated very high ethical standards, is honest and sincere in dealing with others, and ensures the public trust. The following qualities must be present and are considered for the selection of the award recipients.

- **Respect** – Values cultural diversity and treats all people with compassion, tolerance and dignity.
- **Fairness** – Is committed to upholding the constitutional rights of all people in an objective and impartial manner. Treats people with courtesy and avoids discrimination based on race, sex, age, gender or gender identity.
- **Service** – Insists upon the highest standards of professional performance and demonstrates personal dedication in improving the quality of life in the community.

We had an excellent response to the Ethics Award receiving numerous nominations. The following were named as the recipients of the 2019 FBI National Executive Institute Associates Annual Law Enforcement Ethics Award:

- **Officer Anthony Rogers**, Kansas City, Missouri Police Department
- **Officer Gabriel Betanzos**, Long Beach, California Police Department
- **Deputy Chief Naomi Broughton**, Charleston, South Carolina Police Department
- **Detective Frederick Washington**, New York City, New York Police Department
- **Sergeant Jerome Pacarro**, Honolulu, Hawaii Police Department



Left to Right – Officer Anthony Rogers, Officer Gabriel Betanzos, Deputy Chief Naomi Broughton, Detective Frederick Washington, and Sergeant Jerome Pacarro

Perspective on Policing Today



“Leadership” – An Organizational Core Value

By: Chris D. Lewis, (Ret.) Ontario Provincial Police

My experience as a leader is largely based on my years in policing, so many of the examples I offer are of that realm, but I firmly believe that leadership is leadership regardless of vocation.

Policing, government, private and not-for-profit sectors are all people-based organizations that require effective leadership to succeed. Accordingly, my thoughts and observations regarding leadership generally apply to all of those environments and more.

For a number of years, the five core values of the Ontario Provincial Police (OPP) were: Professionalism, Accountability, Diversity, Respect and Excellence. When I was OPP Commissioner, we added the equally-critical OPP core value of “Leadership”.

As most that know me have heard me say many times over the years, “We won’t even survive the good times without strong leadership from top to bottom in the organization. We’ll surely sink if we don’t have strong leadership in the tough times”. And we all know that there will be tough days, weeks and months ahead. There always has been and always will be.

Although there are many definitions for leadership out there, the commonly accepted definition basically involves words to the effect of “influencing a group of people towards the achievement of a goal”. That doesn’t mean that you have to hold rank or have a supervisory position to be a leader. In fact, some of the most natural and capable leaders that I ever worked with never competed for promotion during their careers, but everyone, including me, would have followed them anywhere.

The late U.S. President John Quincy Adams once said: “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” In my view, that’s what the best leaders do and that’s what we need our leaders to be – people that inspire all those around them to be the very best they can be.

There are many people at all levels of all private and public sector organizations that still don’t understand the difference between “managers” and “leaders”. “Managers” know policy and plan well. They care about form and process. They make sure the “i’s” are dotted and the “t’s” are crossed.

On the other hand the “leaders” care about substance. They are visionary, make good use of consensus and inspire the people they lead by the sheer force of their personal example. It’s all about how they interact with and treat people, because “people skills” will make us or break us as leaders.

When we retire from our organizations and are long gone, we won’t be remembered for how well we managed, but for how well we treated people and how we made them feel – in the good times and the bad.

As actress, poet and civil rights activist Maya Angelou once said, “People will forget what you said. People will forget what you did. But people will never forget how you made them feel.”



Supervisors and managers at all levels need to be leaders. They certainly need to know and adhere to policy and need the right balance of management philosophies and leadership practices, but their responsibility is to make decisions, set the example, take risks, motivate and inspire employees, build morale, be accountable, communicate well and more. All of those leadership qualities contribute to the supervisor or executive building the trust of the employees. No relationship, either personal or professional, can effectively survive without trust.

Leadership, or a lack thereof, often has a positive or negative impact on employee morale. We all know the impact that morale can have on our own productivity and professionalism. We're not necessarily going to work our hardest and perform our best if our morale is poor. Every major professionalism failing in any police agency (or company) that I am aware of, including cases of blatant corruption, can always be related at least in part to a leadership failing within that organization. Not that a lack of leadership will turn an employee into a criminal, but even minor improper conduct and a lack of accountability left unchecked can frequently lead to more significant inappropriate acts over time. Often in cases of serious misconduct by employees, when the issue eventually becomes public, someone claims, "I figured he (or she) would go there eventually" and then give examples of the so-called "little" things he or she had allegedly done over the previous years that no supervisor or manager had appropriately taken action on.

It was my goal to have OPP leaders consistently do the right things for the right reasons, day after day, night after night, week after week, for the communities they serve and for the people they lead – not just as they try to further their own personal agendas. What I call "resume decision-making" has become a disturbing trend in many public and private sector organizations, including policing, over the past several years.

True leaders have to take risks and when things go bad – and they will on occasion, they must take responsibility and move forward. They need support from above them when they do, as I strongly feel senior executives need to distinguish honest mistakes from malice. But when things go good, as they more often do, leaders should let the light shine on their people.

So, that's all well and fine for those employees that hold supervisory or management positions. However, retired Commissioner Julian Fantino used to say that "every employee is a leader". That confused OPP employees that didn't hold supervisory positions and as a senior management team we didn't communicate the meaning of that statement very well at that time.

But what the Commissioner was saying is that all of our staff, uniform and civilian; those that hold ranks and those that don't, generally all possessed those leadership qualities, in the eyes of their co-workers and equally as important – in the eyes of the public (the client).

When a uniformed officer attends a call for service – traffic or criminal, the victims, witnesses and suspects all expect the officer to take charge, to communicate effectively, direct activities and to make decisions. Accordingly, that's what the police do and they do it well. At the same time, in every community in which our people work and live, those still serving or long retired, they are widely known by the community as "OPP".

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



A Global View

My Observations From The Conference

By: **Odd Berner Malme**, Ret. Deputy National Police Commissioner of Norway

I attended the PERF, MCCA and FBI NEIA Conference in Miami and for the first time as an international representative on the Board of Directors of FBI NEIA.

The location, venue and organization of the conference were impressive. As impressive, was the number of participants coming from all over US and Canada. It was obviously a conference program dedicated to operational chiefs from major cities. The program was packed with challenges that face law enforcement every day. It is not very different from what police chiefs in major cities in Europe must also contend with.

I especially enjoyed the NEIA panel on Ethics, Civility and Public Morality led by John Miller. He had a panel of outstanding representatives who made this theme memorable. In today's busy law enforcement world,. Every day there is reason to remind ourselves of leadership and ethics.

However, a topic that aroused my attention was Sanctuary Cities and the Impact on Policing. Sanctuary Cities is something American that is not comparable in Europe. It was particularly interesting to hear the police leaders describing which immigration bills challenge their communities and the poorly functioning federal programs.

However, the Impact on leadership and policing is much the same as in Europe. The United States has a flow of immigrants from Mexico and Latin America, while Europe has a flow of immigrants across the Mediterranean. Immigrants who put their lives at risk for a better future. Libya is a transit country where immigrants are exploited by all means.

The Global Initiative against Transnational Crime – a non-profit organisation - has done a policy report on the conditions and say as follows:

“Probably nowhere more than in Libya have the definitional lines between migrant smuggling and human trafficking become as blurred or contested. Hundreds of thousands of migrants have left Libya's shores in the hope of a new life in Europe; tens of thousands have died in the process. The inhumane conditions migrants face in Libya are well documented. The levels of brutality and exploitation they experience in Libya's turbulent transitional environment have led to smuggling and trafficking groups being bundled under one catch-all heading by authorities and policymakers, and targeted as the root cause of the migration phenomenon.

In many respects, this would appear to conveniently serve the interests of EU leaders and governments, who choose to disguise the anti-migration drive they urgently seek support for behind a policy of cracking down on both trafficking and smuggling rings, which they conflate as a common enemy, and one and the same. Given the highly complex context of Libya, this report proposes instead that any intervention to address the so-called migrant crisis should place the human rights of migrants at its centre, as opposed to necessarily demonizing smugglers, who are often the migrants' gatekeepers to a better existence elsewhere.”

I would urge all our members to read the entire report. I guess you will probably see many similarities with what's happening across the Atlantic.

<https://globalinitiative.net/human-trafficking-smuggling-nexus-in-libya/>



Officer Safety & Wellness

The Elephant in Your Agency

By: **Jeff McGill**, Cofounder and Vice President, Blue H.E.L.P.

As law enforcement administrators we cannot seriously discuss officer safety without including the single most dangerous threat to our officers each year. Law enforcement suicide has become a hot topic as increased media attention, numerous organizations pushing the agenda, and national funding being directed to address the epidemic that appears to have quietly plagued our profession for decades. Changing this issue will require law enforcement leadership to understand the current state of knowledge and adopt a multifaceted approach to mitigation and management of stress related issues.

Unfortunately, suicide within law enforcement is not a new phenomenon, it is just one that has been ignored as we have focused on other efforts to save officers lives such as the use of bullet resistant vests and seatbelts. Campaigns in these areas have proven to be successful in some ways at reducing injuries and saving lives. The current trend of law enforcement suicide is unlikely to begin to decline anytime soon so the initiation of a campaign against this threat must be undertaken. The Millennial Generation born between 1982 and 2002 is entering the ranks at each agency across the country. This generation has already reported more mental health issues than any previous generation (Watkins, Hunt, & Eisenberg, 2012; Twenge et al., 2010). Couple this with the idea that misinformation about mental health and suicide within the career field and the existing stigma associated with a mental health issue that is often inherit in new recruits and agencies could see increased negative impact on operations as mental health issues begin affecting more officers.

While suicide remains the most significant manifestation of uncontrolled stress, it is

certainly not the only effect. Increased use of sick leave, poor decision making, increases in officer complaints, burnout, and turnover are also correlated with employees who report being excessively stressed at work. Some research suggests that as many as 1/3 percent of the law enforcement officers will experience the symptoms associated with an operational stress injury during their career. Acute and chronic stress can cause officers to develop physiological and psychological issues which affect both their personal lives and their work persona.

The current response by many agencies is to ignore this issue and not address an officer's mental health. Law enforcement culture relies heavily on socialization and admittance within the "circle" to establish trust between officers. Signs of weakness or hesitation can leave an officer ostracized by members of their own organization. Tears are rarely shed and only acceptable in very few circumstances such as the death of an officer or a child. The suppression of emotional responses to events may be required in the field to maintain control of volatile situations, but officers who continue this self-preservation tactic are likely to suffer the repercussions when they are off and this will eventually bleed back over into their work. The decision to ignore the issues is a cultural one that begins as early as academy training. To find evidence of this look no further than academy curriculum, where in one version we dedicate 9.5 pages of text to the management of a mental health crisis in the general public, but in the same text we only address officer stress on 2.5 pages.

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



Moments of Heroism: Honoring the Brave Men and Women in Blue

Law enforcement officers are part of the communities where we live and work. In times of danger, when many flee, first responders, put themselves in harm's way to protect the lives of the citizens and the community they are sworn to protect. No matter the call, the courageous men and women in blue fulfill their duty in serving as the first line of defense. To honor these courageous individuals, Motorola Solutions is pleased to introduce the Moments of Heroism campaign.

Honor a law enforcement professional by submitting a story about why you believe they are a hero. In appreciation of your submission, the Motorola Solutions Foundation will donate \$10 USD to the National Law Enforcement Officers Memorial Fund. For every social media post thanking law enforcement on Facebook, Instagram and Twitter using #PoliceHeroMoments, we'll donate another \$1 USD. Join this important effort and help us raise up to \$20,000 for this important cause.

Please visit motorolasolutions.wishpondpages.com/hero-moments/ to submit a hero today.

HOW TO PARTICIPATE

Who can participate: Anyone can share a submission, whether or not a member of law enforcement.

What qualifies as a hero moment: Any notable action, response, community project, or good deed from a law enforcement officer that went beyond the call of duty.

Who qualifies: Active, retired or passed, state, local, tribal or federal sworn law enforcement officers.

How to get involved: Go to <https://motorolasolutions.wishpondpages.com/hero-moments> and submit your heroes' details, story, and photo. Thank law enforcement on LinkedIn, Facebook, Twitter or Instagram using #PoliceHeroMoments.

How donations work: For each submission, the Motorola Solutions Foundation donates \$10 USD to NLEOMF. For each LinkedIn, Facebook, Twitter or Instagram post thanking law enforcement using #PoliceHeroMoments, the Foundation will contribute \$1 USD.

Spread the word! The more submissions and posts are generated, the more donations will be collected for an honorable cause.





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Conferences & Events

MCSA Fall Conference

Mackinac Island, Michigan
The Grand Hotel
September 24-26, 2019

IACP 2019

Chicago, Illinois
October 26-29, 2019

MCCA Meetings

October 24-26, 2019

FBI NEIA RECEPTION

October 27, 2019



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