

FBI National Executive Institute's Newsletter

"For Active and Retired NEI Associates"

Vol. 2-09

The National Executive Institute Associates (NEIA), formed in 1980, is a private non-profit, public service foundation. Its membership consists of over a thousand graduates of the FBI National Executive Institute. It consists of a three week training program offered by the FBI primarily to chief executive officers of the largest law enforcement organizations in the United States, Canada, United Kingdom and Australia. Our last class, however, had candidates from Saudi Arabia, Indonesian and Singapore. The primary purpose of the associates is to assist in the continuing education and training of its graduates. This is accomplished by an annual training conference in Sun Valley, Idaho, an annual research project, and the publication of various law enforcement related articles. The associates have an exceptionally close working relationship with the Major Cities Chiefs Association, the FBI Academy and an evolving relationship with the Major County Sheriffs' Association. It should be noted; however, the NEIA is an independent organization and has no formal affiliation with the FBI or any other government organization. Further, it does not involve itself in trying to influence legislation. The NEIA presents an annual Penrith Award to a member for excellence in law enforcement administration as well as a graduate studies scholarship given in honor of Larry Monroe to a child of an NEIA member in good standing.

NEIA NEWS

It we are to be successful in this initiative, the publication of this newsletter will continue to be a work in progress. Your executive board has implemented several initiatives in order to better communicate with its membership. One of those initiatives was the development of an updated directory and current status of its members. It required an examination of every member who attended the NEI since 1975. While not perfect, we now have a listing that is available to members of the association whose dues are paid up for their personal use only. For a directory disc contact Aimee Baarz (see last page). I will continue to urge the membership to keep me informed as to what is happening to you, your fellow associates, and in your "neighborhood". Possibly through the distribution of this newsletter we will be better positioned to garner further information on our members in terms of their interest in NEIA activities as well as their current whereabouts. Currently the NEI class XXXII has finished the Quantico Cycle One Session and are scheduled to regroup in Sydney, Australia in June for Cycle Two.

CONSTITUTION and BY LAWS REVIEW

Again in an effort to provide mechanisms for improved communications, President Penrith and Executive Director, Mac Connole designated your editor (Charlie Connolly) to create a working committee to examine and make recommendations for a more effective set of By Laws and rules. I want to compliment the committee, Mac Connole (XXII), Dick Ayers (I), Elmer Tippet (XII), Dick Cashdollar (XVIII), and Chief Dean Esserman (current NEI session representative), for the assistance rendered this undertaking. This was not simply a review of an existing document but also development of an executive board election process. A copy of the By Laws recommendations is included in this newsletter and will be voted on at our annual business meeting at Sun Valley this June, 2009. Also at the conference an election nomination committee appointed by the President and the Executive Director, will meet to outline a process and procedures governing candidates, the criteria needed, and the manner in which the election will be held at the Sun Valley business conference.

CONSTITUTION and BY LAWS RECOMMENDATIONS

FBI NEIA BYLAWS

PREAMBLE

For the purpose of increasing professionalism in law enforcement, the graduates of the FBI's National Executive Institute have formed an association so that our collective voice can be raised to encourage excellent leadership training for law enforcement, assist in the development of new programs designed to meet the critical needs of the National and International law enforcement community, and to sponsor research into the problems which face the law enforcement community.

In accordance with our Guiding Principles we shall value honor, holding ourselves to the highest level of ethical conduct. We value professionalism and excellence in law enforcement with a strong commitment to lifelong learning. Further, we value dedication, recognizing those who epitomize leadership and innovation in the law enforcement profession. To these ends, we pledge to always conduct ourselves in a manner that will lend dignity to the profession and nations we serve.

ARTICLE I

The name of the organization shall be "FBI National Executive Institute Associates" (FBI NEIA). The FBI National Executive Institute Associates is a private nonprofit organization and is not part of the Federal Bureau of Investigation or acting on the FBI's behalf.

ARTICLE II

The term of the FBI NEIA shall be perpetual, or until members of the Association vote to dissolve the organization. (No further change recommended).

ARTICLE III

MISSION

The FBI NEIA will provide a learning environment where its members can network, mentor, and share unique executive leadership experiences. The FBI NEIA is committed to be a recognized center of excellence in law enforcement education, research, and training, and will provide members lifelong opportunities for the free exchange and dissemination of ideas, information and personal association with our national and international law enforcement peers.

To achieve our mission, the goals of this organization are, though not limited to:

- 1) To encourage the development of executive educational and training programs for those leaders charged with administrating to the largest law enforcement jurisdictions.
- 2) To dedicate ourselves to obtaining the support and resources so that new programs can be developed to meet the emerging needs of today's law enforcement executives.
- 3) To support current quality leadership training programs and best practices and their expansion.
- 4) To create a forum focusing and encouraging the free exchange and dissemination of ideas and information among members of the association.
- 5) To identify, encourage and sponsor research relative to critical issues emerging in today's law enforcement environment.

ARTICLE IV

MEMBERS

Section 1: Membership in this Association shall be limited to those individuals who have successfully completed the FBI NEI's prescribed course of instruction.

Non Members, however, may serve on the Board in the following capacities:

Non Voting Liaison Representatives

-Program Administrator(s) of the FBI National Executive Institute, whose term shall be continuous as long as he/she hold that position.

-Unit Chief of the Leadership Development Institute (or the unit having oversight of the FBI NEI program)

Note: All of the above Non Voting Liaison Representatives are FBI NEI Associates and eligible to vote and hold elective office upon retirement or serving in other non related FBI NEI assignments.

-A class representative from the most recent FBI NEI graduating session. His/her term will be for one (1) year.

Ex Officio members

-Those commissioned by the board due to a specific expertise or skill, e.g. Secretary, Treasurer, Program Training Facilitator (Note: the Program Training Director must be an FBI NEI graduate)

- Those serving in an Ex Officio capacity shall not have any voting responsibilities.

Section 2. Dues: The dues of this Association shall be established by the Executive Board based on a two-thirds majority vote of all of the members of the Board. The dues shall be payable in advance for each calendar membership year on or before January 1 of each such year.

The dues of this Association will be maintained by the Treasurer whose duties are described hereinafter in Article VI.

The use of dues collected will be to help defray expenses incurred to pursue the mission of, and to maintain, this association.

Section 3. Right to Vote: All members in good standing are eligible to vote.

Section 4. Suspension or Dismissal from Membership: A member may be suspended for nonpayment of any required dues. Conduct involving activities inconsistent with the standards of FBI NEIA membership or which are unacceptable to the established standards of the law enforcement profession will result in disciplinary action taken by the Executive Board. A two-thirds majority vote is required by the Executive Board prior to any member being disciplined.

Discipline can involve a suspension of membership ranging from one to three year's suspension or a complete termination of FBI NEIA membership.

ARTICLE V EXECUTIVE BOARD

Section 1. Number and Election: The Board of Directors shall be called the Executive Board and shall consist of thirteen (13) members. Eleven (11) shall be graduates of any National Executive Institute class. These Eleven (11) members of the Executive Board shall be elected by a majority of the members of the Association who are in attendance at the annual business meeting of the Association. Board membership shall also include two (2) non elected positions for individuals currently holding presidential positions with the Major Cities Chiefs (MCC) and the Major County Sheriffs Associations (MCSA). All 13 directors have voting rights.

FBI NEI Advisory Council shall consist of former Board members in recognition of past services approved by the Board to provide counsel and enhance the organization's institutional memory. Such individuals shall not have any voting rights.

Section 2. Terms of Office: The term of office for a Board member elected pursuant to Section 1 shall be four (4) years, and the position shall not be term limited. In addition to the Eleven (11) Board members so elected, there are currently six (6) Non Voting Liaison representatives and Ex Officio Board members (see Article IV Section 1). In the event a person elected to the Board pursuant to Section 1 shall also qualify as one of the Ex Officio members of the Board, that person shall serve as an Ex Officio member, his/her elected position shall be considered vacant, and the position shall be filled as provided in Section 3. As an Ex Officio board member said individual will not exercise any voting responsibilities.

Elections to the board shall be held every two (2) years. Given the current make up of the Executive board, six (6) of the eleven (11) Board positions will be up for election one year with the remaining five (5) officer positions elected two (2) years later. The bi annual elections will be held at the annual summer business meeting.

Section 3. Vacancies: Vacancies in the Executive Board, or in any office, shall be filled by majority vote of the remaining Board in a regular business meeting or at any meeting called for that purpose. Board members so elected to fill such a vacancy shall serve until the next annual meeting of the Association, at which time the position shall be subject to a vote of the members attending the annual Business meeting. In order to maintain consistency of board membership, the individual elected shall serve out the unexpired term of the previous office holder. Board members who have not attended two consecutive business meetings shall be considered as having resigned. Any dispensation or waiver from such resignation requires the approval of the board.

ARTICLE VI

OFFICERS AND THEIR DUTIES

Section 1. Election of officers by the Board: The Executive Board will elect from among themselves the following officers: The office of President shall be elected by a majority vote of the Board. The President shall appoint a member of the board as Vice President and fill the positions of Secretary and Treasurer with a majority approval of the board. The President, with the approval of the board, shall fill the position of Executive Director. The Executive Director must be a member in good standing of the FBI NEI Associates and serve at the pleasure of the President and the approval of the Board.

With the exception of the President's five (5) year term, all other offices shall be for four (4) years. Said officers may be re-elected for additional terms. A majority of the members of the Executive Board shall constitute a quorum. The President with the approval of the Executive Board will appoint an Executive Director of the Association, who shall serve at the pleasure of the President and the Board without a fixed term of office. The Executive Director will be paid an annual fee for expenses and will administer the daily activities of the Association and report directly to the President. The Executive Director will be a graduate of the FBI's National Executive Institute. The Board will designate a Program Training Facilitator to assist with training and research issues. The Program Training Facilitator is required to be a graduate of the FBI's National Executive Institute.

With the exception of the President's five (5) year term, all other offices shall be four (4) years. Said officers may be reelected for additional terms. A majority of the Executive Board present shall constitute a Quorum

Section 2. President: The President shall preside at all regular and special meetings of the Association. In conducting meetings of the Association, his decision shall be final but may be reversed by a two-thirds vote of the membership present. He shall have the authority to call business meetings and shall notify the Board members of the date, time, and place of each such meeting and the purpose of the meeting. The President shall be Chairman of the Executive Board. The President shall be a graduate of the FBI NEI and will serve for a five (5) year term. He or she can be reelected to that position.

Section 3. Vice-President: The Vice-President, an elected member of the Executive Board, shall perform all duties for the good of the Association required of him by the President, and, in the President's absence, shall preside with full authority over all meetings.

Section 4. Secretary: The Secretary shall take minutes of each meeting of the Executive Board and of the members, and shall perform other duties assigned by the President. As the Secretary is an Ex Officio member the member will not have voting rights.

Section 5. Treasurer: The Treasurer shall collect all dues, contributions and other revenues, and shall make an accounting of all funds annually. As directed by the President, the Treasurer shall dispense such monies as required in keeping with the mission of the Association and the policies of the Executive Board. Expenditure of any sum of money \$500.00 or over must be approved by the President and either the Executive Director or the Treasurer. Expenditure of less than \$500.00 requires only the signatures of any two of the above-referenced officers.

ARTICLE VII

MEETINGS OF THE ASSOCIATION

Section 1. Annual and Special Meetings of Members: The regular annual business meeting of the Association shall be held during the annual summer Business meeting. The other meeting generally will coincide with the annual IACP Conference held in the winter. . Special business meetings may be scheduled by the President with at least thirty (30) days notice to all members of the Executive Board.

ARTICLE VIII

ORDER OF BUSINESS

(No changes recommended)

ARTICLE IX

VOTING BY MAIL

(No changes recommended)

ARTICLE X

CHANGES AND AMENDMENTS TO THE CONSTITUTION

(Only change is under Section 3, line 5 – replace "Purposes" with "Mission"

Recommend that Certificate of Constitution and Bylaws be signed by the President and Executive Director

SUN VALLEY 2009

The annual conference of the FBI National Executive Institute will be held at Sun Valley. The dates are June 7th to the 10th with arrival and departure dates on the 6th and 11th. Information pertaining to the dates, registration, hotel lodgings, and events can be found on the NEIA website www.neiassociates.org. Newcomers should be aware that lunches and dinners are included in the Registration as is some golf, bike riding, ice skating, and horseback riding. You can hike and swim if you are so inclined. If you are not tired after all of this, you can visit our hospitality cottage. For some Sun Valley may be a little difficult to get to but once there, it is a financially rewarding experience.

As indicated in the prior newsletter, our scheduling of this year's events are more innovative in that the Major Cities Chiefs and NEI Associates are having meetings and training sessions that will allow greater integration and attendance among both associations thereby reducing the time spent away from their respective duties. For example, on Monday June 8th, NEIA will open the conference with remarks from FBI Director Mueller followed by the NEIA/MCC Distinguished Guest Presentations and the NEIA business meeting with the afternoon dedicated to the MCC Roundtable. All attendees will be able to attend the morning presentations as the Major Cities Chiefs Roundtable takes place on Monday and Tuesday afternoon.

Tuesday, June 9th, the morning will be devoted to a presentation "**Leadership for Success in Your Organization**" given by **Eric Greitens**, Chairman, Center for Citizen Leadership. Mr. Greitens is a former Navy SEAL as well as a Rhodes and Truman Scholar. This speaker brings the strength of a Navy SEAL, the selflessness of a humanitarian and the intellect of a scholar to every lecture and speech.

Wednesday's presentation will be "**What Got You There Won't Keep You There**" by **Marshall Goldsmith**, a renowned author, lecturer, and authority on helping successful leaders become more successful. His most recent book on the subject is not only a New York Times best seller, the Number One Business book according to the Wall Street Journal, but also winner of the Harold Longman award for the "Best Business Book of the Year". A copy of Goldsmith's latest book will be given to those attending his presentation. Kudos goes out to Mike McAuliffe and Dick Ayres for making these presentations possible. A review of both speakers' biographies suggests we will not only learn how to be better leaders but also why we should be better leaders. We would be remiss were we to forget to thank our sponsors, **Versaterm, Inc.** and the **family of Bill Weisz**, former chairman of Motorola and a long time advocate of the National Executive Institute.

We will conclude on Wednesday evening with the annual **Penrith Award Dinner**. There is still time to contact Mac Connole if you wish to nominate someone for the award.

Chief Gil Kerlikowske (XVII), President of the Major Cities Chiefs and NEIA President, Gary Penrith (XIV), are to be commended for moving in a manner that provides such a positive synergetic result for both organizations. Speaking about Gil Kerlikowske, let's congratulate the new Director of the Office of National Drug Control Policy. President Obama and Vice president Joe Biden could not have picked a more qualified candidate. If my memory is correct, I remember Gil going back to Florida (St. Petersburg, I believe and then Port St. Lucie) then Buffalo, with a stop over in Washington, D.C. and then on to eight years in Seattle, Washington. He even found time to serve as President of the Major Cities Chiefs. Gil brings not only experience and smarts but a pleasant personality that permits him to work with individuals that might be described as "difficult". I know we all wish Gil well in his new position and look forward to seeing him in Sun Valley.

WHERE ARE THEY NOW?

We are hoping to regain the attention of our more senior corps of NEIA membership and retain those newly graduated associates. Your editor thought he would try to bring back some memories of old classmates by finding out what they are doing now. Some news might be a little old but it's a new initiative and with some help from our members we might be able to keep it on a timelier basis. You can keep us in the loop by contacting me at cpcretnypd@aol.com or by mail (see listing on the last page).
Charlie Connolly

Sheriff Kevin Beary (XXII), retired from his Orange County position this January 2009. In our last newsletter I remarked that "I can't see Kevin retired as he has too much to offer so keep an eye on him". Well if you want to keep an eye on him look towards Afghanistan as Kevin accepted a one year contract there. Kevin gets things done but keep him in your prayers!

Kevin's former position as Sheriff is now held by another NEI graduate, Jerry L. Demings (XXIII). Jerry's well educated, Masters in Business Administration, and a 21 year veteran of the Orlando Police Department where he was Chief. If he can make it to Sun Valley he should see some of his old classmates, Rocco Diina, Frank Gallagher and Terry Hillard to name a few.

Pat Kelleher (XXII), I mentioned in the previous newsletter the former "Number Two Guy" with the NYPD and Managing Director, Worldwide Security for Merrill Lynch was thinking of retiring. Well he went and did it effective March of this year. Pat is doing some consulting for another NEI associate, former New York Commissioner Howard Safir (XXI).

Tom Baker (XV), having spent much of his FBI career in various parts of the world; retired some time ago to establish an international consulting practice. He and his lovely wife, Ann, are frequent visitors to Sun Valley where they are observed hiking up the mountains. God know what they do up there as Tom had successful bypass surgery not too long ago.

Dick Cashdollar (XVIII), the former Public Safety Director, Mobile, Alabama, is keeping busy serving on the executive board, handling the recent NEI survey, and participating on the review of the Constitution and by Laws. The former ranking official in the Coast Guard is also performing some consulting for the Major Cities Chief's.

Mike Gambrell (XVII), after retiring as Chief, Baltimore County Police, began another long career in the private sector as Chief of Security for Dunbar Armor Car, one of the largest in the country. He has been active in police/private security partnership models around the country. Mike teaches at John Hopkins University and is an active member of ASIS's Law Enforcement Liaison Council, serving as its chairman for a number of years. While Mike has trouble getting out of the way of a golf ball in Sun Valley, he is a real promoter of police and private security partnerships.

Terry Hillard (XXIII), former Superintendent of Chicago Police is not only a frequent attendee at Sun Valley but a real gentleman. We all have enjoyed watching Terry's granddaughter grow up into a lovely little lady year after year at Sun Valley. Terry appears to be doing some consulting as he seems to be a little busier than usual.

John Hogan (VI), is up and around after suffering an injury some time ago while playing a game called "Curling". I believe it is a form of bowling but performed on the ice. I suspect his recovery can be attributed to his dedicated and lovely spouse, Virginia, a girl from Brooklyn. John enjoyed a great second career working for Kraft and then Philip Morris after a successful career with the FBI. John, a Bronx boy, and Virginia, the gal who used to go horseback riding in Brooklyn, have really enjoyed retirement by traveling around the world.

Jack Jacocks (XXIV), is still Chief of Virginia Beach and a frequent attendee at Sun Valley. I suspect he has his hands full when colleges take their break and probably the town. Like so many NEI graduates, he knows how to take care of business. He was extra proud last year as his son won the Larry Monroe Scholarship.

Jim Lawrence (XXVI), having retired as a Chief in NYPD was appointed as Police Commissioner of Nassau County. Jim worked for me in the South Bronx. He enjoyed a nice run as we used to say in Nassau and now I am told he is pursuing the game of golf. Jim was always a gentleman as he went about his business.

Joe Wolfinger (XX), retired after a successful career with the FBI. Many of you may remember him when he was at Quantico. In addition to security consulting Joe is the executive director of the Major County Sheriff's Association. While working for the association, Joe utilizes the training expertise of Dave Corderman (XXV) and Mike Ferrence (XXI). Dave by the way recently received his PhD, so it's Doctor Corderman but he doesn't make house calls nor take Medicare payments.

Fred Heinemann (XIV), a former NYPD Chief who left that agency in 1979 to assume the Chief's position in Raleigh, North Carolina. His New York accent, undoubtedly, had an effect on his constituency as he subsequently won election to congress. My sources tell me he is enjoying retirement and hanging out in the Outer Banks of North Carolina.

Another NYPD Chief that is regularly seen at the Sun Valley conferences who also left NYC in 1979 was Pat Fitzsimmons (XVII). Pat was not only a Chief when he left NYPD to assume the post of Chief of Police, Seattle Washington but an attorney as well. He was a driving force in the Major Cities Chiefs Association for many years. I believe he may still be teaching at one of Seattle's colleges. Pat is a frequent visitor along with his lovely wife, Olga, at our annual conference.

While I am mentioning NYPD Chiefs that retired and went on to other public service careers, I would be remiss if I were to forget a Chief who I had the pleasure to serve when he was the Chief of Patrol, Neil Behan (III). During the 1960's a positive transformation took place within the leadership of the department. Neil was a dominant figure during that period. He discovered, mentored, and encouraged many of those who went on to lead the department. His tenure as Chief of Police in Baltimore County and as spokesperson for the law enforcement profession in Washington, D.C., the Nation's Capital, sustained his image as a positive force for change. If you are on his e-mail list you are aware that his intellect hasn't retired. I am sure we all wish Neil and his lovely wife, Pat, a healthy and happy retirement.

Enough of NYPD. There are others such as Clarence Harmon (XV), the former Chief of Police of St. Louis, Missouri, who went on to be the Mayor of that city in which he served.

Darrel Stephens (XVII), has enjoyed an illustrious and productive career in law enforcement. I first met Daryl when he was a Sergeant in Kansas City participating in a three month exchange program with New York. He spent some time with me in the Street Crime Unit. He went on to serve in several departments with his greatest success in Charlotte. While leading a great department he also found time to lead another great organization, the Major Cities Chiefs Association.

Paul Evans (XVIII), after enjoying a great career with the Boston Police Department retiring as superintendent decided to go abroad. Paul is currently involved in a project with the London Metropolitan Police studying the role of community policing. I found Paul to be a studious but strong personality. He is an attorney and to my surprise was a paratrooper in the service. I can forgive him for being a lawyer but jumping out of a plane that is not having difficulty is questionable. Given his military background and a successful police career we can assume that Paul has jumped to a lot more than just "conclusions".

While we are talking about the UK, I have heard from a few of our old friends Sirs John Woodcock (VI), and David O'Dowd (XI). Having lost contact with the NEIA, both expressed positive interest in reconnecting with the colonies. Sir John and his lovely wife are enjoying full retirement but reported "working hard on our estate, logging, sheep management, and being frustrated that the badgers keep digging up our meadows". They own some property on the coast of Cornwall in the south west of England. When visiting there, they wave across the Atlantic at their friends in the USA. Their three children have blessed them with eight (8) grandchildren. With some of their grandchildren as old as 26 and 28, their daughter surprised everyone with a son a year ago, a real addition to her son 18 and a daughter 17. All are healthy and that's the important point.

John and Catherine have kept in touch with his fellow classmate Angus MacLean's (VI) widow, Sally. Angus had a career in the military prior to his appointment of Chief of the Metro Police in Washington DC. John and Catherine had the privilege of attending Angus's son Aaron's graduation ceremony at Oxford University where he received his Masters. Aaron, following in his dad's footsteps, is now in the US Marines.

Sir David O'Dowd (XI) has an impressive list of education and professional law enforcement experience compiled over some forty (40) plus years. A review of his credentials discloses the following after his name, CBE:OSTJ:QPM;DL;Dip Soc;BA;MSc; DSc (Hon);CCMI. In terms of assignments he covered the UK and prior to his retirement was Her Majesty's Chief Inspector of Constabulary for England, Wales and Northern Ireland serving as the principal advisor to the Minister on policing matters. I don't want my old classmate, John Woodcock; to feel bad. In fairness he too held that prestigious position. David has also been an advisor to the Cyprus Police, the Trinidad and Tobago Police, as well as the South African Police. Though retired, David continues to participate in a number of voluntary organizations.

While I am on the UK, it is only fair to remind the associates that David Veness (XIX), is alive and well. David also has credentials similar to Sir John and Sir David and is currently working for the United Nations as their Homeland Security Chief. He is well suited for the position given his reputation as an expert on anti-terrorism.

Returning to this side of the Atlantic Ocean, we have Julian Fantino (XXIV), a member of our Executive Board who is continuing to have a great career in his chosen profession. While Julian initially gave twenty-three years (23) to the Metropolitan Toronto Police, he shared his knowledge, experience, and integrity as their Chief in several other police departments, in the cities of London and York. He returned as chief to Toronto in 2000 and in 2005 Julian accepted the position of Commissioner for Emergency Management responsible for providing leadership to all facets of the government's emergency management programs. His career is still on a roll, in 2006 Julian was appointed Ontario Provincial (OPP), not only one of North America's largest departments employing close to 9,000 members but a jurisdiction covering 922,752 square kilometers of land and 110,398 square kilometers of waterways. One would think that with that background a book would be in order. Julian is the co-author of a best selling biography "DUTY, The Life of a Cop". The publisher is Key Porter Books.

WWW.NEIASOCIATES.ORG

We encourage you to use our web site www.neiassociates.org as it contains the news, conferences, awards, and scholarship information. In addition, it is also a repository for numerous articles of interest to the law enforcement community. These articles are available for download and duplication without permission by anyone interested in law enforcement subjects. The web site can be a valuable training resource for officers and law enforcement executives. We encourage our members to write articles. A major portion of the nation's talent can be found among the Major Cities Chiefs and National Executive Institute's Associations. Leading major law enforcement agencies may be the top priority but imparting our experiences and knowledge to those who eventually will take our place should be a second priority. In my first newsletter, mention was made about a Legacy project initiated by Dick Ayers (I) and to a lesser degree, your editor. The initial response was excellent but unfortunately it became a one time publication. They are by the way available on the Web site. I believe Dick and I agree that the project should have a much longer history. How often has a current chief in accepting some honor utters the phrase "My colleagues and I stand on the shoulders of giants", referring to those who went before them. Many of those "giants" are still alive and capable of spreading some tidbits of wisdom. Hopefully, as this newsletter gains traction, we can encourage some to put pen to paper and share a technique, method, or leadership style that turned a difficult issue or period in time into a win for his/her administration. Naturally, we are appealing to those whose prose would not affect their careers. If you wish to consider making such a contribution call or e-mail me or Dick Ayres, NEIA's Program director. You pick the topic you wish to address! As I mentioned in the last newsletter it's an opportunity to turn some old wounds in to wisdom for those "giants" of the future.

CHARLIE'S CORNER

If there is one message that the executive board hopes to convey that change is not just a presidential slogan, it is something that can be part of the NEIA going forward. Change is in order. We are in the process of doing that with revamping the constitution and its By Laws as well as streamlining the election process of the future. But recognition on our part is not the end of the solution. Going forward requires that the NEIA be a work in progress. That is why you will find in today's newsletter an article on transitioning from the public to the private protection sector. I am introducing such a topic because our membership is comprised of several parts, active law enforcement executives, retired members, and those retired from active law enforcement and currently pursuing a second career in the private sector. Within those groups are others who are possibly considering a career in the private sector. That is why I asked Dave Quilter to author a brief transitional piece on the subject. If you have more interest in the topic, you can secure a copy at the end of his article.

Transition Leadership... from Public to Private Sector By J. David Quilter

You bring gifts as you transition from the public to the private sector. You may have perhaps performed some of the following tasks and grown in the skills of:

- Constructing and overseeing multi-million dollar budgets
- Managing liaison with local, state, and national law enforcement agencies
- Evaluating organizational performance
- Interviewing potential employees and criminal suspects
- Conducting audits and inspections.
- Making quick decisions that may have life or death consequences

I encourage you to add to this list from your own history. Then consider how you can translate your leadership experiences into business success. Do this in a way that executives can understand and see the value your skills and know-how brings added value to their business strategies. Do that and you will be on the short path to earning their trust and your career success. Learning the nuances and rhythms of your new organization will allow you to lead and integrate security in a way that makes the jobs of other executives easier. They will have fewer distractions, interruptions and see a better bottom line.

Because of your experience, you bring certain advantages to the business world. Tough crises, scenes of violent crime and life and death decisions test a person's mettle. It takes skill and discipline to testify in court and persistence to follow a case to a successful conclusion. A certain basic willingness to serve in public service also involves discipline. Many in public service have held both field and headquarters positions. The flexibility required to move from one level of service to another develops balance, resilience, and a focus on the operational needs of the organization.

By contrast, many employees in business have spent entire careers in finance, or sales, or marketing, or human resources, or communications. Their experience tends to be either headquarter-centric or field-centric. This is especially true of middle managers, who may be confined to one department only. Perhaps they are expert at what they do, but their experience can also be self-limiting.

This is especially true when it comes to dealing with serious incidents, or a crisis that crosses multiple functions in the corporation. While you can learn much from many of these executives, they may never have the tested mettle that is embedded in your prior experience. Therefore, they need you – as long as you are also willing to learn everything, you can from them – about their business and its culture. This becomes a win-win situation if you work hard, look for opportunities to apply security skills within the company's culture while focusing on enhancing the business's bottom line.

In every organization, some will never see the value you bring. Do not allow them to frustrate you. Once you have given them a fair chance to collaborate, leave them behind, and deal with those leaders and parts of the business that are receptive and responding. This is something like driving down the highway and encountering major construction. It may slow you down, but you do not let it keep you from continuing your journey. Difficulties come with the security leader's territory; a sense of humor will help you deal with them effectively.

When someone moves into a new leadership in role in business, it is common for him or her to rely on their subordinates to provide them an orientation. It is quite possible that you may not have that luxury. It is very likely that you will experience "support shock" in terms of staffing. Further, the expectation is you will hit the ground running and get your decisions right the first time. When large organizations hire a new chief security officer (CSO), they often assume that they have "solved" their security problem. Your initial job is to reassure them that such an assumption is a correct one.

The Security Executive Council recently concluded research that highlights these key skills that the next generation security leaders need in order to be successful in bringing value to their company's business operations. The following leadership skills are considered essential:

Communications skills - Presentation skills - Project Management - Business Acumen - Organization skills - Strategic Planning skills - Relationship Management - Team Building skills - Negotiation skills - Decision Making Skills - Cost Control Skills - International experience.

Remember, very few of even the most experienced and talented security leaders have every one of the above skills. If you have a good base in most of these skills, along with a focus on building strong teams, and a personal and professional network, it will help you compensate for skills that are not as strong. Nevertheless, you need aptitude, attitude, and flexibility for personally developing the majority of these skills within yourself. Finally, long-term success will be found in your own willingness to hone your developmental opportunities and continually work to strengthen them. Show up every day. Learn the business. Be honest. Work like hell. If you bring personal discipline, are thoughtful toward others, deliver on the commitments you have made, and introduce humility and fun into your daily work, you will become that next generation security leader the next generation so desperately needs.

*J. David Quilter's career of leadership successes spans four decades with contributions in both the public and private sectors. David Quilter is principal of QuilCo Inc., is an executive consultant with the Business Security Advisory Group and on the Emeritus Faculty of the Security Executive Council. During the course of his career, he has been engaged in law enforcement as well as asset protection, and security program development. As the author of **From One Winning Career To The Next** David presents and continues to share his wealth of experience as he works with security leaders around the world. He welcomes inquiries at jdquilter@seclider.com*

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NEIA MENTORING PROGRAM

In addition to a continuing Legacy project, I would like to surface another consideration that might add value to the FBI NEIA's active membership. For the past fifty two (52) years I have been involved in the public and private protection profession. Probably during that time, I have been guilty of never having an unspoken thought! I recall lecturing on leadership and reporting that "some say failure should be avoided at all costs". Some of our leadership followed that admonition. I disagreed adding that failure can be the fertilizer for future success. Well, to be honest, I am not sure that I made any converts but many of my friends did suggest that I "knew more about fertilizer than success". I did learn, however, that many of my colleagues and myself found themselves in need of advice or counsel on occasions. Yes, there are

important issues that continually surface and are simply part of our stewardship and operating culture. You probably observed others and experienced first hand how to deal with such difficulties. But you may from time to time experience a situation which is out of your comfort zone and probably those around you. Some circumstances that I have experienced involved political interference, excessive and malicious community activism, personal political, media, and community attacks. Internal conflict within the agency may be a real source of discomfort. Further, for any number of reasons, you may not be comfortable sharing your concerns with members of your staff, ranking members of the government, even close external confidants. I recognize that the counter response is "I have my own set of friends whose counsel I seek", and that's fine. But you can find yourself in a community where you are relatively new and unknown. No matter how difficult the problem is, you recognize that it is temporary. It will go away but you might go away with it! Should you resolve it, you might prefer that key members of your staff or those close confidants don't have the ability to remember the concerns or reservations that gave you so much discomfort. Therefore, limited though it might be, some form of a mentoring program might prove useful. In any event it would be a resource should you elect to use it. However, if your kids are the problem, you are on your own unless you can bring them back to the hospital, the orphanage or to some unsuspecting friend. Remember it is illegal to make birth control retroactive. On the other hand, if it's your wife, send me a photo and a list of her best attributes; maybe we can make a trade.

Seriously, if the concept has merit, I would be willing to engage retired and currently active members interested in volunteering. If there is any interest, we could proceed in developing an information exchange as follows:

- 1- Solicit a voluntary advisory group.
- 2- Confidentiality and anonymity would be the key elements of the program. Only with the soliciting member's approval would any party, other than myself, have any notion as to who is involved. No documentation would be maintained.
- 3- Upon receiving a request to confer, the soliciting NEIA member and myself would discuss what volunteer member would be in the best position to advise.
- 4- It's possible that several volunteers could be spoken to prior to any selection.
- 5- Another alternative could be that the solicitor remains totally anonymous and a third party (newsletter editor at this point) engages several volunteers on his behalf.

Again, I don't know if this idea has merit. But so many chiefs have indicated how they enjoy the MCC Roundtable. This could be a more private extension of that process. It's possible that the process can also apply to members interested in transitioning to the private sector or simply a different career. I would appreciate hearing from the membership as to any potential value or its capacity to function.

The President, the Executive Director, and the Executive Board are trying to identify changes that will add value to its membership. We will continue to serve those members who are no longer in active service. We will as a matter of course not only be an organization of active members or even retired individuals but also those in second careers, primarily security. They also have a place at our table. We will continue to educate in the learning sessions but encourage the exchange of ideas, practices, and individual concerns outside the classroom. That has been one of our goals and I don't see it changing dramatically. As indicated previously, unlike larger institutions whose membership swells as a result of a large existence of candidates for membership, NEIA will continue to take on 35 to 40 candidates for membership each year. Given their residencies, many will have difficulty traveling regardless of where the conference is held. But we can communicate regardless of one's location. Therefore we are a boutique type law enforcement organization that comprises many of the best and brightest in Law enforcement. Innovation and creativity should not be strangers to this organization. I believe we are making the effort to bring positive change to our organization. Added value doesn't travel by itself. It needs company. We want to hear from you so don't be strangers.

PERSONAL NOTE

Learning can be a slow process. For instance, I didn't know how financially well off I was last year until I received my financial statement this year. I am reminded of the fellow who said "I have been rich and I have been poor, rich is better". That fellow knew what he was talking about. In case you were interested, I am kind of working myself out of any financial blues. One, I appreciate President Obama's attempt to take my mind off worrying about my money. Now I am worrying about where our government's money is! Also, I mentally entertained suicide and that helps a lot as long as I continue to jump out the basement window. But what finally brought me around was the conversation I had with my kids. They didn't ask but I told them not to worry about their parent's financial situation, we are still alright. "It's your inheritance that we lost."

NOW FOR A LITTLE INSPIRATION

Pain and Suffering is inevitable, but misery is optional.

The optimist proclaims that we live in the best of all worlds, and the pessimist fears this is true.

James Cabell

Start by doing what is necessary, then what is possible, and suddenly you are doing important things.

St. Francis of Assisi

Law and liberty cannot rationally become the object of our love unless they first become the objects of our knowledge.

James Wilson (circa 1790)

Growing old is mandatory, growing smart is optional.

Never let that which matters most be at the mercy of that which matter least.

Pride is tasteless, colorless, and sizeless. Yet it is the hardest thing to swallow.

Keep company with those who can make you better.

A positive attitude may not solve all your problems but it will annoy enough people to make it worthwhile.

Remember, failure is an event, not a person.

Zig Zigler

Acceptance of what has happened is the first step to overcome the consequences of misfortune.

William James

What lies behind us and what lies before us are tiny matters compared to what lies within us.

Ralph Waldo Emerson

Life is not about waiting for the storms to pass... It's about learning how to dance in the rain.

Never approach a bull from the front, a horse from the rear, or a fool from any direction.

Charlie Connolly

Finally - Improvement is a two way street. Whether you are active or retired, let's stay connected. If you have something to say or an article to contribute please communicate with the following:

Change of address, payment of dues (note - there is no change in dues and the notices have gone out under separate cover.)

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So Long, for now!