



NEIA: The Best of Us



December 2020

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FBI NEIA Presidency Change

During the Board meeting in September, Sheriff Paul Pastor was named the Association's new President to fill this role held by Chief Chris Burbank who is stepping down after serving for the past four years. While Chris may be changing his current role (due to the need to focus on family and other business projects), he has assured us he will remain as an active member, helping us wherever needed. We are thankful for the leadership he has provided. We look forward to having Paul at the helm and thank him for agreeing to provide his knowledge and experience to our organization at such a critical time in policing.

We are saying goodbye to Aimee Baarz who has served the FBI NEIA for 18 years!! Aimee played a vital role in every area of our operations such as meeting and event planning, membership renewal, member communications, sponsor relations- you name it...if the FBI NEIA was involved, she was there.

will forever be grateful for the contributions you have made, the dedication to serving our members, and the passion to our mission!

We thanked Chris and Aimee at our meeting but would like to do so again! The FBI NEIA



Message from FBI NEIA President, Sheriff Paul Pastor



In 2001, I was not new to law enforcement. But I was new to running a large Sheriff's Department. I was fortunate that I had a powerful advantage: it was my association with NEIA.

shared the benefits of their experience, and their sense of what was possible and what was right. They provided leadership and inspiration and the advantage of having tried, failed, and tried again to get it right.

I had the privilege of linking to and learning from strong, smart, visionary men and women who were leading the largest law enforcement agencies in America and around the world.

Their wealth of experience and their advice benefited me, my agency and the communities in my jurisdiction.

"They knew a few things. Because they'd seen a few things."

I am grateful. Part of being grateful is to acknowledge obligations. I have an obligation to NEIA, to the visionaries who created it, and those whose commitment has kept it moving forward.

They were people who made good choices and made the right things happen. They generously

These are my reasons for accepting the



invitation to serve as the President of the FBI NEIA Executive Board: gratefulness and obligation.

There is also the real opportunity to work with people who want to take the NEIA forward and confront the growing array of difficult challenges and choices facing law enforcement.

Within the last month, I have worked closely with members of the Executive Board, we have refined and renewed the mission, vision, goals and direction of the NEIA.

We are in the process of revitalizing an executive leadership Institute, which can develop ethical, workable, nonpartisan and sustainable approaches to law enforcement issues. We will accomplish this through consultation, future-casting, training, mentoring and creating policy proposals.

I am grateful for the opportunity to be Board President. I am most grateful and look forward to the opportunity to work with a group of men and women who are invested in exploring challenges and constructively seizing opportunities.

Message from Executive Director, Chief Luther Reynolds



We can all agree that 2020 has been a year unlike any other especially with the role of law enforcement and high-paced operational tempo, while protecting our citizen's rights to protest, protecting our communities when protests turned to civil unrest,

and taking on the many challenges of Covid-19. Violent crime and homicides are on the rise, budgets are adversely impacted and the wellness of our people is in jeopardy. Policing tenants are changing based on a number of factors, public trust is being challenged and our association is strengthening and building positive momentum as we increase our relevance and impact during this critical time.

Your FBI NEIA Board recently met for 1 ½ days for strategic planning covering a number of topics including a discussion on our mission, enhancing the value to all our members, ensuring our corporate partners are attaining the support they need to help reach their own business goals, and expanding the "footprint" of the FBI NEIA brand.

We have established working committees and as these teams progress toward their goals, we will share their success. We also wish to engage all our members and will share ways through which each of you can enhance the

outcomes of these key groups.

We have already begun work to bring our experience and knowledge to training at the FBI Academy and other law enforcement organizations and will look to collaborate as much as we can to strengthen our organization as a leader in our profession.

We are unique in the criteria to become a member and how we come from all types of police agencies on a global basis. Our members also come from positions outside law enforcement, many of whom still impact the safety of our citizens.

I wish to take this opportunity to introduce you to Chelsea Taylor. Chelsea will be working part-time assisting me in a number of areas. Chelsea works in the Charleston, SC Police Department as our Grants Manager and on special projects and separately from those duties, is assisting in building the efforts of our organization.



While we will continue to have challenges and while this unquestionably is the toughest time to be an officer, it is also one of the most exciting times for policing and for us as leaders and to be a member of the FBI NEIA.

Reimagine Policing



It is Time to Reimagine Policing

By: **Carmen Best**, Chief of Seattle Police Department (Retired)

Police officers are on the front lines of all the tragedy and unpredictably inherent in the profession of policing, while simultaneously, there is an expectation that officers work to build relationships with the community and engage in community policing. All of these expectations are to be realized while the officers are under intense public and media scrutiny.

In Seattle I think they may have the most comprehensive system of oversight in the country – with a fully civilian staffed Office of the Inspector General, civilian led Office of Police Accountability, and a twenty-one-member civilian staffed Community Police Commission - mandatory body-worn cameras and in-car video. And, officers are doing exceptional work daily, while using force at remarkably low levels, keeping crime in check while urban populations soar, and staffing does not keep up. And still, it has not been enough. Officers are expected to be able to handle any societal issue they are called to expertly with no room for error.

Now, there is a call to defund the police and to move away from police responses to calls for service and determine alternate responses. The focus is no longer how to help officers better respond to calls for service – it is how do we get to a place where police do not respond to these calls to resolve issues.

Officers today are still asked to do so much more than what was expected of us when we started our careers as beat officers many years ago. They are officers, counselors, system navigators and EMTs. Today, law enforcement is expected to respond to almost every situation, handle it professionally with no room for error, have it all documented

on camera, and continue to make the same meaningful community connections they made when, by all estimates, they had ten times less work. And, far too often, law enforcement is the wrong intervention for these issues – creating challenges for the people involved, as well as the officers. That will not change overnight – we are going to have to build a bridge to a new version of community safety. And the challenge is going to be the funding. How do we keep the police moving forward, holding onto all the hard-fought advancements and reforms, while also standing up these new systems that have traditionally failed since the late 1970s when society stopped investing in them?

It will take relationships and partnerships. This is the new era of reimagining policing, which in practice, means departments living up to the notion of policing with their communities. If a community does not want a certain law enforced or wants the police to stop using a certain tactic – then police officials need to engage that conversation. We cannot continue to tell people “We know best what you need, let us handle it.” That would not be tolerated in any other profession – if your doctor said “Hey, I’m giving you this shot. No, you do not need to know what it is or what it is for. And it may hurt you.” We would not allow that as a society.

Reimagining policing means we must continue to invest in our police departments – not defund them. Even after creating plans and systems to handle issues that do not need a police response – there will still be most of the same demands on officers. Some of the initial analyses in Seattle suggests they could transfer approximately 20% of service hours to other response systems. For the remaining 80% of the



work – we need police departments that are capable, trained, and equipped to serve the community in every situation. This doesn't mean the officers need to provide the service and fix every problem, but we know police officers will continue to either be the first people on the scene or the first people others call when things go sideways. And because of this policing will need to continue to improve and innovate.

The other major part of work for this new era of reimagining policing is to acknowledge that it is well-past time – and now painfully obvious, that we need basic national standards for policing. The Constitution is the floor of how the government should treat people-it represents our basic rights. The reality is how the police engage with people should not be different depending on geography and location. That is to say, where you live shouldn't be the determining factor of the level and type of police service rendered - police in one city shouldn't be able to choke you, while in the next town over, they are prohibited.

The police service needs more national data and new metrics. The conversation around policing has for too long, been grounded in calls for service, response times, and major UCR crime. We need new metrics – measured locally and collected nationally – on use of force, community trust, disparity, community satisfaction. If we are going to re-envision policing, we must change how we measure it – or we always will come back to the same conversation. As a part of the push to make these changes – we can extract ideas from academics, activists, advocates, and from the everyday community members. This change must come from within our ranks. We have to re-orient how we see ourselves as successful and what it means to be a good and effective department and officer.

The challenge is great, but not unachievable and the time to get started – it is now.

Social Media and Policing



Cyberbullying - Not Just About Middle School Anymore

By: Colonel Ed Roessler, Police Chief, Fairfax County Police Department (VA)

Editor's Note:

Sadly, we have all become familiar with one of the detriments of the digital age referred to as cyberbullying. Usually this form of bullying may not progress beyond children being mean to others, which can be severe in itself. However, the disruption social media can bring is now hitting home to law enforcement at all levels. Based on Fairfax County Police Chief, Colonel Ed Roessler's own personal experience, I sat down (virtually of course) with Ed to briefly discuss this new threat.

How exactly is cyberbullying happening in law enforcement?

“We use social media to post our normal day-to-day activity information of great acts of kindness by our agency women and men for engagement with the public, to demonstrate

legitimacy, and to build trust. But it has become part of the challenges for us as we expand our transparency to the community. For instance, we had an incident seven years ago where the actions of an officer were filmed. We had an investigation and reached a logical conclusion and moved on. Now, that same video is being



posted in our positive social media community platforms and being presented as though it has just happened. We have taken appropriate and legal steps to remove such postings from many platforms as they are uploaded and at the same time, we have repeatedly demonstrated to our community the accountability steps we have taken in the past on such events be uploaded as “new.” These targeted postings make it challenging to continue to build trust and as we demonstrate accountability, we must also balance the impact such postings have on the morale of our officers and professional staff.

Cyberbullying of our officers and professional staff is a nationwide trend which is designed to disrupt our vision elements of public trust, legitimacy, transparency, and accountability. We cannot simply take the easy route of shutting down our social media to keep our communities informed. Rather, we must expend precious human resources to remove the postings lawfully and protect our employees from these malicious attacks which can create threats to life and personal data information of our employees and their loved ones.

What are you doing differently in how you handle malicious attacks on your department’s social media?

First, as leaders, we have to be careful in our responses and ensure a proper legal analysis of our intended action steps is taken.

Through our careful analysis with other local government social media stakeholders, we enhanced our policies regarding filming the police to ensure all employees understand this is now a way of business in the community and to further understand the legal elements of filming the police. Basically, as long as someone is not physically impeding an investigation, we must understand filming our actions is allowed. We must also understand

we have body-worn cameras, in-car video, and community video, all of which are accountability measures of our actions and spoken words.

When we are presenting with the malicious postings of myths of officer actions through edited videos designed to fit a narrative within the context of the poster, we must navigate toward finding the balance between public trust, transparency, legitimacy, and employee morale while getting the truthful messaging out. Generally, delivering truth in these situations is our positing of the full episode of the event to deliver truth to myth. Leaders in our profession continue to wrestle with transparency concepts as we journey on reformation concepts of transparency and accountability. Many law enforcement leaders have taken steps with their local government leaders to increase transparency and accountability and as we have taken these steps, we are now battling cyber-mything design to erode these great strides of accountability. Sound cyber administrative and operational policies co-produced with community stakeholders is the key to overcoming the attacks upon the great women and men of our profession as we grow our agency social media footprints to increase community engagement.





FBI NEIA 2020 Awards

FBI NEIA 2020 PENRITH AWARD



Kathleen O'Toole, former Police Chief of the Seattle Police Department named recipient of the 2020 FBI NEIA PENRITH AWARD.

Kathleen O'Toole is a lawyer and career police officer who has earned an international reputation for her principled leadership and reform efforts. In 2018, she completed her service as Chief of Police in Seattle, Washington where she led the Seattle Police Department through a major transformation project. In addition to addressing the requirements of the Settlement

Agreement between the US Department of Justice and the City, Kathleen introduced leading-edge business practices and operational strategies that reduced crime and enhanced community trust.

Commencing in May 2017, Kathleen also chaired the Commission on the Future of Policing in Ireland. In September 2018, the Commission presented to Government its findings and recommendations for sweeping reforms to An Garda Síochána, the Irish national police service. Kathleen had previously served a six-year term as Chief Inspector of the Garda Síochána Inspectorate, an oversight body responsible for advising the Irish Minister of Justice and recommending best practices for policing and security.

Earlier in her career, Kathleen rose through the ranks of local and state policing in Massachusetts. She began her career as a beat cop in the Boston Police Department and was assigned to numerous patrols, investigative, undercover, supervisory and management positions. She served as Superintendent (Chief) of the Metropolitan District Commission Police and Lieutenant Colonel overseeing Special Operations in the Massachusetts State Police. She was later appointed Massachusetts Secretary of Public Safety and Boston Police Commissioner.

The Penrith Award is a unique honor given to a law enforcement executive who is selected by past recipients of this coveted award.

Eligible members are graduates of the FBI National Executive Institute and are nominated by a fellow graduate.

"It is recognition of the best in law enforcement by those previously recognized as the best in law enforcement," said President Paul Pastor. National leadership, courage in the face of adversity, substantial or innovative contributions to the administrative of law enforcement are among the traits that are considered by the selection committee.

The Penrith Award, first initiated in 1991 by Gary Penrith, now retired FBI Special Agent in Charge and Past President of the FBI NEIA, is named in honor of Gary's Father, a prominent Chicago businessman slain during an armed robbery.



FBI NEIA 2020 LARRY MONROE SCHOLARSHIP AWARD

The Larry Monroe Scholarship Award is presented annually in memory of former FBI Agent Lawrence J. Monroe, one of the founders of the FBI National Executive Institute (NEI). Larry played a crucial role in the initial program design, curriculum development and administration of many NEI programs during his long, distinguished career at the FBI Academy. His untimely death in 1999 led to the creation of this coveted scholarship.

Candidates for this award include all eligible NEI member's children and grandchildren who are enrolled in an accredited two-year or four-year undergraduate program or who are pursuing a master's, or higher, level degree.

The NEIA Scholarship Committee unanimously decided this year Larry Monroe Scholarship would be granted to three individuals in the amount of \$2500 each.

The FBI National Executive Institute Associates (NEIA) is pleased to announce the awarding of three \$2500 FBI NEIA Monroe Scholarships this year.

The Monroe Scholarship is awarded annually in memory of former FBI Agent Lawrence J. Monroe, one of the founders of the National Executive Institute. Larry played a crucial role in the initial program design, curriculum development and administration of many NEI programs during his long, distinguished career at the FBI Academy. His untimely death in 1999 led to the creation of this coveted scholarship.

Candidates for this award include all eligible FBI NEIA members' children and grandchildren who are enrolled in an accredited undergraduate program or who are pursuing a graduate degree.

The 2020 recipients of the FBI NEIA Monroe Scholarships are:

DANAE L. HILLARD

Congratulations Danae L. Hillard, granddaughter of Terry Hillard, for your selection as one of the 2020 recipients of the FBI National Executive Institute Associates' (NEIA) Monroe Scholarship. Terry Hillard is the former Superintendent of the Chicago Police Department and member of FBI NEI Class No. 23.

Danae graduated from Morgan Park Academy, Chicago, IL., where she was an honor student and active in church, community, and school projects. One of her most rewarding experiences was conducting donation drives for "Well of Mercy", a home for single women and their children who have been abandoned or abused. She was also a member of the Jesse Brown VA Medical Center's dance troupe, where she learned the values of discipline, creativity, teamwork, and competition.

Danae is now attending Clark Atlanta University, Atlanta, Georgia, where she is planning a career in medicine.



SAMANTHA SIRK

Congratulations Samantha Sirk, daughter of Scott Fear, for your selection as one of the 2020 recipients of the FBI National Executive Institute Associates' (NEIA) Monroe Scholarship. Scott Fear is the former Assistance Chief, U.S. Park Police and member of FBI NEI Class No. 42.

Samantha graduated from Brentsville District High School, Nokesville, VA., where she was on the cheerleading team, participated in the Sports Medicine Club, and active in church programs feeding the hungry. During a workout her sophomore year she had a serious accident breaking her arm literally in half and was advised she would never be able to cheer again. Samantha, after surgery and 15 months of extensive physical therapy and training, was named captain of the cheerleading team her senior year and led her team to the Cheerleading State Championship.

Samantha is attending the University of Alabama enrolled in their kinesiology program to become a physical therapist to help others fulfill their dreams.

DARBY MONAHAN

Congratulations Darby Monahan, daughter of Gregory Monahan, for your selection as one of the 2020 recipients of the FBI National Executive Institute Associates' (NEIA) Monroe Scholarship. Gregory Monahan is the Acting Chief, U.S. Park Police and member of FBI NEI Class No. 43.

Darby graduated from Kettle Run High School, Warrenton, VA., and the Mountain Vista Governor's School which is a STEM school at the Lord Fairfax Community College where she earned her Associates Degree in Biology. Darby was on the high school swim team, coached the neighborhood swim team, and created an annual fundraiser called "Laps for Law Enforcement" where she raised money during National Police Week for the Concerns of Police Survivors. Darby also volunteered on a weekly basis at a local free health clinic and was an athletic trainer for the high school basket and lacrosse teams.

Darby is attending the University of South Carolina studying biochemistry to become a medical doctor.

Board Member Elections

We are pleased to announce that retired Chicago Superintendent Terry Hillard, retired Buffalo Commissioner Rocco Diina, and current Pima County Sheriff Mark Napier have been elected to serve for the next two years on the FBI NEIA Board of Directors. Terry and Rocco have been serving on our Board and Mark joins the Board for the first time. FBI NEIA Executive Director Luther Reynolds, FBI NEIA President Paul Pastor, and the rest of the Board of Directors send our congratulations, and look forward to working with them on some new and challenging initiatives. We thank all of our membership for your participation in these elections and for your support of the FBI NEIA.



**Superintendent
Terry Hillard**



**Commissioner
Rocco Diina**



**Sheriff
Mark Napier**



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FBI NEIA Board Members

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Sheriff Pierce County, WA Sheriff's Office (Retired)

Chief Luther Reynolds
NEIA Executive Director;
Charleston, SC Police Department

Dr. Lee Colwell
NEIA Vice President;
Pegasus Research Foundation

Chris Burbank
NEIA Past President;
Salt Lake City PD (Retired)

David Corderman
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Colonel Edwin C. Roessler Jr.
Fairfax County Police Department, VA

1st Assistant Chief Lashinda Stair
Detroit Police Department

Odd Berner Malme
International Representative
Dep National Police Commissioner - Norway (retired)

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