



# NEIA CONNECTIONS

FOR ACTIVE AND RETIRED FBI NEI ASSOCIATES

## Thanks Mac Connole, Hello Dick Ayres

Last October at the NEIA/MCC conference our long-term president, Gary Penrith (XIV), announced his retirement. After close to 20 years at the helm of this organization Gary thought it was time to step aside. Gary's resignation paved the way for the election of President Charlie Connolly. Also, our Executive Director "Mac" Connole (XXII) decided it was time to step aside after talking it over with his family and reviewing his responsibilities as Chief of the Draper Police Department. Despite the loss of two giants in our organization, the NEIA is positioned to continue our journey to pursue excellence in leadership, training and research.



Chiefs Association. A review of his awards indicates years of dedicated public and private sector service. Among the most distinguished citations are the Penrith Award and, most recently, being named Utah's *Outstanding Police Chief of the Year*.

While he is stepping down, he is not stepping out of our NEIA lives. Yes, he will have more time to spend with his wife, Judy, and his two grown children and grandson Sam. But he will be our advisor, mentor and resource as the NEIA goes forward. I have suggested that our departing Executive Director reminds me somewhat of the actor Tom Selleck, a little grayer, perhaps. The only difference is Mac Connole is the real deal.



Over the years we have grown so comfortable with our Executive Director that most of us know him simply as "Mac," but Chief Arthur Connole is more than a nickname. For 37 years, he was with the Salt Lake City Police Department retiring in 2003 as Assistant Chief. Mac didn't retire long, but instead became the Chief of an entirely new police agency in Draper, Utah. Starting from scratch is a lot more difficult than caretaking an existing organization. Under his direction, the Draper Police Department grew by 62%.

Mac's service to the NEIA as its Executive Director began in 2001. For 23 years he was also the Treasurer of the Major Cities

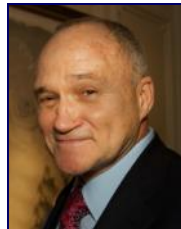
Association. A review of his awards indicates years of dedicated public and private sector service. Among the most distinguished citations are the Penrith Award and, most recently, being named Utah's *Outstanding Police Chief of the Year*.

At the Sun Valley board meeting, President Connolly announced Dick Ayres as the NEIA's new Executive Director. Dick is not a stranger to any one familiar with this organization. Yes, he is a retired veteran of the FBI and keeps this organization vibrant. Dick is a graduate of the first session. But longevity is not his strong suit. Dick has been Director of Training Programs for as long as I can remember. He has been and will continue to be an integral part of our journey to maintain the traditions of the past and improve on the future.



### Commissioner Ray Kelly, 2011 Penrith Award Recipient

This year's award winner Police Commissioner Ray Kelly is an individual that I can speak about with some certainty having been a colleague and friend for some 35 years and who played a role in my meeting Micki, my wife of eleven years.



Commissioner Kelly was appointed in January 2002, making him the first person to hold

that post twice. During that period, he has led an agency that is probably larger than the Canadian military – approximately 50 K sworn and civilian personnel. Serving a city whose population is 8 1/2 million with 4 million commuters, visitors and tourists present during the week.

To put the role of the Police Commissioner in perspective, allow me to identify the city in which he polices. NYC is a city of five counties encompassing 330 square miles. It is some what crowded given that 850,000 cars each work day enter a 33 square mile Manhattan via its 15 bridges and tunnels.

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For more NEIA News, visit us on the web at [www.neiassociates.org](http://www.neiassociates.org)

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**NEIA News  
By Charlie Connolly, President, NEIA**

Two of our NEIA members have recently been honored by the New York State and Eastern Canada Chapter of the FBI National Academy. As a result of their contributions to law enforcement, the chapter has created two annual awards, the Colin T. Miller Award for Leadership, Innovation and Community Service and the Joseph L. Monteith Award.

Chief Miller (XII) began his career with the Hamilton-Wentworth Regional Police in 1955 and retired in 1992 after 37 years of dedicated service. Colin’s resume is replete with a record of outstanding achievements as law enforcement professional and has a long history of volunteer service in the private sector both on and off duty. He also has an outstanding record of marriage fealty having been wed to his high school sweetheart, Barbara, for more than 60 years. Congratulations.

Joe Monteith (XVIII) was similarly recognized by the chapter. The award was created to honor another true law enforcement professional who began his career with the Suffolk County Police Department in June of 1961 after receiving his Bachelor of Arts degree in Economics from Manhattan College. While in the department, Joe received his Master’s degree as well. During his 39 years of service, Joe served in every rank within his department including the highest uniformed rank – Chief of the Department. Even in retirement, Joe and his wife Marilyn can be found attending our annual Sun Valley conferences. Congratulations.



While the term “Profiles in Courage” can be readily identified with the writings of a former president, one of our members appears to have been tarnished with a similar positive brush. The former Chief of the Phoenix, Arizona Police Department, Jack Harris (XXIV), faced immense pressure to adopt policies that he felt mitigated the Department’s ability to focus on serious crimes, and protect the rights and safety of all residents. His principled opposition to a newly adopted state law probably cost him his job. His Mayor even acknowledged that, “The Chief paid the price for standing up for the civil rights of everyone.” Chuck Wexler, President of the Police Executive Research Forum (PERF) described Harris as a true “Profile in Courage.” While some of us may not agree wholeheartedly with Chief Harris’ position, we should applaud what is a principled stand amidst a national problem. We often honor examples of physical courage within our profession but sometimes forget the presence of mental courage.

On another scale, San Diego Police Chief Bill Lansdowne (XXII) is facing a controversy which is threatening his department’s reputation. Since October 2010, the Chief has acknowledged at least eleven internal or criminal investigations against his officers. Unlike past controversies he’s handled, the media has suggested that Lansdowne’s decisions regarding budget cuts may have contributed to the issue. Apparently, he preserved patrol units which have a direct impact on public safety, choosing to reduce oversight mechanisms.

I believe most of us would have agreed with the actions he took and many of you are going to have to take in the near future. Lansdowne hasn’t publicly come under fire from city officials or residents. Probably because he has earned a reputation for stepping up to the plate, dealing with public scrutiny and focusing on the issue. According

to news reports, the manner in which he has handled past controversies in San Jose and Richmond Police Departments has provided him with the reputational capital that allows the Chief some breathing room that isn’t always available to Chiefs in similar positions.



I was sorry to hear that an old friend, Dean Esserman (XXXII), had resigned as Chief of Police in Providence, Rhode Island. In eight years, Dean brought community policing to every neighborhood, assigned detectives to investigate a scandal from the previous administration, beefed up gang investigations, focused on illegal guns and internal affairs. The Chief introduced computer mapping of crimes and opened the department to partnerships with other law enforcement agencies, organizations and schools. During his tenure, the crime rate began to fall, longstanding drug markets declined and murders plummeted. Under his leadership, the Department drew national attention for his crime prevention initiatives and community centered approach. Last fall, the Department and Rodger Williams University won a federal grant to establish the first educational institute for law enforcement in New England.

Obviously, Dean had his critics, but his stewardship had the overwhelming support of Commissioner Chuck Ramsey, President of the Major Cities Association Chiefs, Boston Police Commissioner Edward Davis, U.S. Attorney Peter Neronha, Congressman David Cicilline, and Chuck Wexler, Executive Director of the Police Executive Research Forum. Dean started his career with the NYC Transit Police, was a prosecutor in the Brooklyn D.A.’s office, Chief of the Metro North Railroad Police, and Chief of the Stamford, Connecticut Police Department. On a personal note, Dean successfully battled cancer.

During the conference Tucson, Arizona Police Chief Roberto Villasensor (XXXIV) enjoyed teasing his counterpart, Chief of Mesa Police, Frank Milstead, in that Mesa is the third largest department in the state. Well Mesa may be the third largest department, but it appears to be ahead of many departments in innovation.



Departing from tradition, Chief Milstead introduced unarmed civilian investigators into his investigative mix. They respond to lower – level crime calls and also take reports from victims of burglary and theft. Initially the idea was resisted, as neither the police leadership nor the union saw any advantage in placing civilians in traditional police roles, even at a savings of \$28,000 a head. However, the public bought into the initiative and it and it is getting traction in other departments.

Some agencies are looking at this soft approach where civilians work in unmarked cars and have time to spend with the victims without having to be called away due to a higher priority. Given the budgetary changes present in U.S. policing for the foreseeable future this might prove a welcome respite from the continuing threats of police layoffs.

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NEIA News continued...

WE'RE ON THE WEB

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Our friends in the north may be facing the police budget crisis similar to that in the states. Chief of Toronto Police, Bill Blair (XXIV), was reported in the media to be paying closer attention to developments in U.S. policing as he grapples with his budget dilemma. Bill is being asked by the Toronto Police Services Board to draw up plans to shrink his force of 5,100 by approximately ten percent. In a news article, Chuck Wexler, Executive Director of PERF, credited Bill with being on top of the profound changes underway in both our countries' budgeting problem. Nobody is immune anymore from the economic storm hitting every segment of society. From a U.S. perspective, the political reality now is that you can't exempt police from cuts. Yet policing increases in complexity and is attracting more college graduates than in the past. Unfortunately, while innovation can be the pathway to imposing budget cuts, it may encourage officers to view their service positions as just temporary until something better comes along. Hopefully, that won't be the case.



Retirement has reduced the "Demings family" to one law enforcement executive serving the Orlando, Florida/Orange Country area. Chief Val Demings (XXXIII) announced her retirement from the Orlando Police Department after 27 years of service.

As the Chief Executive of the Department since 2007 she was credited with numerous positive changes in crime reduction, internal affairs, tactical operations and drug enforcement. If you attended the recent IACP Conference in Orlando you could appreciate the work both members of the "family" contributed to its success. Chief Demings left the door open to a number of future possibilities, including politics. For now, the local community has to rely on her husband Orange County Sheriff Jerry Demings (XXIII) to keep them safe. Congratulations and best of luck.

I recently heard from Maury Hannigan (IX), a former FBI NEIA board member and retired Chief of the California Highway Patrol. Some of you may remember Maury on television starring in a program highlighting the exploits of his former department. Maury spent a number of years in the private sector in Washington, D.C., but is back in the El Dorado Hills, just outside Sacramento, California. He is enjoying the companionship of his grandchildren and says this is his last move unless the Governor sells the state to China. Maury, I think you are safe.

Bill Kollender, aside from Dick Ayres, may be one of the surviving members of the FBI NEI's first session. The former San Diego Chief and Sheriff reports that he feels good though he has slowed down and the memory

is not as sharp as it once was. Who among us can say anything different? His oldest son diagnosed with MS fifteen years ago has an unbelievable attitude, which brings pride to the family. Bill's wife, Lois, has had some challenging health issues but also displays the right attitude. His grandson, having gone through the academy is awaiting word on his acceptance to the San Diego County Sheriff's Department. Bill is reflecting on his two-year retirement from public service. May you reflect on such a positive career for a long, long time.

Chicago has a new Police Superintendent, Garry McCarthy, who is replacing Jody Weis, a former FBI Agent and frequent attendee at our Sun Valley conferences. Garry comes to Chicago via New York City and Newark, New Jersey. The new Chicago Superintendent is not yet an FBI NEIA, but I suspect that will be remedied shortly. Garry's work history is full of innovation, straight talk, and success. His background and experience should work well with the members of his new department. The interim period between Jody's leaving and Garry's arrival was ably filled by a former Superintendent and NEIA member Terry Hillard (XXIII).



In our last newsletter we reported Chief Ron Serpas (XXV) was retiring from the Nashville Police Department. His rest was short lived, though, as he was just appointed Superintendent of the New Orleans Police Department. It is always nice to be wanted.

Recently Julian Fantino (XXIV), an elected member of the Canadian parliament, wrote a book on his law enforcement and life experiences. We mentioned his book in a prior newsletter. Well, it appears that we have more budding authors on the horizon. The first publication is written by Dick Ayres and Dave Corderman titled "Leading to Make A Difference." Dick Ayres (I) is not only our organization's new Executive Director, but the Director of the Center for Labor-Management Studies located in Fredericksburg, Virginia. Formerly a Special Agent with the FBI, Dick served for 17 years on the faculty of the FBI Academy as an instructor and as Chief of the Management Science Unit, the precursor to the Leadership Development Institute. He holds a Bachelor of Science degree from Dickerson College, a MBA from Iona College, a MPA from John Jay College of Criminal Justice and a Juris Doctorate from Washington College of Law. Dick is widely published in professional journals in the areas of leadership, strategic planning, organizational communications, conflict resolution, labor management relations and organizational stress.

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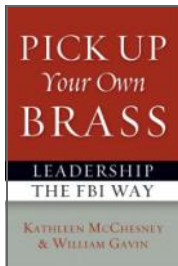
## NEIA News continued...

David Corderman (XXV) is a senior partner with the Academy Leadership Association, a firm specializing in the improvement of organizational performance through the training and development of current and future leaders with a particular focus on the criminal justice community in the areas of leadership, human behavior, and managing organizational change. Dave is also a former Special Agent with the FBI having served ten years at the FBI Academy and retiring as the Chief of the Leadership Development Institute. A former Marine, he served 8 years on the FBI's Hostage Rescue team. Dr. Corderman holds a Bachelor of Arts degree from Lehigh University, a MPA from Virginia Commonwealth University, a MS and a Doctorate in Human Resources Development from Virginia Polytechnic Institute.

The authors offer special discounts on bulk orders and a percentage of sales are donated to the FBI NEIA. For information contact:

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Apparently, we have another dynamic duo that have put pen to paper with a book called "Pick Up Your Own Brass: Leadership the FBI Way," by Kathleen McChesney (XXI) and Bill Gavin (VIII). The title has greater meaning for Bureau members although it describes the leadership qualities that have enabled the Bureau to successfully navigate through a century of war, espionage, organized crime, terrorism, fraud and corruption. A glance at the table of contents suggests that their book has something for everyone: established leaders, aspiring leaders, minority leaders, and even "accidental executives." Their book has been reviewed favorably by Tom Peters, known for his text "Search of Excellence: Lessons from America's Best-Run Companies," as well as by Frank Keating, former Governor of Oklahoma, General James Dubik USA (ret), Karen Terry,

Professor, John Jay College of Criminal Justice and our own Terry Hillard (XXIII), retired Superintendent, Chicago Police Department.



The authors' career backgrounds are interesting. Kathleen McChesney is one of only a few female Special Agents to be named a Bureau Executive Assistant Director. After a thirty-one year career in law enforcement, she held leadership positions at the United States Conference of Catholic Bishops and the Walt Disney Company. McChesney, a Los Angeles resident, currently provides consulting services for business and non profit organizations.

Bill Gavin is a 28-year veteran of the FBI who obtained the Agency's rank of Assistant Director in Charge. He has held executive positions in the health care industry and for a security services provider, and has been a commentator for MSNBC, Fox News, and CNN. Bill, a resident of Boston, currently serves as a business consultant. Copies of the book can be obtained at Potomac Book Publishing – [www.potomacbooksinc.com](http://www.potomacbooksinc.com) or tel. 703 996 1017.



## A Look at the International Scene

It's important that we keep in touch not only with our neighbors to the north, but with Europe and other parts of the world. However, this is not a one man job. Our international colleagues have to keep us abreast on what they are doing both professionally and socially.

In reading the foreign papers, I know you have something to say, so please say it. We want to hear what you and your fellow FBI NEIA colleagues are doing whether



you are active or retired. For now let me say we are contemplating a European FBI NEIA conference, hopefully, sometime in 2012.

Fortunately, we have a few volunteers willing to take on the challenge. Peter Wilson (XXVI) appears to have the experience and enthusiasm to see if we can put it together. There is a possibility for such an event to take place in Budapest, Hungary. Fachtina Murphy (XXIX), recently retired Commis-



sioner of the Irish Garda, has been kind enough to raise his hand in support of such an event, possibly in Dublin. At Sun Valley's conference this year, Odd Malmé (XXVIII) also suggested there may be some interest in a Norwegian event.

At this point, we are still at the starting gate. In order to gauge your interest in such an event, I am asking our international members to forward an e-mail to Aimee Baarz at [aimee.baarz@slcgov.com](mailto:aimee.baarz@slcgov.com).



## Wrap-up 2011

If our mission is to provide an exciting series of educational training programs, then I believe we succeeded. If we were to include a program of hospitality, amidst a sense of fraternity and pleasurable dining and social networking, it appears we also succeeded. Again through the cooperative efforts of Chuck Ramsey (XXII) and Darrel Stephens (XVII) and their FBI NEIA counterparts Charlie Connolly (VI) and Mac Connole, we were able to condense the program highlights to three days. Weather-wise we were met with a cool reception in the evening and a pleasurable warm reception during the day. In addition to a number of opening speakers on Monday morning, the 200 plus attendees were provided a series of outstanding and relevant presentations.

Monday morning we heard from three prominent law enforcement executives, Chiefs Chris Burbank (XXX), Salt Lake City, Charlie Deane (XVII), Prince Williams County, and Roberto Villasensor (XXXIV), Tucson, Arizona. While none of the speakers had the solution to the issue of illegal immigration enforcement, each had a perspective that was insightful and informative. Despite having differing opinions, their contributions brought home a simple fact: a solution is not in sight. We need a lot of folks like Chiefs Burbank, Deane, and Villasensor spending more time on a fair, lawful, and rational solution.

Monday evening we had the pleasure of hearing a confidential report from FBI Director Robert Mueller and a general follow up presentation the next morning. Director Mueller received a special award for outstanding attendance having attended every NEIA conference during the past decade.

### **Introduction of FBI Director Mueller by Charlie Connolly**

*"It is my pleasure to introduce Robert S. Mueller III. He is the 6<sup>th</sup> director of the FBI. Nominated by President Bush and sworn in on September 4, 2001, seven days prior to the terrorist attack on the World Trade Center. After receiving his undergraduate degree at Princeton University and his Master's degree in International Relations from NYU, Director Mueller joined the U.S.*

*Marine Corps. He served as a Marine officer for three years. After attending Army Ranger and Jump schools, he led a rifle platoon of the third Marine Division in Vietnam for one year. For his service, he received the Bronze Star, two Navy Commendation Medals, the Purple Heart and the Vietnamese Cross of Gallantry.*

*Following his career in the Marine Corps, Director Mueller went on to earn his law degree from the University of Virginia Law School. Director Mueller has served as a litigator, a U.S. Attorney, and acting Deputy Attorney General.*

*Director Mueller, your appointment a decade ago came at a crucial time for you and the organization you lead. Unlike your predecessors, you not only had a new job but a new responsibility to keep the old FBI's investigative mission while inventing the new—preventing the crime from occurring in the first instance.*

*In President George Bush's book "Decision Points," he said, 'Bob Mueller was to be credited with carrying out the most fundamental transformation of the FBI in its long history. The Director, newly appointed, had to reengineer an agency whose reputation was embedded with investigative prowess and prosecutorial success.'*

*In Ronald Kessler's book, he credits Director Mueller's ability to combine the best features of a law enforcement agency and a national security service thereby thwarting a movement to do away with the FBI's counterterrorism effort and replace it with a new terror fighting agency similar to the British MI5. Your continuing tenure has been one of Presidents Bush and Obama's best investment in public safety.*

*Your support and attendance at every one of our conferences since your appointment is truly appreciated and valued. As one who has attended such conferences for the past 30 years, no other Director has been as successful in transforming an audience of top law enforcement executives into appreciative students.*

*I know I speak for the FBI NEIA and the Major City Chiefs that we are delighted with President Obama's recent endorsement. It definitely is one of his best stimulus packages. Given the restrictions on government gift giving, this is truly a token of our support and thanks for what you have*

*done for the nation and our respective organizations.*



*My colleagues and guests, Director Robert Mueller."*

While Director Mueller's presentation covered a range of issues needed to preserve our liberties, he was followed up by an individual who focused on one key point, the need to recognize the problems of political Islam both internationally and domestically.

The speaker, Dr. Zuhdi Jasser, is an eleven-year U.S. Naval officer, a devoted practitioner of internal medicine and nuclear cardiology and the past president of the Arizona Medical Association. Dr. Jasser held the attention of the audience with not just a historical perspective, but a prescription for the future.



Zuhdi Jasser, M.D. is the President and Founder of the American Islamic Forum for Democracy (AIFD). A devout Muslim, Dr. Jasser founded AIFD in the wake of the 9/11 attacks on the United States as an effort to provide an American Muslim voice advocating for the preservation of the founding principles of the United States Constitution, liberty and freedom, and the separation of mosque and state. He is leading the fight to shake the hold that the Muslim Brotherhood and their network of American Islamist organizations and mosques have on organized Islam in America. Dr. Jasser is a nationally recognized expert in the contest of ideas against political Islam and American Islamist organizations. He has spoken at hundreds of national and international events including colleges and universities, places of worship, government

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## Sun Valley 2011 continued...

venues and many other public functions.

On October 1, 2009, Dr. Jasser briefed members of Congress on the threat of political Islam. He regularly briefs members of the House and Senate congressional anti-terror caucuses. In 2007 and 2008, Dr. Jasser lectured on Islam to deploying officers at the Joint Forces Staff College. In 2007, Dr. Jasser was part of a select group that briefed Admiral Mike Mullen on the "Contest of Ideas with the Muslim World." Dr. Jasser was presented with the 2007 Director's Community Leadership Award by the Phoenix office of the FBI and was recognized as a "Defender of the Home Front" by the Center for Security Policy. Dr. Jasser is a contributing writer to a number of newly released books.

The U.K. must have been listening to the good doctor's message. Their Home Secretary on June 7, 2011, announced that the government has updated its strategy for tackling terrorism. The new approach emphasizes preventing extremism at the community level. An internal review of their existing policy identified a series of short comings including that some of the programs' annual 93 million pounds ended up in the hands of the very extreme groups it was supposed to monitor. Essentially the new policy withdraws support from extreme groups, even non violent ones and cuts off funding to those opposed to what the government calls "fundamental and universal British values." They should have listened to Dr. Jasser's message sooner. Let's hope America is listening now.



The next speaker that morning was Dr. Paul Pastor, Sheriff (XXV) of Pierce County. Sheriff Pastor not only kept us emotionally involved with their dealing with four simultaneous murders of police officers, but the difficulties of a bifurcated investigation by two police agencies. Less than a month later, his agency suffered the wounding of one officer and the murder of another.

The lessons learned obviously came at a heavy price to the victims' families, the officers involved, and those who had to make a number of executive decisions. There was universal agreement among the audience that Pastor's presentation gave us insights that we might tend to ignore. Similar to the preceding presentations there were definitely lessons to be learned. The following abridged FBI study of police shootings in 2010, "Law Enforcement Officers Killed and Assaulted," suggests that such lessons will not only be learned but, unfortunately, applied in a number of communities:

- *All but one of these 56 officers was slain by someone using a gun. According to preliminary statistics released today by the FBI, 56 of our nation's law enforcement officers were feloniously killed in the line of duty during 2010.*
- *By region, 22 victims were killed in the South, 18 in the West, 10 in the Midwest, three in the Northeast, and three in Puerto Rico. The total number of officers feloniously killed in 2010 was eight more than the 48 officers slain in 2009.*
- *Of these 56 felonious deaths, 15 officers were killed during ambushes (13 during unprovoked attacks and two due to entrapment/premeditation situations), eight were investigating*

*suspicious persons or circumstances, seven were killed during traffic pursuits/stops, six of the fallen officers interrupted robberies in progress or were pursuing robbery suspects, and six were responding to disturbance calls (four of them being domestic disturbances). Three of the officers interrupted burglaries in progress or were pursuing burglary suspects, three died during tactical situations, two were conducting investigations, one officer was handling or transporting a prisoner, one was killed during a drug-related conflict, and four of the officers were attempting to make arrests for other offenses.*

- *Offenders used firearms in all but one of the felonious deaths of law enforcement officers in 2010. Thirty-eight of the fallen officers were killed with handguns, 15 with rifles, and two with shotguns. The only officer who was not a victim of firearms was killed with a vehicle.*
- *Of the 56 victim officers, 38 were wearing body armor at the times of their deaths. Sixteen of the victim officers fired their own weapons, and seven officers attempted to use their own weapons. Seven victim officers had their weapons stolen; seven officers were killed with their own weapons.*
- *In addition to the officers who were feloniously killed in 2010, 72 other officers were killed in accidents. This is an increase of 24 officers when compared with the 48 officers who were accidentally killed in 2009.*

The final two sessions on Wednesday proved interesting and informative. Though each topic was different, the content kept the audience in its seat. The reason was obvious. Our responsibilities continue to expand while our resources appear to decrease. We are required to know more about not only our communities, but the impact the world's communities can have on our nation's safety.

The last day started with a presentation by NYPD Chief of Counterterrorism, Jim Waters. The Department's Counterterrorism Bureau was created in 2002 to develop innovative, forward looking policies and procedures to guard against the threat of international and domestic terrorism. The program operates under four (4) fundamental principles

1. Swift decision making at the top.
2. Operational procedures that allow for flexible deployment.
3. Making counterterrorism a core element of daily police work.
4. Mutually reinforcing operational and intelligence functions.

Integrated into this operational matrix was an exercise in which the NYPD model of prevention and preparation was designed based on the Mumbai terrorist attacks in India several years ago. You may recall that these attacks killed several hundred innocents over a three-day time frame. Using the

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## Sun Valley 2011 continued...



“The NYPD has resources that probably can’t be duplicated or available in many other jurisdictions. But New York’s history, its size, and scope creates a vulnerability that requires its current policing effort.”

operational and intelligence tools at hand, NYPD recognized the need to move simultaneously on a number of prominent iconic locations in the city. Their initial action was to design a program that could mitigate or prevent the attacker’s mission. The second option was a determination to deploy resources and bring to bear the appropriate weaponry to the various attack points.

Chief Waters described some of the technology and resources that can be brought to bear in the event of such a series of simultaneous attacks. His bureau has integrated over 1,300 public and private camera feeds, which include 140 fixed and mobile license plate readers located throughout Manhattan, 24 X 7. Analysts perform and disseminate open source and classified strategic intelligence analysis. They provide a unit which develops protective security strategies for high risk buildings and critical infrastructure. Videos are made of hotels and infrastructures providing visual scenes of the interior and vulnerable areas of the site. In order to keep the department’s personnel updated, a unit exists that develops and teaches counterterrorism courses. Another unit manages the NYPD’s partnership with the private sector, communicating daily with several thousand private and corporate security sites. Another section manages operations to detect chemical, biological, radiological, nuclear threats.

There are daily deployments of 60 marked patrol cars to sensitive locations based on current intelligence reports. Emergency service personnel possessing heavy weaponry and tactical gear are similarly dispatched while other armed officers are sent daily to the city’s critical transportation hubs while other specialized units conduct train sweeps. I suspect such constant displays of preparation and training response offer not only comfort to the public but an acceptance of a presence that might help mitigate some of the chaos given an actual attack.

Chief Waters described the actions taken by the department upon hearing of the Mumbai attacks and in the ensuing days and weeks after. NYPD has resources that probably can’t be duplicated or available in many other jurisdictions. But New York’s history, its size and scope creates a vulnerability that requires its current policing effort. Yet, Chief Water’s description of what, when, how and why resources exist and are brought to bear can have value to any metropolitan city. If duplication is not possible, there are aspects that another departments might consider. Obviously, any such deployments would be applied through economies of scale.

Our last speaker was unusual in many respects. His talk on southwest border issues focusing on Mexican narco cartels, might be termed unusual given that his background offered a civilian perspective on the subject. Jose Garza was for a period an FBI analyst. But I gathered from his talk that his Homeland Security directorship for the Kansas City Southern Rail Lines for Mexico offered us a different insight into the composition and makeup of the cartels operating in Mexico while moving their footprint further into the United States. His description of how the new trucking routes are penetrating and expanding in our country has to be an increasing concern of ours.

In his detailed identification and personalization of Mexico’s crime cartels, one of which is led by a woman, one recognizes the impact that the term, “Take the bribe or the bullet,” has on the culture of corruption.

Garza was comprehensive in identifying the various cartels. These relationships included the confrontational, the cooperative, and the conspiratorial elements present in Mexico’s narco cartel’s matrix. The type of military training, the use of female assassins—some as young as fourteen—should not simply horrify us, it should greatly concern us. There are compelling statistics that indicate that Mexico’s problem is the United States as well.



Reports suggest that Americans consume annually 65 billion dollars worth of illegal drugs, the equivalent of what we spend on education. Most of these drugs come through Mexico and its bloody consequences have made our neighbor to the south a living hell. One can make a case that their statistics on violence matches the scale of Darfur or the Balkans in the 1990’s. This problem, predictably, can be our problem in the future. Ignoring the lack of a solution in the south will accelerate or enhance the danger to the United States.

### FUTURE CONFERENCE MEETINGS

**MCC Fall Meeting**  
Chicago, Illinois  
Sheraton Chicago Hotel & Towers  
October 21-25, 2011

- MCC Meeting, October 22-23
- FBI NEIA Reception, October 23
- IACP Convention, October 22-26

**MCC Winter Meeting**  
Las Vegas, Nevada  
February 2012

**NEIA/MCC Meeting**  
June 10-14, 2012



## Commissioner Ray Kelly 2011 Penrith Award Recipient continued...

How much police activity does it take to keep such a metropolis safe? In 2010, NYPD issued 8,887,310 parking summonses and 1,234,214 moving violations. When not traveling in a car, travelers enter the city's 464 subway stations, of which over 2 million every morning deposit themselves into Manhattan from 59<sup>th</sup> Street to the Wall Street area.

It's a city where more than 150 languages are spoken and 40% of the population is foreign born, 52% of its police officers are Hispanic, Black or Asian. Some 14,000 NYPD personnel speak 64 foreign languages. The three top languages translated are Spanish, Chinese and Russian.

Policing NYC is a continuing challenge as they average 11.2 million annually or 39,000 calls to 911 daily. In 2002, a citizen's hotline dialing 311 was installed to segment emergency from not so critical calls. The first year it was implemented 311 received 6 1/2 million calls. Today's 911 calls would be much higher if the additional system had not been implemented.

Crime has had a spectacular 79% decrease in Part One Crimes the past 20 years. Commissioner Kelly has held office 10 of those years. During the past 8 years he has been in office, crime has decreased 40%.

Last year, NYPD made a total of 422,982 arrests for felonies, misdemeanors and violations. During that period the officers filed 601,055 "Stop and Frisk" reports.

In 2010, NYC police officers were engaged in the fewest shooting incidents (93) since 1971 (810). In 1971, 93 people were shot and killed in confrontations with the police. Last year, 8 were shot and killed, the fewest in 40 years. The department at 34,000 officers has the lowest ratio of fatal police involved shootings of any major

police department in the nation.

Ray Kelly's career is one of public service. Prior to his appointment to Commissioner, he served in 25 different commands. He had the right stuff even at the Police Academy graduating with the highest combined average for academics, physical achievement and marksmanship. He served his country as a Marine having served three years including a combat tour in Viet Nam. In addition to policing, Kelly had a 30 year career with the U.S. Marines, retiring with the rank of Colonel.

Obviously, New York City is not the only terrorist target, but it is a favorite. The NYPD has had a hand in thwarting at least 13 potential plots since 2001. Commissioner Kelly established a new global intelligence program stationing NYC detectives in eleven foreign cities.

In dealing with traditional criminal problems and complementing counterterrorism, he also established a Real Time Crime Center, a state of the art facility that uses data mining to search millions of computer records putting investigative leads in the hands of detectives in the field.

Kelly was the ideal choice, as was Bob Mueller in the FBI, to lead their respective agencies in the struggle against terrorism. In addition to a Police Chief's traditional responsibilities, Commissioner Kelly in 2002 created the first counterterrorism bureau of any municipal department in the country.

From 1996—1998, he was Under Secretary for Enforcement at the U.S. Treasury supervising the Customs Service, the U.S. Secret Service, the Bureau of Alcohol, Tobacco and Firearms, and the Federal Law Enforcement Training

Center. Being that his natural bent is to actually operate an agency, Kelly, while serving as Under Secretary, choose to serve as Commissioner of the U.S. Customs Service where he was awarded the Alexander Hamilton Medal for Exceptional Service.

He managed to also serve on Interpol's executive committee and was elected its Vice President. He was awarded the Exceptionally Meritorious Service commendation by President Clinton for his service in Haiti as Director of the International Police Monitors.

In 2006, Kelly was awarded France's highest award, the Legion D'Honneur by then French Minister of the Interior Nicholas Sarkozy for his counterterrorism efforts.



Whether one is fighting terrorism, drug crime, or street crime, Ray Kelly has to be at the top of the list.

Commissioner Kelly holds a BBA from Manhattan College, a JD from St. John's University School of Law, an LLM from New York University Graduate School of Law and a MPA from Harvard. He is a graduate of FBI NEIA class (XIV).

Whether one's fighting terrorism, drug crime or street crime, Ray Kelly has to be at the top of the list. On behalf of the FBI National Executive Institute, I am delighted to say this year Commissioner Ray Kelly

is at the top of our list.

Note: Similar to last year's awardee, Commissioner Kelly could not be present for the award. However, he sent a very gracious and well received video presentation. However, we were not without a Penrith winner as Harlin McEwen (XX), last year's winner, picked up his award this year.



## Alison Pastor, Larry Monroe Scholarship Recipient by Richard Ayres, Chairman

The Larry Monroe Scholarship Award is presented annually in Sun Valley 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 NEI members' children and grandchildren who are enrolled in an accredited two- or four-year undergraduate program or who are pursuing a masters or higher level degree.

The Scholarship Committee unanimously decided that the 2011 Larry Monroe Scholarship Award, in the amount of \$10,000, should be granted to Alison E. Pastor, daughter of Anne and Paul Pastor. Paul Pastor is the Sheriff of the Pierce County Sheriff's

Department, Tacoma, Washington and graduate of the 25th NEI session.

Alison is currently a full-time student at the Thomas Jefferson School of Law in San Diego, California. She has a Bachelor's Degree in Justice from the American University in Washington, D.C., and was the recipient of the American University Presidential (full tuition) Scholarship and was included on American University's Honors Program and Dean List.

Alison has also completed courses in African Studies at the University of Cape Town in South Africa, where she researched "Africa in the War on Terror: A Continent's Conflicts and Their Threat to Global Security." She intends to work for the U.S. State Department and apply her focus on international law and foreign policy in the areas of human rights and global conflict resolution.

Alison has served as an intern for the Police Executive Research Forum, Washing-

ton, D.C., and the Pierce County Prosecutor's Office, Tacoma, Washington. She has been involved over the years as a camp counselor at Camp Sealth at Vashon Island, Washington where she spent 44 hours per week working with needy children.

On a more personal note, Alison is described as a strong, compassionate, mature and patriotic young woman who has been willing to work in various employments to help raise money for her education and to show her willingness to support her own endeavors.

We believe that Larry Monroe would be proud to have Alison E. Pastor as the recipient of the 2011 scholarship award, presented at the NEIA Annual Conference, Sun Valley, Idaho, June 15, 2011.

Congratulations Alison.

## Past President Gary Penrith Introductory Remarks by Charlie Connolly

The NEIA board of directors, myself and I am sure the entire membership of the FBI NEIA wish to express our appreciation to Gary Penrith for twenty years of dedicated service. Gary was our first president. Last June in Sun Valley, Gary announced that it was time for him to step down at the conclusion of the October meeting in Orlando, Florida. As the new president, it is appropriate for me to thank Gary for his outstanding service over the years.

This evening it is our intention to honor Gary for his dedicated service to the FBI National Executive Institute. He has a record as president that anyone can be proud of. For 24 years Gary Penrith served his community and country as a Special Agent for the Federal Bureau of Investigation working in a variety of assignments. During those years with the Bureau, Gary served as the SAC of both the Newark and San Diego Divisions and the Assistant Director of the Intelligence Division. His son followed in his footsteps and is currently in his 20th year of service with the LAPD. Prior to his FBI service, Gary was in the military during the Vietnam War.

A graduate of the FBI NEI (XIV) Gary's collegial approach in working with other organizations, particularly the Major Cities Chief Association, FBI National Academy, the Law

Enforcement Executive Development Association, and the Major County Sheriffs Association, were some of the linchpins of his administration. The Executive Directors of LEEDA, Tom Stone, and the NA President, Matthew Raia, are with us tonight.

Gary's generosity is not simply of the spirit but also financial as well. The most obvious can be observed in the creation of the annual Penrith Award given in his father's honor, John Morrel Penrith, a very successful insurance executive and unfortunately a victim of residential homicide. The physical award itself is expensive, and is also accompanied by a gift of five thousand dollars. I think it is appropriate at this time to announce that there will not be an annual Connolly award.

His generosity of pocket and spirit extends outside the FBI NEIA. His contributions to the Marine Corps can be observed through his directorship of the Marine Corps' Law Enforcement Foundation. He is also a director of the J. Edgar Hoover Foundation and an active member with his wife Lynn on the President's Circle of the St. Vincent de Paul Center in

Chicago. His relationship with the de Paul society isn't restricted to Chicago where he resides. Working with an association of hotels in the Washington area, Gary and others were instrumental in having food that was not used distributed to homeless shelters. Not content with being on other foundations Gary established his own, the Penrith Hogan Foundation, as further testimony to his generosity.

During his presidency, in recognition of a potential communication gap among some of the membership, Gary directed that a committee be created, a survey developed and distributed. On the basis of that survey and additional committee research and exploration, the FBI NEIA Newsletter was resurrected. Additionally, the Constitution and By Laws were reviewed and amended. A new election procedure was adopted and voted on by the general membership. Complementing the procedure was an election process that would provide for election and change in an orderly manner.

I am confident that each of our members would express their appreciation to Gary for a job well done.



## **FBI NEI Roster, Session XXXIV**

I want to thank Skip Robb, Chief of the FBI Academy's Leadership Development Institute, for providing us with the latest FBI NEI Roster, Session XXXIV, March 13-18, 2011:

Frank Armstrong, Assistant Commissioner, City of London Police

Toney C. Armstrong, Deputy Director, Memphis Police Department

Arthur Balizan, Special Agent in Charge, FBI, Portland Field Office

Laurie J. Bennett, Deputy Assistant Director, FBI, WMD Directorate

Kevin J. Bethel, Deputy Commissioner, Philadelphia Police Department

Rodney Brewer, Commissioner, Kentucky State Police

David O. Brown, Chief, Dallas Police Department

Marcus L. Brown, Chief, Maryland Transportation Authority

Jane Castor, Chief, Tampa Police Department

John A. Diaz, Chief, Seattle Police Department

Peter Drennan, Deputy Commissioner, Australian Federal Police, National Security

Thierry Dupuis, Colonel, Chesterfield County

Police Department

Miguel A. Exposito, Chief, Miami Police Department

Adrian Garcia, Sheriff, Harris County Sheriff's Office

Richard Lee Haley, II, Assistant Director, FBI, Finance Division

Jeffrey W. Halstead, Chief, Fort Worth Police Department

Alexis N. Hayes, Chief, Omaha Police Department

Theodore Jackson, Sheriff, Fulton County Sheriff's Office

Sylvester Jones, Assistant Director, U.S. Marshals Service, Witness Security Division

Philippe Jumel, Chief Superintendent, Central Directorate of Internal Intelligence, France

Naguib Kaldas, Deputy Commissioner, New South Wales Police, Specialist Operations

Patrick James Maley, Special Agent in Charge, FBI, Birmingham Field Office

Mark Thomas Mew, Chief, Anchorage Police Department

J. Christopher Murphy, Director, Montgomery, Alabama, Public Safety

Noirín O'Sullivan, Assistant Commissioner, An Garda Síochána, Crime and Security

Russell M. Porter, Director, ODNI, Law Enforcement and Federal Partnerships

Michael W. Reese, Chief, Portland Police Bureau

A.C. Roper, Jr., Chief, Birmingham Police Department

G. Jerry Russell, Director, Idaho State Police

Marcos David Salem, Assistant Director, Brazilian Federal Police, Intelligence

Thomas E. Smith, Chief, St. Paul Police Department

Ian Stewart, Dep. Commissioner, Queensland Police Service, Specialist Operations

David A. Thomas, Special Agent in Charge, FBI, Columbia Field Office

George N. Turner, Chief, Atlanta Police Department

George C. Venizelos, Special Agent in Charge, FBI, Philadelphia Field Office

Roberto A. Villaseñor, Chief, Tucson Police Department

Kingman K. Wong, Legal Attaché, FBI, Ottawa Field Office

John Yates, Assistant Commissioner, (London) Metropolitan Police Service

Jon R. Zumalt, Chief, North Charleston Police Department

## **Rest in Peace**

June 2, 2011, was a sad day for many of us who attend the Sun Valley conferences. Franklin County Sheriff's Office, Columbus, Ohio, notified us that Sheriff Jim Karnes (XVIII) passed away after a battle with cancer.



"Big Jim" had been the Sheriff of Franklin County for a long time. Obviously, they were the better for it. Though a regular at Sun Valley and a member and supporter of the FBI NEIA, Jim probably made his biggest contribution to the Major County Sheriffs at one time holding the office of President. While I can't claim a great

friendship with Sheriff Karnes, I always enjoyed his company and listening whatever was on his mind. I don't believe he suffered fools, but I sensed that he would be a good friend.

He handled his bout with cancer with the typical courage and frankness he always displayed. He sent emails to the various organizations he belonged to indicating the seriousness of his disease and that he was going to continue living life as best he could. Jim's wife, Sandy Karnes, indicated that they intended to be at this

year's conference at Sun Valley. Unfortunately it was not to be. Our condolences to Sandy and their family.

We lost another comrade, though not a member of the FBI NEIA, Don Basset. Many of you will recall Don, a retired FBI Agent, entertaining us at Sun Valley over the years with a music group called the "Free Agents," consisting of John Hall, Dan Schofield (who for years provided us with legal counsel presentations) and our own Buddy McKinney (XXIII).



## Charlie's Corner

This is an interesting story that has an important meaning from two distinct tactical perspectives. One is how the victor (Japan) made a tactical mistake that had long-term strategic consequences. The second perspective not only had a devastating impact on the War's outcome, but highlighted the failure of the victor to consider all relevant possibilities. Japan's tactical omission eventually moved the vanquished (United States) into the victory column. To a large extent, Japan's errors and omissions were hiding in plain sight. Fortunately, we had a visionary leader who found a silver lining among the clouds of despair in what appeared to be a horrific defeat. Hopefully, our future planners will consider such unintended consequences. The lesson learned is to encourage our analysis and planning people to consider in any a search just what might be "hiding in plain sight." Charlie Connolly

Admiral Nimitz opined that Japan made the three biggest mistakes an attack force ever made.

Tour boats ferry people out to the USS Arizona Memorial in Hawaii every thirty minutes. We just missed a ferry and had to wait thirty minutes. I went into a small gift shop to kill time. In the gift shop, I purchased a small book entitled, "Reflections on Pearl Harbor" by Admiral Chester Nimitz.

Sunday, December 7th, 1941—Admiral Chester Nimitz was attending a concert in Washington D.C. He was paged and told there was a phone call for him. When he answered the phone, it was President Franklin Delano Roosevelt on the phone. He told Admiral Nimitz that he (Nimitz) would now be the Commander of the Pacific Fleet.

Admiral Nimitz flew to Hawaii to assume command of the Pacific Fleet. He landed at Pearl Harbor on Christmas Eve, 1941. There was such a spirit of despair, dejection and defeat—you would have thought the Japanese had already won the war. On Christmas Day, 1941, Admiral Nimitz was given a boat tour of the destruction wrought on Pearl Harbor by the Japanese. Big sunken battleships and Navy vessels cluttered the waters every where you looked. As the tour boat returned to dock, the young helmsman of the boat asked, "Well Admiral, what do you think after seeing all this destruction?"

Admiral Nimitz's reply shocked everyone within the sound of his voice. Admiral Nimitz said, "The Japanese made three of the biggest mistakes an attack force could ever make or God was taking care of America. Which do you think it was?"

Shocked and surprised, the young helmsman asked, "What do mean by saying the Japanese made the three biggest mistakes an attack force ever made?"

Nimitz explained. Mistake number one: the Japanese attacked on Sunday morning. Nine out of every ten crewmen of those ships were ashore on leave. If those same ships had been lured to sea and been sunk—we would have lost 38,000 men instead of 3,800.

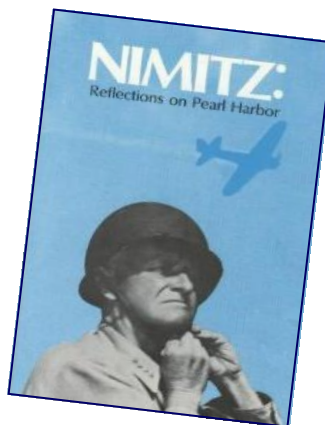
Mistake number two: when the Japanese saw all those battleships lined in a row, they got so carried away sinking those battleships, they never once bombed our dry docks opposite those ships. If they had destroyed our dry docks, we would have had to tow every one of those ships to America to be repaired. As it is now, the ships are in shallow water and can be raised. One tug can pull them over to the dry docks, and we can have them repaired and at sea by the time we could have towed them to America. And I already have crews ashore anxious to man those ships.

Mistake number three: every drop of fuel in the Pacific theater of war is in the ground storage tanks five miles away over that hill. One attack plane could have strafed those tanks and destroyed our fuel supply. That's why I say the Japanese made three of the biggest mistakes an attack force could make or God was taking care of America.

I've never forgotten what I read in that little book. It is still an inspiration as I reflect upon it. In jest, I might suggest that because Admiral Nimitz was a Texan, born and raised in Fredericksburg, Texas—he was a born optimist. But anyway you look at it—Admiral Nimitz was able to see a silver lining in a situation and circumstance where everyone else saw only despair and defeatism.

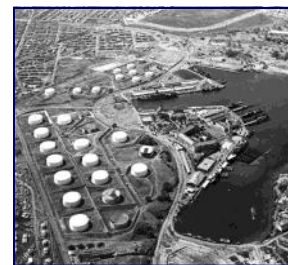
President Roosevelt had chosen the right man for the right job. We desperately needed a leader that could see silver linings in the midst of the clouds of dejection, despair and defeat.

**“Admiral Nimitz was able to see a silver lining in a situation and circumstance where everyone else saw only despair and defeatism.”**



Dry docks after the attack.

Photo courtesy of Wikipedia



Submarine base and fuel tanks.

Photo courtesy of Wikipedia



USS Arizona Memorial, Pearl Harbor

## It's Not All Work and No Play



### MENS TOURNAMENT

First place was a tie with a score of -7

- Chris Burbank – Thomas Burbank – Matt Burbank – Jim Coleman
- Bill Blauer – Jim Halsted – Mark Swensen — John Day

Second Place was a tie with a score of -4

- Keith Keller – Frank Raiford – Rick Graham
- Frank Brzezinski — Vince Bevan – Rod Walker
- Hubert Perez – Rocco Diina — Howard Safir – Dick Sandberg

Longest Drive

- Chris Burbank – 308 yards

Closest to the Hole

- Alex Penrith – 15'9"

### LADIES TOURNAMENT

First Place winners with a score of +3

- Helene Daly – Eileen Gallagher – Dee Brake

Second place was a tie with a score of +11

- Lynn Penrith – Shannon Penrith – Cecile Slotter – Natalie Gore
- Carol Jensen – Laverda Pohlman – Linda Bevan

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Sun Valley may be a little difficult to get to, but once there, you get the feeling that there is no need to be anywhere else if you want to learn, relax, socialize and network. You can bike, hike, fish, swim, horseback or golf, even meditate if that's your thing. Lodging is very reasonable and management extends that price three days prior and three day after the conference.

However, golf is the only "Sport" that we permit to be competitive. We are delighted to announce the winners and discreetly omit the non-winners:



Longest Drive

- Helene Daly – 200 Yards

Closest to the Hole

- Lynne Penrith 15'

Our thanks to the Golf Committee. They always come in first place!  
 Benny & Carol Jensen and Ron & Laverda Pohlman

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