



# FBI NEIA: The Best of Us

December 2022

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## Message from FBI NEIA President



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 the FBI NEIA.

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.

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

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

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

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

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 FBI 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 our great organization.

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.

We want to wish you and your family a safe and happy holiday season.

**Sheriff Paul A. Pastor**  
Pierce County, WA (retired)



**FBI NEIA Leadership Summit Series Launched**



# FBI NEIA Leadership Summit Charleston



In an effort to support our overall mission as well as help bring leadership training to those who are not members of the FBI NEIA, but are just as important in their respective law enforcement agencies, we launched the inaugural FBI NEIA Leadership Summit Series in August in Charleston, SC. This series complements the Bureau's efforts in this area as well.

Consisting of one day programs, we bring together subject matter experts and responsible leaders to discuss the key issues facing law enforcement for greater understanding and to enhance service to our communities.

Our Summit in Charleston, was co-hosted by Chief Luther Reynolds (Charleston PD) and Special Agent-in-Charge Susan Ferensic (FBI South Carolina). Charleston Mayor John Tecklenburg joined the group to share some welcome remarks and the importance of supporting the police. Eighty senior leaders participated in the program.

We covered the following issues by the expert presenters:

**Ethical Cultures/Reform From Within Agencies**

- Sheriff (ret.) Paul Pastor**, King County, WA and President, FBI NEIA
- David Corderman**, FBI NEIA Board
- Dr. John Jarvis**, FBI

**Preventing Targeted Violence**

- Dr. Karie Gibson**, Unit Chief, FBI Behavioral Analysis Unit

**Effective Action On Gun Violence**

- Chief Luther Reynolds**, Charleston PD, SC
- DeWayne Pearson**, Criminal Chief, United States Attorney's Office, SC
- Thomas Sondgeroth**, Supervisory Special Agent, FBI, Columbia, SC
- Brian Mein**, Assistant Special Agent-in-Charge, ATF Charlotte Field Division, SC
- Deputy Chief Jack Weiss**, Charleston PD, SC

This unique leadership training will be held across the country and may extend outside the U.S. as we look to enhance our presence globally. The plan is to hold these Summits in cities based on an FBI NEIA Member to help with planning with the FBI SAC and Chief/Sheriff/Colonel as Co-Hosts. The program is developed by our Training Committee and the FBI Leadership Development team.

During the IACP, discussions were held with several Chiefs who would be interested in helping bring a Summit to their area as they see the need for this type of training.

If you are interested in hosting a Summit or know someone who is, please contact: **Dave Weisz**, Deputy Director, FBI NEIA at [dave.weisz@comcast.net](mailto:dave.weisz@comcast.net).



## Understanding Organizational Change



By: **Sheriff Mark Napier**  
Pima County, AZ (retired)

### Introduction

All elements of the criminal justice system are facing a period of unprecedented change. This change is particularly dramatic and at times vexing for law enforcement leaders. During this period, it is hard to imagine any law enforcement leader who is not actively struggling with change. Problematic is that a large percentage of us are not particularly good at managing or importantly leading change. There will always be the new book or seminar on how to address the change process. However, requisite to any success must be based upon a real understanding of why organizations fail to change. Armed with an understanding of the factors standing in the path of change, and then actively and with purpose addressing them, is far more the key to success than the latest flavor of the month book or seminar.

During my undergraduate studies in Social Psychology, I examined organizational change in great depth. Specifically, why we as law enforcement leaders so often fail at implementing and leading change. This examination included reviewing the best literature on change from an applied psychology standpoint. I have come to firmly believe that there are three critical elements to address when implementing organizational change.

- **Dissatisfaction**
- **Viable Vision**
- **First Steps**

These three elements must be greater than the resistance to change.

The purpose of this article is to review these elements and how to address them to ensure organizational change is successful. Let me stress firmly that if you address these elements, you will in fact overcome the inherent resistance to change and be successful. If you fail to do so, you will almost certainly fail.

### Dissatisfaction

An organization will not change if it is not dissatisfied with where it is. Sadly, what matters to the leader of the organization will not matter to 80% of the people in the organization. Therefore, the leader's dissatisfaction with the current organizational state may be from a practical change standpoint largely irrelevant.

To affect organizational change, you must create a sense of dissatisfaction with the present state that matters to the majority of the organization. News flash, no matter how artfully drafted by your executive staff this cannot be accomplished by a memorandum. The leader must be in front of this and communicating on a level that is personal and compelling. This takes time and frankly a measure of manipulation. Manipulation is acceptable in this construct. It is simply taking the time to sow the seeds of dissatisfaction. What takes far more time is being mired in endless cycles of attempted change that are unsuccessful.

There are two types of dissatisfaction the leader can implement. The first is "the grass is greener on the other side of the fence" approach. This requires thoughtful communication that ends with the organization figuratively saying, hey we want to go over there. The "over there" being the desired change state.

[Click here to read full article](#)



## The Mass Shooter's PLAYBOOK



By: **Col. Frank Milstead**  
Arizona DPS (retired)

I am writing a concept opinion of random gun violence in our country. Those who choose a path to become a "Mass Shooter" often provide indicators that are part of their Playbook. This is a framework of an idea and opinion to be sorted. I realize that many will take issue with this notion and others will be moved by the idea. We need a starting point for national change and development of our statutes. Privacy and civil rights are always difficult to manage, however we need to start a conversation and develop statutes or policy to mitigate the frequency of these horrific acts of societal violence.

From the 1999 Columbine shooting, Sandy Hook, Marjory Stoneman Douglas and now Robb Elementary in Uvalde Texas little has changed in our nation in dealing with this mass societal violence. Albeit, every time one of these mass shootings occur there is outcry for change by parents, political leaders, educators, and clergy. These events happen so frequently it has almost become common place and the events themselves no longer drive emotional outrage for change.

President Biden is looking for gun control as an answer to this reoccurring problem. I would argue, in a nation where gun rights are constitutionally protected and guns are ubiquitous, there needs to be not a single answer as a panacea, but rather a number of reforms to detect, disrupt and mitigate this phenomenon. It is increasingly clear that something must be done to ensure that clergy, doctors, clinicians, educators and law enforcement have a tool to mitigate the societal violence associated with these "want to be" or "would be" assassins.

Many of these perpetrators engage in activities prior to their crime that spark the interest of those around them, but these events in singularity rarely amount to anything that authorities can use to investigate further or provide for a mental health evaluation.

I propose a federal statute that would give all of these groups and others the lawful ability and protections to report and request a mental health detainer based on a totality of the circumstances. This detainer could isolate or incarcerate members of society who have been involved in a number of the listed activities during a period of time. Those who violate the statute would require a mandatory mental health evaluation from a psychiatrist, who could recommend to a court that the subject be detained as long as necessary to ensure their safe return to society. Based upon information received in the interview It could also facilitate a request for a nonconsensual search of property to locate and confiscate items that further indicate intent, provide ability or precursors to carry out these acts. This statute would apply to both minors and adults keeping in mind the privileges that are already in law for these two groups.

When a subject is known to have committed or been involved in any four of the following acts over a period of time, it constitutes a crime, "Potential Societal Violent Misconduct". Which would work for a petition to detain the subject.

- Has posted on Social Media intent to commit harmful acts against others
- Has celebrated through social media or writings the violent acts of others
- Has purchased or been denied purchase of a firearm
- Has purchased explosives or precursors to build explosive devices



- Has produced renderings of acts of societal violence
- Has been expelled from an educational institution
- Has been suspended from an educational institution for acts/threats of violence
- Has confided in others the intent to commit societal violence
- Has been arrested or charged with a violent act
- Has been diagnosed by a doctor or clinician of mental health abnormalities
- Has had an addiction to drugs or alcohol
- Has been convicted of acts of violence or threats

- Has made overt threats of violence

Again, let us look for a way to deal with these anomalies in mass societal violent behaviors. Let's use their Playbook to disrupt this increasing occurring trend. I call on our Arizona Senators and the state's subject matter experts to convene and shortly produce a Bill to be introduced in Congress.

Col. Frank Milstead (ret) AZDPS is a 35-year law enforcement executive in Arizona. He spent 25 years at the Phoenix Police Department, was Chief of Mesa Police Department and Director of Arizona DPS. He currently is the CEO of BIGLeadership LLC which provides Public Safety Leadership consultation and training.

## **Ethical Agency Cultures: A Leadership Path toward Assuring Trust and Effectiveness in Police Services**

### **An FBI NEIA White Paper**

Authored By:

**Paul Pastor**, FBI NEIA

**Dave Corderman**, FBI NEIA

**John Jarvis**, FBI

#### **I. INTRODUCTION**

Policing and law enforcement have become increasingly complex, and in some cases controversial practices have attracted scrutiny. Social media coupled with a mood of distrust in public institutions have contributed to this condition. These issues, in concert with a difficult political climate and an increasingly polarizing press, have led to considerable separation between law enforcement and the public.

Some of this discontent can be laid at the feet of the police, but some of it also belongs to the public. The premise of this paper is that a principal component of community safety and public order is developing and sustaining a relationship of trust, but equally important a

relationship of co-responsibility between law enforcement agencies and the communities they serve. Unfortunately, these two key attributes are often lacking.

While many issues may contribute to such deficits, the purpose of this discussion is not to list the many social obstacles that occur. Instead, our aim is to examine the crucial role that law enforcement leadership needs to play in establishing and enhancing that trust and co-responsibility.

This is not to take the public off the hook, but to reinforce that law enforcement can control its own actions, less so those of the public. The primary goal is to explore the leading role of ethical principle-led police agency cultures and the services they deliver.

#### **II. THE CHALLENGE**

The challenge is to determine and describe how such outcomes can be accomplished. A crucial first step is to re-emphasize that public safety is not just the responsibility of law



enforcement. Effective public safety services are a shared obligation requiring considerable effort by law enforcement and the community. But not everyone—neither all members of the public nor all of those in the profession—is convinced of this fundamental proposition.

Ideally, insightful community and government leaders intuitively recognize this shared responsibility by reaching out to law enforcement leaders, provide them with the necessary staffing and tools to do their jobs, and support them when they adhere to high moral principles and ethical standards. Unfortunately, amid controversial events and general mistrust, the concept of co-responsibility too often gives way to distancing and blame accompanied by resentment and further unwillingness to engage.

Frequently, community members who raise issues or voice objections are viewed by law enforcement as simply anti-police. Additionally, officers who raise concerns about over-generalized criticism are viewed as unwilling or unable to acknowledge real flaws or move beyond the status quo.

All of this becomes more pronounced when law enforcement officers are accused of behaving in a manner that is improper or illegal; in actual instances or in those where police conduct was appropriate but somehow was perceived as wrong. The ensuing scrutiny and criticism which accompanies such circumstances should be expected. In a democratic society, the public—being the principal source of the authority that is exercised by police—has a right and, indeed, a responsibility to question police practices. While this does not make the work of law enforcement easier, it is a key characteristic of life in a free society and needs to be recognized as such rather than simply resented.

Policing in democratic societies is based upon legal authority bestowed by the government and exercised within defined limits. Police officers operating within democracies are afforded powers and responsibilities that differ from those of ordinary citizens. This requires periodic examination and challenge to assure that these boundaries are strictly adhered to, especially when they necessarily change over time with evolving political, social, economic, and ethical concerns.

Misinterpretations of police actions and unfair accusations are not new. Nor are well-founded complaints regarding police misconduct. Police-citizen encounters can be complex and dramatic, as well as confusing. They are always viewed as potential instances of government power confronting individual rights. Yes, there is a price which attends scrutiny, and examination makes the work of police officers and leaders more difficult. But accepting significant levels of accountability and enquiry is a vital component of the job.

Only by establishing clear, strong, reasonable, and enforceable boundaries, and by acting when their limits are tested or exceeded, can the issues of trust and co-responsibility be met by police agencies. Only by establishing these boundaries based upon strong, ethical foundations can they be regarded as valid approaches to directing the conduct of law enforcement organizations and their personnel. And, only by regularly reconnecting and re-aligning with these strong ethical borders does the agency's long-term path become both correct and self-correcting. And what is the common denominator in making each of these actions take place? The agency's culture.

[Click here to read full article](#)





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