



NEIA CONNECTIONS

Volume 3 , 2012



WHAT'S NEW AT QUANTICO, VA FBI ACADEMY UPDATE

Class Session XXXV completed their third cycle in Gettysburg, Va, graduating on September 13. A total of forty five candidates spanning the globe participated in this important FBI educational/training initiative. Internationally, there were eight from Europe, Australia, Canada, Taiwan, Singapore and the Caribbean. Domestically, we had eleven police chiefs, six sheriffs, eight State police, and six representatives from the Bureau along with three military members. Last year, Skip Robb invited a member of the NEIA to address the group, this year, Dick Ayres, our Executive Director had the pleasure of speaking with the group.

GOODBYE TO SKIP ROBB



While I am simply expressing my personal opinion, I think government does its personnel and citizenry a disservice by such an arbitrary retirement age of fifty seven. In my mind, we are losing not only a portion of an agency's institutional memory but the loss of a valuable experience factor. Yes, change creates upward mobility but there is a price we probably pay. The FBI NEIA observes this change in the form of the announced retirement of Charles Skip Robb, the Chief of the Community Leadership Development Unit. In his current position, Skip had oversight on

FBI leadership programs pertaining to external audiences such as the National Executive Institute, LEEDA, the Domestic Security Executive Academy and the Leadership in Counterterrorism Course. Skip joined the Bureau in 1985 where he was initially assigned to Glasgow, Montana and subsequently other assignments took him to Washington DC's field office where he worked in the Foreign Counter Intelligence, Drug and Special Operations programs. Before moving over to Quantico's academic side he was assigned to the Firearms training Unit involved in the training/operation oversight of new agent training and the Firearms Instructor School. Skip Robb readily identified with the local law enforcement community given his eight year service as a deputy sheriff (Trumbull County, Ohio) and later as police officer in Hubbard, Ohio. Skip will be leaving his current post effective December 29, during which he can be reached at 703.632.1925. While his future plans are somewhat flexible and tentative, I suspect he would welcome any future career advice and can be reached at home via crobb2005@comcast.net.

For now, on behalf of the FBI National Executive Institute Associates let me wish Skip and his lovely wife, Micki a prosperous and healthy future.

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FBI NEIA/MCC MEETING AT SAN DIEGO – SEPTEMBER 28 – OCT 1.

As usual both of our organizations held a meeting within a much larger meeting, the International Association of Chiefs of Police conference. The Major Cities Chiefs meeting was well attended and from all appearances held an excellent “governing” meeting and some special guest speakers. Among the speakers were the president of the National Conference of Mayors, Mayor Michael Nutter of Philadelphia who gave an elegant presentation of what needs to be done to save or improve our cities, schools and service infrastructure. The talk was not only informative but inspirational as well. Another speaker was Chief of Aurora Colorado, Dan Oates who gave the restricted audience a briefing on the tragic theater massacre that took 12 lives and wounded 58 others. Our traditional winter reception drew several hundred NEIA, MCC, Federal officials and invited guests, including FBI Deputy Director, Sean Joyce, who made a brief speech pledging the Bureau’s support and cooperation with local law enforcement as well as the FBI NEIA..

Another highlight of the reception was the presentation of an award to Nita Wright, NEIA Conference Director, for her many years of dedicated and loyal service. Nita’s initial law enforcement experience began in 1976 when she joined the Salt Lake City police department as a support person and retired in 2003 as Administrative assistant to the Chief of Police. During and subsequent to Nita’s retirement she served as the Conference Director as well as the NEIA’s Executive Board Secretary for twenty four years. Our organization is not labor intensive. All of us are expected to multi task. People must have wondered how Nita could handle the multi needs of conference planning that she did so well for so many years. Well Nita and her husband Mike had a lot of “conference” experience at home with a family of nine children, twenty eight grandchildren and seventeen great grandchildren. Nita has said that she “will greatly miss all of the wonderful friends I have had over the years with the Major Cities Chiefs and the National Executive Institute Associates”. Nita will be retiring from the association at the end of the year and will be sorely missed.

The FBI NEIA board met with full attendance including our newest members, Sheriff Richard Stanek, President of the Major County Sheriffs, board members Paul Pastor and Terry Hillard, conducting a full and somewhat comprehensive meeting covering a number of topics, i.e. training at next year’s conference at Grapevine, Texas. A number of interesting topics and potential speakers surfaced for future consideration. Other issues discussed were appointing an International Liaison officer to the board, fundraising activities, etc.

FBI NEIA TRAINING/RESEARCH CONFERENCE MAY 28 –JUNE 1, 2013

Someone once said that there is nothing permanent except change. For twenty four years we challenged that statement. Next year, we are departing from our somewhat ‘permanent’ training site, Sun Valley, Idaho. It had nothing to do with the service and hospitality, the surroundings, or the price. During most of that period, we had a partner, the Major Cities Chiefs Association, and a relationship of mutuality of professional interest and yet not competitive. Together, it appears we do our best work. In one sense, we are changing and yet really returning to what for years was a permanent joint conference relationship. Will we return at times to Sun Valley, I truly hope so! Our mutual objective is not to have a permanent site but try various venues around the country. It should prove rewarding. But for now, let us talk about 2013’s venue, Grapevine, Texas. It’s a 40 acre lakeside site that has held MCC, LEEDA and the FBI NAA conferences and was well received. The hotel is the Hilton Dallas Fort Worth Lakes, very close to the airport (hotel is five minutes from the airport and provides complimentary 24 hour shuttle to DFW Airport). Amenities include an indoor – outdoor pool, an excellent fitness center reportedly 9 golf courses within a radius of five miles from the hotel. Obviously we will give you more details in future newsletter and monthly e-blasts.



INTERNATIONAL NEWS

If you have been reading this newsletter you will recall that major management changes have been ongoing within the UK. Scotland is merging its eight police services into one national. Stephen House, Chief Constable of Strathclyde, has been appointed to lead that country's first national police service and the second largest police agency in the UK. House indicated that the merger will not be without some pain. "There are changes to make and it won't be easy. We need to organize better". The force will consist of 17,000 officers and 6500 support personnel.

Consolidation of forces is not the only change. The election of Police and Crime Commissioners (PCC) raises a level of concern among the current level of law enforcement executives. The chief constable of West Yorkshire, Sir Norman Bettison recently raised concerns about the "unfettered" power PCCs to suspend or dismiss chief constables thereby making them vulnerable when managing risks. He cited that such power, in his judgment, did not exist in any other public sector environment. Sir Norman, however, also saw a positive result should they become "third party advocates" or cheerleaders in their own right. I suspect it is fair to say that regardless of the final outcome, this law enforcement journey is going to be a bumpy road.

On a very tragic note, another old issue surfaced in connection with a murderous ambush attack on two unarmed female officers in Greater Manchester. Police constables Nicola Hughes, age 23 and Fiona Bone, age 32 were dispatched on a false report of a burglary. The suspect, it was reported, facilitated the call for the purpose of drawing these two officers to a particular store. The officers were attacked with a firearm and a grenade. The debate as to arming the UK's police officers was somewhat limited. The president of the Association of Chief Police officers, Sir Hugh Orde supported the slain officer's chief constable in speaking out against officers routinely being armed. Orde added "it was the clear view of police service from top to bottom" that officers prefer to be unarmed because of the public dislike of constables approaching bearing weapons. With the exception of Northern Ireland, officers in the UK are not routinely armed. They have to volunteer to carry weapons and undergo rigorous training and assessment to ensure that they are fit to do so. The latest figures suggest that out of some 140,000 officers in England and Wales a total of 6,653 were authorized to carry weapons.

According to a research report issued by the University of Cambridge, the government spends too much on antivirus software and not enough on policing the internet. According to their researchers the cost of protection far exceeds the cost of the threat itself. The reports further concluded that UK spends one billion pounds each year in protecting against or cleaning up after security incidents including 170 million pounds on antivirus software. In contrast, it found that only 15 million pounds is spent on law enforcement. The author of the report, Professor of Security Engineering Ross Anderson, claimed that better use of money would be to "kill the problem at the root, focusing on the criminals creating the attacks in the first place" Concluding that the UK should spend less on defence and more on policing, the study said that "cybercriminals are pulling in a few tens of pounds from every citizen per year "while the indirect costs to citizens, either in protective's measures such as antivirus or in clearing up infected PC's, is at least ten times that much". The storyline did have its critics who advocated that this issue is not the case of one or the other. I tend to agree with this line of criticism.

In the last newsletter we mentioned that a variety of "predictive statistical analysis" activities are in play in among a number of American cities, such as Los Angeles, New York, Charleston, North Carolina and Santa Cruz. The UK has launched a similar experiment called "Operation Swordfish" a predictive policing scheme played out in West Midlands. The program is designed to identify and interpret patterns of burglaries in order to prevent further crime. Nearly 30% of the 8,000 burglaries in Birmingham in 2011 were repeat offenses. The BBC News reported that if predictive policing could stop just half of them, there would be more than 1,000 fewer victims. The program has several phases, the first is to visit burgled properties, fit them with additional security equipment and offer advice to residents. We know the process as target hardening. Once completed the next stage is to test the latest scientific theories. One of the "experts" employed specializes in "complex systems, patterns of crime, event forecasting, and design against crime". Naturally, the process begins with daily analysis of the latest crime figures. According to those involved, "we run it through our software and this generates predictions and a map showing exact locations where crimes are most likely to take place in the next few days". These results can be used to deploy police resources more efficiently.

NATIONAL NEWS – MEMBERS IN THE MEDIA

While lone shooters are not exactly unusual in the United States, Americans woke up on July 20, 2012 to recognize once again that terrorism is not simply the work of a radical religious ideology. The community of Aurora, Colorado found themselves thrust into a nightmare of carnage when a single shooter, James Holmes, entered a theater armed to the teeth and killed twelve individuals, wounding another fifty eight. Acting out in a public setting, however, doesn't surpass that of terror in the workplace. Similar murderous attacks of workplace violence erupt 50 to 70 times a year according to news reports. These recurring patterns accordingly shed some light on the gunman. Typically, he is a middle age white male, who is socially isolated and feels justified in revenge when he gets fired, laid off or passed over for promotion. Unfortunately, he often leaves a trail of behavior that could have predicted his deadly rampage, if only we could have connected the dots. Killers have a strategy in seeking a form of revenge and are strategic in their planning. We are told that post violence events do surface those trigger points. These hints include problems at home, depression and growing complaints or even threats about managers or coworkers. Most lived alone, are socially isolated and quick to blame others for their problems. And in their minds, it takes more than one disappointment in their lives. Apparently, society is not very good at connecting those dots. We often see the warning signs or yellow flags, which don't become red until blood is spilled. Some 500 to 600 workplace murders occur in the United States each year mostly involving robbers or other assailants. The second most common circumstance, according to a report issued in July of 2012 by the Bureau of Labor statistics is workers killing coworkers, customers or clients. The good news is that overall workplace deaths have declined over the past 20 years; sadly, the number involving the killing of coworkers hasn't changed. Our difficulty in diagnosing the profile is that millions of workers blame others or get laid off or suffer depression and don't turn violent.

Some "experts" believe these episodes will increase in number and severity and continue until we figure out what to do about it. Part of the difficulty is the presence of "patient rights" coming into conflict with parents and family members recognizing a problem but unable to obtain treatment. Introducing proof of a threat to themselves or others can be a difficult task. A successful patient's rights movement in the 1970's made it difficult and illegal in some states to force a person into treatment unless he or she was homicidal

or suicidal. The pendulum is changing though slowly as some 41 states have added "need for treatment" standards to their laws that allow more individual to be placed into court ordered treatment programs. The next hurdle is how to succeed into getting patients to continue taking their medications. Unfortunately, if not supervised patients often choose to ignore their medication. Compounding the law enforcement role in this dilemma is another report that the identities of millions of individuals with a previous or current treatment status are not embedded in any system of background checks.

We have some good news about children. A new government report suggests that the number of children in the U.S., who are exposed to violent crime, has dropped precipitously in the last two decades, a decline that one expert termed "breathtaking". Exposure to violence reportedly has a profound effect on children making them more prone to emotional problems like depression and anxiety while increasing the chances of either becoming victims themselves or commit crimes in later life. The decrease corresponds with an overall drop in violent crime over the past two decades. The report suggested the while the exact cause for the change is not clear, policing techniques and incarceration policies undoubtedly play a role in dropping crime rates. In any event, it is good news for society and law enforcement.

The Washington Post recently cited that the Pittsburg police plan to train their officers to be fluent in social media joining other departments nationwide. The need surfaced in a recent hostage situation with an individual who was on Facebook at the time. The issue of whether to immediately shut down that aspect of communication was not clear. While it was another vista to communicate, it also opened the door for hundreds to communicate with the hostage taker. Some communication could be termed helpful while other messages could have incited the individual. In a similar circumstance, one even gave the location of a sniper. Over time a standard policy might evolve. The IACP has a center for Social Media to assist officers in preventing crime solving crimes.

While we are on the subject of Facebook, the Honolulu police department had to change their Face book policy after a federal lawsuit claimed it arbitrarily deletes posts and bans those who make comments that are unfavorable to the department. The department now allows unrestricted posting on its Facebook pages.

The lawsuit claimed that removing comments violates freedom of speech. We are entering in a field of technology and social media that will encourage changes as we go along.

The issue of proper guidelines on policing social media is alive and well in the UK. Britain's Crown Prosecution Service (CPS) is holding discussions on laws governing social media with the goal of publishing guidelines by Christmas after a flurry of cases concerning inflammatory Twitter and Facebook comments. Police have expressed concern at the growing number of such cases they are being called upon to investigate. The first week of October, this year, two people have been sentenced for social media offenses. Teenager Matthew Woods was sentenced to 12 weeks in prison for offensive jokes on Facebook about a missing Welsh five year old, April Jones. The next day, Azhar Ahmed, 20 was given 240 hours of community service after writing "all soldiers should die and go to hell" on Facebook following the death of six British soldiers in Afghanistan. Though the goal is not primarily aimed at changing the law, the CPS has invited academics, media lawyers, bloggers, and police to participate in a month long discussion. A key discussion point is to question whether social media companies should improve their site moderation. The police are concerned about the growing number of offenses they might have to investigate, possibly thousands. The rational for common sense and discretion was also injected into the discussion. Given our concern for free speech, I am not sure that we will be picking up on the British model in the near future.

We might be getting a little silly here in the states. Recently the New Jersey Motor Vehicle Commission launched a new face recognition software that forbids license applicants from smiling widely or making other exaggerated facial expressions that might confuse the computer. According to Mike Horan, their spokesman, the goal is to catch fraudsters someone trying to steal someone else's identity to get insurance benefits or someone trying to get out of a Driving While Intoxicated under another name. Slight smiles are OK "Hey, I won the lottery type smiles" are not said the spokesperson. The same software is used in the states of Pennsylvania and Delaware. However, Jan McKnight, a Pennsylvania Department of Transportation spokesperson, said "You can smile in Pennsylvania".

On a more serious note, the New York Police Department has adopted a broad policy of videotaping custodial interrogations in murder, serious sex crimes and felony assault cases. The police have long recorded

some suspects' confessions but in 2010 NYPD officers began recording entire interrogations of suspects in two precincts in Brooklyn and the Bronx as part of a pilot program. This new proposal will expand the program to all of the 76 city precincts. While the department will be joining 341 of the 509 police agencies in the state and some 18 states and Washington DC recording their interviews, it is likely to have national implications.

The International Association of Chiefs of Police's Aviation Committee issued its first advisory calling for the limited use of unmanned drones in local law enforcement operations urging that the controversial aircraft, popular weapons on international battlefields, not be armed. Don Roby, chairman of the organization's aviation committee stated that an increasing number of departments are considering unmanned aircraft for search and rescue operations, traffic accidents, scene mapping and some surveillance activities. According to Roby, a Baltimore captain, indicated the importance that the people recognize that its use is not in the context of a military operation. The new guidelines also recommend that a search warrant be secured should the drone be used to collect evidence that would likely intrude upon reasonable expectations of privacy. The ACLU "applauded" the advisory recommendation but as usual also felt "the recommendations don't go far enough to ensure the protection of privacy from drones.

Meanwhile on the ground, Acting Commerce Secretary Rebecca Blank on 8/20/12 named 12 members to the board of directors for FIRSTNET, the planned nationwide broadband network for first responders. This was a first major step towards building the 7 billion network, which Congress authorized earlier this year. The network is expected to help first responders from different agencies communicate during emergencies. It is the last outstanding recommendation of the 911 Commission Report. The chairman of the board is Sam Ginn, a long time telecommunications executive who served as chairman and CEO of Pacific Telesis from 1988 to 1984 and chairman of Airtouch from 1993 to 1999. Among the remaining eleven board members are three police and fire "experts, Charles "Chuck" Dowd, deputy chief, New York City Police department, Paul Fitzgerald, Sheriff, Story County, Iowa and Jeffrey Johnson, retired fire chief from the state of Oregon. The remaining eight appear to have a variety of communication expertise. While I am not privy to all the efforts to bring this committee to fruition, I am aware that many hands and organization were at work for many years to bring this about.

MEMBER NEWS



The tragedy in Aurora, Colorado this past July 20th once again woke up America to the evil perpetrated on society. Though I am sure he didn't want it, Chief of Police Dan Oates received his "Fifteen Seconds" of fame. What he did with

it was noteworthy. He handled his community tragedy exceedingly well. Personally, I do believe that police chiefs, commissioners and sheriffs in the US and Canada are held in high regard by their constituents. Dan, a graduate of Bucknell University and New York Law School began his police career with the NYPD in 1980. What I didn't know was that he was the editor of his college paper and a reporter for the Press, a newspaper in Atlantic City, NJ. He began his quest to handle his own department in 2001 when he retired as a deputy chief as the second in command of Brooklyn South (covers half of Brooklyn). At the Major Cities Chiefs meeting, Dan gave a briefing to a closed session of his peers on the dynamics of the incident, difficulties involved and current lessons learned. Hopefully, the FBI NEIA can put together a group including Chief Oates at our conference in May 2013 that would focus handling such crises and the actions that could be taken as well as the lessons to be learned. According to an article in the Denver Post the police spent nearly 26% of its yearly overtime budget in responding to this mass shooting in a movie theater.

On a brighter note, St. Louis Police Chief Dan Isom, the past four years, is leaving the department for a teaching position at his alma mater the University of Missouri-St. Louis. Mayor Francis Slay was quoted "He's got a lot to be proud of as Chief... This is a great opportunity... it will leave a vacuum at the department. It was reported that overall crime had dropped 30 percent since he took office. Col. Richard Gray, President of the Board of Police Commissioners reported that he loves the fact that Isom will not be disconnected from the department in going to his teaching position at UMSL. In an unrelated press article, Gray's board was engaged in partnerships with local universities to seek police recruits. Studies were cited that a less educated officer is more likely to get into a career ending situation. More than 39% of the last 900 officers hired had only a high school education or General Equivalency Diploma. The

plan was endorsed by Chief Isom who will be leaving in January 2013. The new program calls for recruits to have at least a two year associate's degree surpassing their previous requirement of 30 hours of college credit. Other plans call for reducing the academy to 20 weeks from 28, field training to 36 weeks from the present 12 and reducing the probationary period to 16 weeks from current 40.

Change in the wind is not just educational. Denver Police Chief Robert White is entering what will likely be the rockiest patch of his ten months as that department's top cop in the state's largest city, reorganization among the rank and file that will make some cops poorer and others richer. A total of 428 positions of detectives, corporals and technicians are up for grabs within the agency's 1,129 eligible officers. These positions offer pay increases up to 64% more than the lowest paid officer. Nearly 90 percent of the eligible candidates have applied for the positions. Some 2,000 interviews have been conducted and the results will be filled November 4th. While the Chief is concerned about the reaction and understandably morale, he is more focused on doing the right thing. In a previous newsletter, we reported the Chief White reorganized the upper ranks replacing three of the department's six district commanders while compartmentalizing the department into two major components. Reportedly, he is "right sizing" the organization making sure that people in higher paid positions are doing what they are supposed to be doing citing situations where detective "pay" is given to individuals who are not doing detective work. That needs to be rightsized, said the chief. Citing a concern for complacency and denial of opportunity, White mentioned that there have been no recruit class the past 4 ½ years and members who have ten years of experience have never been able to compete for these positions.

Speaking about promotions, it was reported that Chicago is preparing to hold its first sergeants exam in seven years sometime in 2013. The department has an authorized strength of 1,180 sergeants with 104 currently unfilled. To qualify, the candidate must have completed four years of college and have 6 1/2 years on the job. Included was the statement that the candidate "must have no outstanding debts to the city". According to the bid documents of companies vying for the right to develop and administer such exams, the city expects to test upwards of 10,000 officers. A resource expert for the Fraternal Order of Police was

quoted that Chicago's number of officers taking the test "would actually eclipse New York City". Given the size of New York's police, 36,000 sworn personnel, I doubt such would be the case. Garry McCarthy, the Agency head, should benefit from these promotions in moving new members into supervisory positions. Unquestionably, McCarthy's prior experiences in NYPD and later Newark and a reputation of a change agent should make good use of what can only be termed "fresh young leadership".

Unquestionably, McCarthy is not the only police chief making change. Houston's Police Chief Charles McClelland reportedly is serious about making change in his city. Since taking office three years ago, he has fired 63 officers and disciplined almost 1,300 for less serious infractions. However, it should be noted that his predecessor, Harold Hurtt during the same 3 year period fired only five less reprimanding roughly the same number as the current chief. One can argue, I suspect, that Houston's police chief's culture has been serious about policing the police. The president of the Houston's Police Union seems to agree with that culture. He was quoted that "HPD" leaves no stone unturned when investigating police misconduct, no matter how minor that misconduct may be". Obviously, there is not agreement on all of the chief's decisions and actions but "overall we believe he has been fair when it comes to discipline"... Though "we have taken it to an arbitrator when we disagree". Houston has its critics but the department seems committed to doing things for the right reasons.

The Atlanta Journal-Constitution recently reported that for "15 years, and three Atlanta mayors, the quest for a police force with 2,000 sworn officers has been part of a magical number, part mirage, part running municipal joke of political promises unmet". The elusive goal was originally set in 1997 when then Mayor Bill Campbell promised 2,000 cops by the year 2000. The city has never come close until now. This year, Mayor Kasim Reed vowed to finally obtain that goal by June 30, 2013. A time frame that would coincide with his re-election. There are now about 1,925 officers. Police George Turner indicated that this is the most manpower his agency has ever had. In the past one of the impediments to reaching this goal, absent the budget, was the attrition rate of veterans and retirees. Recruitment is now on a much faster track. Time will tell whether the economical situation will be an obstacle. Hopefully, under Chief Turner's enlightened leadership he can encourage retention of his veteran officers once they have reached the "magical number of 2,000.

An article in the Washington Post quoted Bernard Melekian, director of the Justice Department's Office of Community Oriented Policing services referring to Washington Metro police chief, Cathy Lanier's efforts to work with developers to embrace a concept of preventing crime through design. This is not a new notion but rather an effort to "build better mouse traps" for the future. Working with developers acting on the belief that the way things are built can influence behavior of criminals and potential victims, much as speed bumps can slow traffic. Today, police should be looking not only to offer a check list of design recommendations but specific suggestions regarding safety measures as blueprints are being drawn. If we wait till the projects are mostly completed our responses are purely reactionary. According to this article, the District goes a step further, putting officers at the table with developers as the projects are being designed. The process is informal, with the department reaching out to developers of major initiatives requesting a seat at the table. If developers agree, Chief Lanier says, police can contribute while changes can still be made with a stroke of a pen instead of the rumble of a bulldozer. Involving police at the table doesn't suggest they can issue directives. The developers can take the advice or leave it. From my experience as a private security consultant, from a business perspective even good safety changes can financially be a serious obstacle. But obstacles can be overcome if you try to view some issues from the business perspective. Just as business people don't always grasp the law enforcement perspective and mentality, the police are not always too quick to understand the business perspective. Yet, the police/business integration is the right direction to go.

A recent Calgary Herald article (927/12) interviewing Calgary's Police Chief, Rick Hanson, described what I suspect might be a controversial issue here in the states. Chief Hanson was reported that he prefers a proposal to seize vehicles of chronic speeders rather than a ban on laser jammers and radar detectors as a way of dealing with excessive speeding in the city. The chief suggested that these jamming technologies often don't work. The article focused on seizing motorists' vehicle and the interest generated on this issue. Chief Hanson was supporting Edmonton Police Chief Rod Knecht's proposal to seize the vehicles of excessive speeders. Apparently, both Canadian cities consider the issue severe enough to warrant what critics claim is front loading penalties including payment of towing and impounding fees. Even if the motorist is successful in court, critics claim they will not be able to recoup

their losses. The seizing of vehicles is already an accomplished fact in British Columbia where police can seize vehicles going more than 40km/h and in Ontario they can be impounded for vehicles traveling 50 km/h above the posted speed.

Police Chiefs in Arizona have spoken about their department's preparedness to enforce SB 1070 a key provision of that state's illegal immigration law. Phoenix's Police Chief, Dan Garcia in an interview reported by the Republic reinforced the policy that city officers will treat residents with dignity and respect while engaging in "policing with a purpose." Chief Garcia, appointed in May of this year indicated that his department has been preparing for this legislation since July 2010. Further, Garcia reinforced the policy that officers will need reasonable suspicion to contact an individual and even more reasonable suspicion to contact an ICE agent. In interviews with other law enforcement officials, despite the contentious SB 1070 which was upheld in early September, the consensus suggested that the lifted injunction will have little effect on how they already handle stops involving illegal immigrants. Tucson Police Chief Roberto Villasenor and Pima County Sheriff Clarence Dupnik in separate interviews appear to share that assessment. There were essential agreements that law enforcement for years have been cooperating with the Border Patrol. Both interviewees were concerned inasmuch as this past June the Department of Homeland Security said it will not respond to pick up illegal immigrants referred by local authorities unless they are convicted criminals, have been previously deported or are recent illegal border crossers. Such ambiguity will make it difficult to gauge the amount of time officers' will be required for a response from the Border Patrol. There are federal plans to implement a local call number that could reduce some of the local agencies concerns. The issue of racial profiling will continue to be addressed via training, policy procedures, accountability and reminders that police have a responsibility to use common sense and good judgment in every law they enforce.

Chief Anthony Batts, after many decades in the sunny climes of California is returning to the area of his birthplace, Washington DC. The former Chief of Oakland and Long Beach, California and a research/lecturer at Harvard was recently appointed Commissioner of Baltimore, Maryland. Having earned a Doctoral degree in public administration in 1998 he became the youngest ever chief of the Long Beach

Police Department. During his seven year stint as Police Chief, he managed to briefly serve as that city's manager. In 2009, Batts began a two year term with the Oakland Police Department. The Chief is reported to be looking to regain his footing as a crime fighter after leaving his last police position amid conflict and spending a year on the sidelines. In Baltimore, he will be taking over a police department that has seen a sharp decline in homicides in recent years while grappling with gun violence and has a force nearly five times larger than his last police post. According to the article, Batt's arrival has Mayor Stephanie Rawlings-Blake talking about Baltimore becoming the "safest city in America." That's quite an endorsement.

Fairfax County Police Chief, David Rohrer, after eight years as head of the department is moving over to the county government center to assume the post of deputy county executive for Public Safety. The news article indicated that the post was created for Rohrer and "seemed perfect for his skills and experience. The Chief, according to the article isn't a flamboyant personality but "is an extremely hard worker and has endeared himself to a large number of regular citizens including those who might dislike him, by dint of his willingness to show up everywhere, listen to the criticism of the department and defend it vigorously". Accordingly, the Chief, has "number of accomplishments under his belt, and if he succeeds in getting a new police and fire headquarters built, it will probably be named after him".

Speaking of having buildings and structures named after you, a donor has committed 10 million dollars towards the building of Manhattan' College's new Raymond W, Kelly '63 Student Commons. Thomas O'Malley, former chair of the college's board of trustees in the press release stated he was "pleased to continue our support for Manhattan College and particularly to have the honor of the lead gift for a building that will be named after a Manhattan graduate who has and continues to give great service to his city and his country". This donation will advance the college's ongoing campaign to build a state of the art student commons. The current police commissioner of New York is certainly a most worthy candidate for such a distinctive honor.

Chief Harry P. Dolan, Raleigh's police chief, the past five years announced his retirement, effective October 1, 2012. According to the comments in the paper, Dolan a 6 foot, 8 inch New York born native truly earned the title "a gentle giant. During his 32 year career which ironically started in the police academy in Raleigh in

1982 but wound up in Grand Rapids, Michigan. His signature efforts with the Raleigh department was community policing, with officers partnering with organizations, agencies and churches throughout the city to provide more summer camps, educational outlets and athletic leagues that would help mold young people and keep them out of trouble. In 2009, the department began tracking and analyzing gang-related crimes and by the end of the year, the number of homicides had been cut by half and robberies dropped by close to a third. Reportedly, since 2010 only 36 homicides have occurred citywide. Raleigh's new acting chief is Cassandra Deck-Brown who came up through the ranks starting in 1987 and is the daughter-in-law of former Raleigh Police Chief, Mitch Brown.

Law Enforcement is losing the active services of Police Chief Charlie Deane who retired from Prince William County on September 1, 2012. Chief Deane's law enforcement career spans some forty six (46) years initially with four years as a state trooper in the Virginia State Police, twenty four year as Chief of Prince William County. During those 24 years, the chief managed a number of major policing challenges ranging from serial violent crime sprees, such as the "Beltway Sniper" to development and implementation of a local Law Enforcement policy which has become a national model. His retirement resulted in gaining media attention in articles and an editorial in the Washington Post and the Inside Nova communications, television media, all of which were positive. He was reluctant to talk about his leadership style, leaving that to others to judge. However, in these interviews, Deane highlighted those leadership attributes that leaders, despite the size of their departments, should retain: in dealing with important issues, try to get the frontline version as well. While it is important to keep the broad perspective in focus there is a need to be flexible, at times even on the minute details involving the big and small issues. The Chief's role is to make sure that his personnel are well trained, competent and well equipped. That requires, at times, thinking over the horizon to ensure we are ready to tackle new problems as well as the perennial old recurring issues. He expressed some concern about the explosion of prison population. Given the numbers and the financial cost, concerns that we can't arrest ourselves out of this troublesome issue are surfacing. Citing California's wholesale release of prisoners was a concern mentioned by the chief, indicating that we have to be very careful in terms of who and how we depopulate our prisons. FBI NEIA will miss Chief Deane's as he was always a willing

volunteer to participate in our training and research programs. His experiences and insights were timely, informative and always useful to his colleagues' particularly newer NEI graduates. Charlie, please keep in touch.

During the MCC conference, we became aware of several other retirements: Tim Dolan, from Minneapolis, Chris Moore from San Jose and Ralph Goodbee from Detroit. Unfortunately, we didn't have much information as we were putting the newsletter together. If such is available at a later date, we will make a note in a future newsletter.

San Francisco isn't the nation's biggest city, and it's certainly not the most crime ridden. But that doesn't mean it can't have the country's highest-paid cop. With a total pay of \$321,577, the San Francisco police chief won top honors last year among the nation's police bosses. He also happened to be the highest-paid department head in San Francisco city government. By comparison, the Los Angeles police chief, whose city has a population roughly 10 times San Francisco's, makes \$307,291. The New York police commissioner brings home \$205,180. There was a newspaper publisher who was known to say, "Go west young man, go west." He knew what he was talking about!

PS There are two police chiefs I know in New York State with no more than 20 and less than 150 sworn personnel who earned salaries in the mid 300's



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REST IN PEACE

Bob Lunney was kind enough to send this obituary of my NEI Six classmate. For many years I enjoyed Brian's company and friendship. He was an engaging conversationalist. Unfortunately, in the later years we connected less and less. It was my loss! I thought I would share the thoughts of one of our colleagues. I managed to disagree with his last paragraph. For all our sakes, let's hope he was wrong on that call. -Charlie Connolly



BRIAN SAWYER
1930 - 2012

The fact that you're reading this today means that I have died in my 82nd year. My first wife claimed I was too bossy, my second that I always had to have the last word. They were probably on to something because here I am, indulging myself and writing my own obit.

I was born in Montreal in 1930 where, like many inner city kids then, I went to school and played on the streets, not thinking much about what I'd do when I grew up. After high school, and with no money for further education, I took a routine office job in a big company where I was bored for the next three years. I took night classes at a local college, but at 20 and wanting a more adventuresome life, I thought I'd join the army to fight in Korea. My stepfather, who had survived the Somme and Passchendale, talked me out of it!

Almost by chance, I joined the Mounted Police. The Force was very much smaller then, in some respects like an exclusive club, with many rules left over from the nineteenth century. Discipline was strict; members were liable to be posted anywhere in Canada and they had to remain unmarried for five years. We worked long hours with no concern for overtime, and members were constantly challenged. I loved it!

I worked general police duties in Nova Scotia; spent time assigned to the Security Service in Ottawa, and a couple of years as an instructor at the training depot in Regina. I volunteered for northern service and spent two years at the RCMP's northernmost detachment where, among many adventures, I learned to drive a dog team long distances around Ellesmere Island. My formative years in the Mounted Police were memorable.

The best by far was the four years I spent as the area commander in NW Saskatchewan; for it was there I believe I really learned my trade. No one ever mistook me for a professional detective, but it turned out that I had some small talent in organizing men towards a common purpose.

By 1972 I was a Superintendent in Victoria with 21 years' service. I was destined for a transfer to Ottawa HQ, a fate which didn't excite me, so when the Calgary Police Commission offered me the leadership of the Police Department in Calgary, I jumped at the chance. Given clear direction to innovate, I found an organization with much skill and experience but a lack of focus on appropriate goals. In what I think was a first in Canada, we started referring to the Police Service rather than the Police Force, and that led to significant culture change. Members were encouraged to speak up about where and how improvements could be made, and a broad cross section of officers at every level contributed to the development of different, imaginative approaches to the job. Constant review and adjustment since then has led to the current Calgary model of policing which I believe leads the country in virtually all meaningful measures. I was proud to have been in at the beginning.

After almost a dozen years as Chief Constable, I retired from policing and was appointed Alberta's Ombudsman, a role in which I enjoyed jousting with bureaucrats in the interest of making government systems more customers friendly. I later took a senior position with Canadian Airlines, from which I retired for good in 1991.

I loved clever jokes and bad puns, and had several friends with similar tastes. I particularly valued the friendship of those who saw that this is indeed a funny old world, and that it is important, essential even, to be ready to laugh at yourself.

I remained good friends with Heather, to whom I had been married for 16 years and with whom I had three children. For the last 25 years of my life I was married to Brigid, a widow with three adult children, and we enjoyed a long and adventurous retirement, full of laughter, travel and good times. I enjoyed reading and talking about history, politics and religion, and I usually had a mystery on the go. I stayed healthy with cycling, squash and golf. I liked to cook, for which Brigid was eternally grateful. While I could be outgoing if the occasion required, I enjoyed my privacy and preferred the company of family and a few close friends. At 20 I was looking for adventure, and by being a bit of a risk-taker and very lucky, I found it! I got to see most of Canada first hand, and enough of the rest of the world to appreciate that we live in the best of all possible countries. While I wasn't in any particular hurry to check out, I'd had a good run and was ready. to go.

I am survived by Brigid, Heather, my three children (Jon, Jill and Elizabeth), three stepchildren (Jane, Mike and Tim), four grandchildren (Jake, Edie, Penny and Greta), my younger brother Mike in Vancouver, and several step-grandchildren and in-laws, all of whom got along unusually well with each other and all of whom I loved and will miss.

I don't believe in an afterlife, and would just as soon there be no funeral or ceremony to mark my death. A private family celebration of a full life, plus the thought that some friends and colleagues might raise a glass to good memories, is my idea of the appropriate way to go. But I have a hunch my family has other ideas, and I may not have had the last word. Cheers everyone.



DANIEL P. GUIDO



While I am remembering those who just left us, I thought that it's time to remember one of the FBI NEIA giants, Daniel P. Guido, who passed away some 12 years ago. Having served under Dan Guido, I along with an army of admirers can testify that he was a man of high intelligence, a sense of great integrity that could only be matched by instances of courageous behavior. Dan combined high ethical standards with warmth and compassion in dealing with others. He rose through every rank in Nassau County PD while achieving a law degree as well. In addition to being a counselor to New York's Governor Mario Cuomo, he was the chief law enforcement executive of Nassau County, Yonkers, Westchester County, Stamford, Conn. and finally returning to lead Suffolk County. He served all with distinction. He was the recipient of numerous awards, including our Penrith award in 1995. While a guest lecturer at Bramshill in the UK, he took ill. I felt that I knew Dan Guido, a friend and my mentor. I discovered the

full measure of our colleague when both of us contacted lung cancer. I survived, Dan didn't. We talked almost every day prior to his death. He loved his family, loved his profession and he was struck down much before his time. Several years ago, I came across a poem written by him dedicated to that which he loved, the law enforcement profession and those who served in it. I never knew this side of Dan Guido. Those who knew him should enjoy this private side of Commissioner Daniel P. Guido. Those who didn't should appreciate the value an extremely strong Police Commissioner/Chief bestowed on those who served in the profession he loved.

If you'd know what cops cherish, or despise
look here, through the alembic of my eyes:

Each day, I brazen forth, anew,
with silver shield on coat of blue,
and walk the precincts I am vowed
to Shelter from the madding crowd,

I soldier in a timeless war,
where guile and whim test rule of law,
and violence, unfathomed foe,
anticipates where I must go,

with frenzied acts of mindless wrath,
he random hacks a blood-stained path
through mortal reeds, too easily felled
who, come-together, might have held,

the old, befuddled, don't flee in fear,
they're trapped in mem'ries of yesteryear,
and this world's wretched scratch to wrest,
each day's nurture from its sterile breast

Life here for most (as old Hobbes taught)
is nasty, brutish, mean, and short,

and yet, in this forbidding place,
heave stubborn shoots of future grace
whose buds won't blush in promised time
if gristed by the mill of crime,

and laughter prods this troubled vale,
where mournful silences prevail,
as human spirit mocks, and strains
against privation's numbing chains

then too, though social walls divide
(built high, in Vanity Fair, with pride)
most saints and sinners mix quite free,
and which is which, oft rests with me,

So I commit my soul, my strength and mind,
in service of the best in human kind,
whatever the emergency,
who would have help, cries out for me
and risking life, I rush to get
to victims I have never met,

I bridge between domestic foes
absorbing real and shouted blows,
to softly preach them reconciled,
if only for the sake of child,

I still the restive hand of greed,
which, caring not that prey's in need,
strips independence, in effect,
last vestiges of self-respect,

I grasp a too-young, trembling hand,
and grope to make her understand,
that "highs" and drugs are not the way
to rise above this yoke some day,

Yet critics hurl charges from perches on high,
and "defensive" are we, in the pit, who'd reply

I'm cold they say? My tears are spent,
How free they flowed when first I want
to tell a child, an anxious mate,
of loved-one's fearsome death or fate,

or when through misted eyes I'd see
how many battered waifs there be,
and prayed my God, when these be grown
they not revenge upon their own,

or having caged the beast who maims
and revels in demented games,

I'd next day see him, prowl the field,
his judge-slapped-wrist already healed,

while I his tamer, bit and beat,
must grudge the ache, till next we meet,
and you his victim, sobbed and sore
must bear the scars forevermore

And wept, when kiss of life, in vain, I'd press,
on partners killed by years of silent stress

and still there's some who blithe assert,
we're all corrupt, indifferent, curt,
blue lackeys of an evil state,
a system which would subjugate

Is it not clear were police not here
all reasoned life, would disappear?

Yes, we have sinned, we're humans, frail,
we're oft-times tempted, sometimes fail
but for each cop who's played the knave
there's many more whose life they gave,

No, we'll not yield, nor quit our post,
despite the jibes of fates who boast
that this crusade is doomed to fail,
that peace and justice won't prevail,

It's not well known, this paradox
when life's ills fled Pandora's Box,
a spark of hope, God left to Men,
So we'll try again, and again.....
and again.....

poem and sketch by Daniel P. Guido

TIME FOR SOME HUMOR

While I hope that this newsletter is interesting if not informative, I like to throw in a few lines of humor. I am never sure if it may be offensive to someone. I will continue taking that risk, but today, I am offering a few that I believe almost all, if not all, will enjoy. Someone once said, a man is never poor if he can still laugh.

Weddings

Attending a wedding for the first time, a little girl whispered to her mother, 'Why is the bride dressed in white?'

The mother replied, 'Because white is the color of happiness, and today is the happiest day of her life.'

The child thought about this for a moment then said, 'So why is the groom wearing black?'

Commandments

A Sunday school teacher was discussing the Ten Commandments with her five and six year olds.

After explaining the commandment to 'Honour thy father and thy mother,' she asked, 'Is there a commandment that teaches us how to treat our brothers and sisters?'

Without missing a beat, one little boy answered, 'Thou shall not kill.'

Fathers

Three boys are in the school yard bragging about their fathers.

The first boy says, 'My Dad scribbles a few words on a piece of paper, he calls it a poem, they give him \$50.'

The second boy says, 'That's nothing. My Dad scribbles a few words on a piece of paper, he calls it a song, they give him \$100.'

The third boy says, 'I got you both beat. My Dad scribbles a few words on a piece of paper, he calls it a sermon, and it takes eight people to collect all the money!'

Mothers

A police recruit was asked during the exam, 'What would you do if you had to arrest your own mother?'

He answered, 'Call for backup.'

SOME INSPIRATION

Sometimes you have to forget what's gone, appreciate what still remains, and look forward to what's coming next.

--Will Smith

Learn to take your attention away from what you don't want, and all the emotional charge around it, and place your attention on what you wish to experience.

--Michael Bernard Beckwith

Decide what thoughts and beliefs will help you create your life the way you want it to be.

--Andrea Beaudoin



Will Smith



Michael Bernard Beckwith



Andrea Beaudoin

CHARLIE'S CORNER:**“Hurricane Sandy – Was it just a Catastrophic Disaster or a Heads Up”**

For those who received this newsletter, you will recognize that I have neglected “Charlie’s Corner” for several editions. I used this vehicle to state my personal opinion and not that of the FBI NEIA. Living on the New Jersey Shore gave me a bird’s eye view of a catastrophic disaster and a subsequent ongoing recovery response. First, let me say we didn’t suffer as those of my neighbors closest to the ocean. The folks there and in New York City, Queens, Staten Island and Long Island apparently continue to suffer the brunt of Hurricane Sandy’s visit. As such, I would like to express some thoughts on government’s response to what 20% of nation’s population may now consider an “unthinkable Event”. Last June at our Sun Valley FBI NEIA Conference, we introduced a workshop exercise entitled “Confronting the Unthinkable”. You can find an abridged version of what took place on our website www.neiassociates.org in the June 2012 newsletter. Eighteen chief law enforcement executives took part in a bio chemical exercise involving two states. No solutions were anticipated given the catastrophic circumstances, the absence of non police actors and the recognition that such a topic will continue to be a work in progress. Ironically, when I was putting the exercise together, the two states I had in mind was New Jersey and New York. They were picked because there are some 1200 police departments operating within those two states. To the uninitiated, some would see this as a mobilization resource. Those in law enforcement might recognize the dilemma of coordinating and creating a collaborative effort of such magnitude over a long period of time. Not only is it difficult but it may be impossible under existing circumstances. Still, we can’t pretend that difficult problems or issues have easy answers. Nor can we pretend that ignoring a serious issue provides an answer. Dealing with an unthinkable scenario won’t elicit an obvious solution. In this crisis a number of negative variables will continue to surface. The question to ask is to what degree and extent is there an obligation to view the future in terms of responding to the unthinkable. How much thought needs to be given towards altering or temporarily terminating accepted response/recovery practices. Government, at every level and many parts of the private sector, during a crisis, are viewed as somewhat interconnected when they are in reality interdependent. Within this mix there often is a redundant delivery of service process. As unthinkable or unsolvable as it appears, how much thought should go into designing a force structure that can mitigate or minimize damage to life and property? In focusing on what might be needed, we shouldn’t forget the psychological implications that transverse a variety of constituencies attempting to cope under the most extreme circumstances. People not only see different solutions, they often fail to realize the limitations that the human condition forces on individuals in disastrous situations. Yet, failure to consider a future that we don’t want can deny us opportunities for small improvements or operational successes in mitigating lesser disasters. Such results sometimes flow from looking at the worst catastrophic disasters. Anyway, that’s my opinion. - Charlie Connolly

SOME ADDITIONAL THOUGHTS

Without a sense of urgency, desire loses its value.

Everyone has his/her burden. What counts is how you carry it.

The supreme accomplishment is to blur the line between work and play.

Like what you do. If you don’t like it, do something else.

Perpetual optimism is a force multiplier.

A belief is not merely an idea that the mind possesses. It’s an idea that possesses the mind.

Collateral damage happens even when justice is meted out.

Action is the real measure of intelligence.

Effective Leadership is putting first things first.

In order for the American dream to exist, someone has to protect it.

It’s not what you look at that matters, it’s what you see.

Reason can answer questions but imagination has to ask them.

Successful individuals can lay a firm foundation with the bricks that others have thrown at them.

It is easy to make a buck; it’s a lot tougher to make a difference.

Effective Leadership is putting first things first.

Effective management is the disciplined in carrying it out.

Best thing about our future is it comes one day at a time.

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