

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

Kenneth Davis

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Resume

KENNETH BROOKS DAVIS

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CAREER TARGET: CITY MANAGER, KEY WEST, FLORIDA

Over 20 years of experience that includes leadership positions with the United States Army, Drug Enforcement Administration, and United States Coast Guard. Former Resident Agent-in-Charge for the DEA's Florida Keys operation. Top Secret Clearance. Multiple awards and recognitions for performance. Long time resident of the Florida Keys and native Floridian.

Summary: Highly skilled in building strong, sustainable relationships at all levels of government. In-depth awareness and experience with cultural diversity from positions in U.S. and international operations. Background as a spokesperson and advocate for an organization's programs and objectives. Advanced abilities and proven success in resolving conflicts among parties with differing agendas. Experience in supervising large teams, controlling multimillion-dollar assets, and managing financial, HR, and administrative functions. Strong background in managing and conducting financial audits.

Knowledge/Skill Areas:

- Promoting Tourist City Image and Attractions
- Connecting with People from Diverse Backgrounds
- Managing Relationships with High-Ranking Officials
- Establishing and Implementing a Vision for Success
- Building Relationships with Community Members
- Demonstrating Fiscal / Operational Responsibility

"I am a passionate advocate for tourist cities such as Key West. They are an integral part of America and deserve the very best leaders to showcase their vitality, vibrancy, and value. I am the type of manager and advocate who can bring this level of leadership and dedication to the City of Key West."

PROFESSIONAL EXPERIENCE

DEPARTMENT OF DEFENSE / UNITED STATES ARMY – Baghdad, Iraq

Director, National Information and Investigation Advisory/Transition, 2010-2011

Provided leadership and direction for all areas of the NIIA (the equivalent of the FBI in Iraq), serving as the senior advisor to the Deputy Minister of the Interior, Director of the NIIA. Recruited, hired, mentored, and led team of 30 comprised of professionals from the FBI, Secret Service, DEA, DHS, NCIS, OSI, and other agencies. Oversaw infrastructure, housing, logistics, maintenance, and security activities affecting 12,000 personnel.

Consulted with NIIA senior leadership to advise on planning, management, and leadership decisions. Worked jointly with Deputy Minister on training initiatives and policy/procedure development.

- **Built excellent alliance with the Deputy Minister of the Interior** essential to the success of the NIIA Advisory mission, with the NIIA outperforming other intelligence agencies in practicing rule of law, evidence-based prosecutions, and technical expertise for gathering/disseminating criminal intelligence.
- **Maintained higher level of staff continuity than any other Director** through extensive efforts in staff recruiting, performance evaluation, and long-term planning to meet mission-critical goals.
- **Developed positive relationships with leaders in the Iraqi government**, persuading them to set aside cultural, political, and religious differences to allow NIIA to succeed for the benefit of all parties.
- **Facilitated highly positive results incorporated into Congressional reports** for direct response to Congress, with an emphasis on collaborations between numerous entities (military and civilian).
- **Planned and executed programs within high-risk areas**, engaging with Iraqi counterparts 3-5x per week and maintaining record of zero injuries and accidents despite multiple dangers.

DYNCORP INTERNATIONAL / U.S. GOVERNMENT – Baghdad, Iraq

Senior Advisor, Technical & Electronic Surveillance, Law Enforcement, 2009-2010

Led and coordinated execution of technical and electronic surveillance programs critical to counter-intelligence investigations under the Iraqi Rule of Law, functioning as an advisor to the Major General, Director of Technical Affairs. Identified need for legislation of surveillance laws to enhance Iraqi law enforcement and protect citizens' rights. Managed purchase of technical and electronic surveillance. Conducted extensive number of financial audits as Inspector.

- **Assisted in security and safety planning/execution for major "Rule of Law" event** for Iraq, with plan subsequently used by Iraq agencies to prepare security and gather intelligence for future key events.
- **Requested for return to Federal Service** and subsequent Director position in 2010 based on leadership, management, and success in this position.

DRUG ENFORCEMENT ADMINISTRATION – Multiple Locations

Agent in Charge / Inspector / Special Agent, 1986-2008

Built distinguished record of achievement and advancement through increasingly responsible positions with the DEA. Completed numerous assignments across multiple locations, including the Florida Keys, Washington, D.C., and California. Earned multiple Exceptional Performance Awards and Exceptional Service Awards.

- **Served as Resident Agent-in-Charge, Florida Keys.** Planned, coordinated, and led federal/global conspiracy and financial investigations for the DEA's Key Largo and Key West offices.
 - *Formed operational task force comprised of local, state, and federal agencies, leading to \$100,000+ in assets seized for Key West.*
 - *Recruited and managed confidential sources who played key role in meeting goals and objectives critical to the success of the office.*
- **Served as Inspector, Office of Inspector General in Washington, D.C.** Conducted comprehensive inspections to ensure compliance with laws. Traveled at a moment's notice to investigate and report on critical incidents. Provided recommendations for managing offices in various countries worldwide.

*** Prior experience as Special Agent with the U.S. Coast Guard Intelligence, 1980-1986 ***

EDUCATION & CREDENTIALS

Master in Public Administration Program (inc); Bachelor of Science in Criminal Justice
NATIONAL UNIVERSITY – San Diego, CA

Training: U.S. Advisor Training & Combat Life Saving Course; Financial Audit Training; DEA Basic Agent Training; Group Supervisor Institute, DEA; Management Development OPM Executive Seminar Center; Clandestine Lab Invest/Safety, DEA; Asian Organized Crime Conference; Financial Investigations & Asset Forfeiture, DEA; Contemporary Problems in U/C, DEA; Advanced Agent Training, DEA; Criminal Investigations Training, FLETC; Maritime Law Enforcement Academy, USCG; Small Boat Navigation & Handling, USCG; Certified Scuba Diver

Awards: Joint Service Civilian Commendation Medal, U.S. Army, 2011; Civilian Global War on Terrorism Medal, U.S. Army, 2011; Special Service Award, DEA Administrator, 2005; Exceptional Service Awards (2), DEA Administrator, 2003, 1997; Exceptional Performance Awards (4), DEA Administrator, 2000, 1998, 1995, 1991; Outstanding Contributions, AFFNA, 1998; Sustained Superior Performance, DEA, 1994; Sustained Superior Perf Award, DEA, 1990; Good Conduct Medal, Meritorious Service Medal & Humanitarian Service Medal, USCG

Affiliations: Member, Key West Rotary; Founder, Thursday Night Men's Club (Baghdad).

Publications: Author of numerous pieces on Baghdad for Florida Keys publications.

Designation: Top Secret Clearance with Special Compartmentalized Access, Leading and Managing in Critical Incidents

CB&A Interview

Kenneth Davis

Education

MPA, National University, San Diego, CA

BSc, Criminal Justice, National University, Sand Diego, CA

Experience

Director, National Information and Investigation Advisory/Transition, Department of Defense, United States Army, Baghdad, Iraq	2010 – 2011
Senior Advisor, Technical and Electronic Surveillance, Law Enforcement, Dyncorp International, United States Government, Baghdad, Iraq	2009 – 2010
Agent in Charge / Inspector / Special Agent, Drug Enforcement Administration, Multiple locations including the Florida Keys, Washington D.C. and California	1986 – 2008
Special Agent, United States Coast Guard Intelligence	1980 – 1986

Background

The Iraqi Training and Advisory Mission in Baghdad, Iraq was considered the FBI of Iraq. The organization employed 12,000 people, and Mr. Davis was responsible for 30 advisors. He was the personal advisor to the Deputy Minister and worked to build the agency, develop its intelligence and criminal program, and train and develop officers.

As a Resident Agent for the Drug Enforcement Agency, Mr. Davis managed 50 people. In Baghdad he managed 30 direct reports and was indirectly responsible for another 100 personnel. Congress set the total budget at \$1 billion. Mr. Davis was responsible for \$60 million in contracts. To obtain funding he had to demonstrate to the U.S. military how many units would benefit from the program. His greatest challenge was to build consensus between not just the United States and Iraq but with every representative nation having input. He put out request for proposals, developed contracts, reviewed and awarded contracts, and monitored them until completion. The three most important issues facing his mission in Baghdad, Iraq were:

- Consensus building. Communication, especially listening and making people feel understood was critical to the process. Dealing with Middle Eastern people was unique because religion dictates politics. Muslims who attend different mosques may have differing political views based on the dictates of their imams (religious leaders). Completing programs took compromise and cooperation;
- Identifying, targeting and reviewing the budget. Congress dictated what could be spent, but what portion the Iraqi's would pay always remained in question. If money needed to be spent on intelligence, he had to maintain a budget agreed to by both countries;
- Building continuity and consistency. People rarely stayed in Iraq past 12 months. He stayed more than two years. Iraqi officials who met with him knew they would see the same face each day. A senior employee leaving Iraq was often replaced by someone with no clue about the status of the project he was taking over. For example, he once received a call regarding 300 F250 trucks which arrived and no one knew what they were for. Someone initiated the process for getting these trucks but left before the process finished.

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Interview Comments

Born and raised in Florida, Mr. Davis wanted nothing more than to return to the Keys after being stationed there in the Coast Guard. He simply loved the community. He has served the public sector all his life. However, given his job, he was required to stay in the shadows and was unable to participate in Little League or join the Rotary Club. Upon retirement he was asked to run for County Sheriff. He entered the race four months late, opposing the designated successor to a long time popular sheriff. He walked 100 miles from Key Largo to Key West, stopping at every business and home on both sides of the highway. A newspaper opinion piece suggested that, if not for an independent candidate who took six percent of the votes, Mr. Davis would have won. Mr. Davis does not want to be just any City Manager; he only wants to be the City Manager in Key West.

Praise in public and criticize in private is Mr. Davis' management philosophy. When good results occur, he makes sure his people get the credit. When matters go wrong, he takes the responsibility. He leads by example and holds himself to a higher standard than anyone else. It is best to sit with someone and discuss how to handle a situation rather than simply tell them what to do. When people have input into a decision they usually demonstrate a better attitude when implementing it.

To determine if goals are being met, Mr. Davis reviews initial objectives and compares them against current progress. He measures success based on the satisfaction of his superiors as well as customers. Each area from equipment to funding has its own set of metrics to measure performance. As the City Manager of Key West he would measure his success by the satisfaction of its commissioners and the happiness of its residents.

Mr. Davis' subordinates have said they would follow him anywhere. During his advisory mission in Baghdad his team made up to five dangerous runs a week, resulting in over 1,000 runs in three years. No member of his team was ever hurt or killed. Mr. Davis' superiors would say he is a consensus builder. He gets the job done and uses every possible means to achieve success. He exploits every avenue likely to help accomplish an objective.

Strong leadership, reliable management, and the ability to read people have kept Mr. Davis alive for 30 years in law enforcement and his service in Iraq. He adapts quickly and has succeeded in everything he attempted because he comprehends the details of each situation he faces. Without trying to sound pompous, he has never known failure. A critical aspect of success is remembering what is important. Proper management involves doing things right, and leadership is choosing the right thing.

In terms of weakness, Mr. Davis is too honest. When asked his opinion he will always provide it honestly, without mincing words. He is never rude but does not believe in softening the truth.

Mr. Davis' final year served in Iraq was his greatest achievement. In 8 months he implemented a program that multiple United States agencies had tried to implement for several years. The

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details are confidential, but the entire country of Iraq is a safer place because of that work. In general terms the project consisted of intercepting communications through legally conducting both cellular and hard-line telephone taps. 99 percent of terrorists communicate through electronic means so the execution of this project was critical to fighting terrorism and organized crime. The most difficult part was convincing the U.S. military which was not familiar with proper law enforcement methods. The Department of State was worried that communications interception would be abused, but he assured them of the safeguards were in place to keep that from happening. A proud moment for Mr. Davis was briefing a commanding four star general and an ambassador for U.S. forces.

When Mr. Davis was a young agent he was exceptional at what he did. He spent almost 9 months undercover and was the number one operative in Southern California. He went to sea as an undercover boat captain and seized 4.5 tons of cocaine. He was responsible for the largest wiretap operation in the history of San Diego. His greatest mistake was listening to superiors who had advised him to keep going and ignore his kids. When he became a boss he made sure none of his agents were too busy to spend time with their families. As he matured, he realized that he had allowed others to take advantage of him. He earned awards and bonuses for his superiors. Every time he conducted a big bust, they looked better. At the time he might have benefited from someone looking out for him and reminding him what is really important. Now he is sure to be that person for his subordinates.

When asked, Mr. Davis noted that no one enjoys firing people, but sometimes firings are unavoidable. He had to fire a friend in the Drug Enforcement Agency. Her ex-husband had been apprehended attempting to cross the border with illegal substances. It became evident that they were living together and were not divorced, a circumstance which violated her security clearance. In Baghdad he had been assigned a translator who did not adhere to the rules for reporting and upholding the safety of the team. After the third complaint he contacted the company and sent the translator back with documentation outlining the problems.

Every aspect of Mr. Davis' career has been in the public sector. As a supervisor for a narcotics task force or the agent in charge of the biggest port of entry in the world, he has been serving the people. He is excited about the prospect of becoming a significant part of the community he adores. He does not want to be a City Manager if the position is not in Key West. He has spent months talking to community leaders, City Commissioners, and heads of civic groups to discern what they want in the next manager. He wanted to balance what they were hoping for against his capabilities. Much of his success has come from knowing what is expected before taking a job. He has even attended the last few City Council meetings.

Mr. Davis feels the primary issues and challenges facing Key West's next City Manager are:

- Key West is multi-cultural with diverse interests. Balancing the differing desires of environmentalists, gay citizens, tourist dependent businesses, Conchs, and the retired is a challenge because each group views its desires as most significant;
- Pleasing and keeping six commissioners and the mayor happy;

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- Commissioners are elected by district. The City Manager must help them fulfill their promises to constituents. Fortunately the City Manager does not set policy but carries it out. Helping citizens understand all sides of an issue and the effect it will have on the city will be important;
- Conducting 180 days of due diligence to determine if the new city hall location is cost effective;
- The waterfront project needs to become a higher priority;
- A need for increased communications from the City Manager's office;
- Public transportation costs \$6.80 per person per ride while passengers are only paying \$2.40. Huge buses provide transport and operate in areas where it is difficult to drive a pickup truck. More effective transportation at a lower cost will be a goal. (A citizen wrote into the paper stating they could pay him \$4.40 to stay home);
- Decades have passed since a catastrophic hurricane. Wilma caused flooding but not catastrophic damages. Evaluating whether the \$60 million in reserves is sufficient will be important;
- The main thoroughfare into Key West will be under construction. This project will affect tourism as well as emergency services; and
- Across the board the City staff could benefit from continuity of management and leadership. When one explores the City website each department looks different – an indication of a lack of cohesiveness.

If chosen as the next Key West City Manager, in his first six months Mr. Davis would:

- Arrive on the Monday morning after being hired prepared to plunge into a review of the budget. As June is budget month, it will be critical for the incoming manager to work with the current city manager and assistant manager to obtain as much insight into the budget as possible. Starting after July would be like asking someone to work on a car with no knowledge of how it was built. He prefers not to take over a budget developed by someone else with no idea about how and why each item was arrived at;
- Become deeply involved and spend time with the head of each unit to better understand their experience, knowledge, and why they do what they do;
- Identify staff strengths and weaknesses, how he can help them and they can help him;
- Since management appears top heavy, determine whether two Assistant City Managers are really necessary; and
- Begin examining public transportation and seek out a long term solution with more viable means of financing the operations with less cost to taxpayers.

Mr. Davis gets along well with the media. When he ran for sheriff, despite not being favored, the editorial staff of every newspaper in the County endorsed him. He always makes an effort to send an email commending journalists for a job well done.

Kenneth Davis

In his leisure time Mr. Davis enjoys golf, fishing, and diving. Since making the decision to not return to Iraq, he is enjoying spending time with family and friends, and loves seeing his grandson. For the past few months he has spent his time studying the City of Key West.

Words or phrases Mr. Davis uses to describe himself:

- As the boss, his job is to remove obstacles not become one,
- Does not let personal feelings get in the way of making professional decisions,
- Energetic,
- Responsible,
- Passionate, and
- Humorous.

Reason for Leaving Current Position:

During his nearly three year tour in Iraq Mr. Davis returned home every three months and tried to accomplish everything he could in his short trips before leaving again. When he was home for six weeks he realized he was not comfortable and wanted to go back to Baghdad. When a war zone became more comfortable than home, he decided to turn down the lucrative position offered by the Department of State. Staying home has been the best decision he ever made.

Most Recent Salary:

\$ 120,000 base, plus overtime and danger pay totaling \$280,000.

Interviewer's Impressions:

Knowledgeable about the issues facing Key West and clearly loves his community. Dedicated and understands leadership. A consensus builder with a very pleasant personality – articulate and nicely balances professionalism and humor.

Interviewed by: Trissa White
Colin Baenziger & Associates

Candidate Response to Requested Questions

Kenneth B. Davis

Answers to “Questions for the Candidates

- 1. Describe your experience in finance, budgeting, cost control, infrastructure and maintaining an efficient organization. As part of your answer, describe the approach you would take to evaluating our organization to insure it is operating as efficiently and effectively as possible.**

I have received extensive education and training in financial investigations, auditing and related law. As a federal agent my knowledge of financial law and banking were demonstrated by my identifying, tracking and seizing over \$50M in monies and assets in seven different nations.

As the Agent in Charge of San Ysidro Ca, the world’s busiest port of entry, I developed and managed the annual multimillion dollar budget for the building, staff, office and operations. This required identifying fund sites of various federal, state and local sources with interest in the safety and security of border operations. To maintain bursary for special operations and investigations required full knowledge and understanding of the regulations, rules and laws associated each fund and strict adherence to their individual accountability measures. By developing a thorough comprehension of the requirements and consistently meeting their demands I was able to increase operational funding for critical enforcement programs leading to 25% increase in measurable statistics.

An audit of operations of the San Ysidro Office by the Office of Inspections resulted in my being recognized for outstanding performance and an appointment to the Office of Inspections team in Wash. D.C.

The responsibilities of the Department of Justice, Drug Enforcement Administration (DEA), Office of Inspections are to conduct internal audits within every office of the DEA worldwide. For three years I was charged with reviewing the operations, budgets, expenditures, accountability, inventory, leadership and management of some of the finest (and worst) leaders and managers the U.S. Government offers. Completion of the audit required detailed reports documenting issues and any deficiencies with recommendations for correction. These audits resulted in some leaders being recognized and rewarded and others being removed or possibly prosecuted. During my tenure with Inspections I was chosen to lead the audit and examination of D.E.A’s Financial Operations Section responsible for \$650M annually.

My knowledge of contracts, budgets and infrastructure were critical in advising the Deputy Minister of Interior of Iraq. As Director of the mission I was the primary Advisor for long term budget development of a 12k man agency and personally led the budgeting for over \$50M in U.S. programs reviewed by the OIG and examined by Congress. This included drafting the contracts, reviewing RFPs and execution oversight.

The Office of Inspections required each DEA field office to conduct internal audits annually, wherein management from one office would conduct a review of other departments or offices. These internal audits allowed management to identify issues before they became problematic throughout their division of country. They also provided

Answers to “Questions for the Candidates

managers with insight into the operations of other units and developed interpersonal relationships with managers and directors who would not normally interact. This program maintains efficiency in an organization but is seldom instituted by state or local governments. It alleviates or quickly identifies issues such as missing i-pads, phones, fraudulent expenditures for services not, management issues and accountability. As City Manager I will develop and establish one suited for Key West.

2. Describe your experience with sustainable communities and a tourism based economy.

Born and raised in Florida; eighteen years working in Southern California and attending college; thirty two years traveling and working throughout the world has afforded me insurmountable experience in visiting and comparing tourist based economies.

One cannot travel without immediately comparing your home resort to that of another state or nation. As an island Key West tourist appeal is stable and can only be impacted by weather (hurricane) or destruction of the environment (oil spill). During the recession revenues dipped, but the idea of an island paradise in their own backyard continued to appeal to many Americans and foreign visitors seeking a safer vacation site.

Negatives that impact tourism are crime and lack of maintenance or facilities. Key West crime is down and the police are tourist friendly with an excellent reputation. However, a lack of public facilities and cleanliness need to be addressed.

The environment and ecology are what makes Key West appealing and becoming a sustainable community assures our maintaining the foundation of area tourism. Nationally, Key West is more aggressive than most of the nation’s cities. The creation of the Sustainability Advisory Board is a critical step to commitment. Working with the group and adopting its recommendations will reinforce our pledge.

One of the most important lessons I have learned in my travels is visitors/tourist will show no more respect to the environment and ecology than do the residents. This makes our efforts to educate and engage the community an essential piece of our future.

3. Significant weather events occur from time to time in Key West. Describe your experience preparing for and dealing with the aftermath of storm events and /or natural disasters.

I have 35 years with military and U.S. Government coordinating with various federal, state and local agencies to plan and manage preparation and training for worst case

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Answers to “Questions for the Candidates

scenarios either hurricane, earthquake (18 years in Calif.) acts of terrorism or political upheaval.

In California the critical concern was earthquakes of severe magnitude. As a Supervisor and Agent in Charge I was charged with developing disaster and recovery plans with a variety of scenarios from minimal to maximum devastation.

This called for extensive planning taking into consideration the time and day of the crisis, whether the office was impacted and habitable or if at night or on a weekend what personnel were affected. In relation to the office we identified alternate sites from which to operate and establish communications for personnel accountability. Essential to planning were the following: Established chain of command with other agencies. Identify personnel with specialized knowledge and training, i.e. EMT's. Created and provide assist teams and equipment as required. Provide security for buildings and recover critical documents, evidence and equipment. Identify viable means of transportation and provide alternate transportation for recovery and or evacuation.

As the Agent in Charge of the Florida Keys I sat on the board to outline preparations for a mass Cuban exodus. This board took into consideration the short and long term impact of Cuba opening and remaining open, how it would impact operations, South Florida, Federal agencies and their operations.

When I returned to the Keys as Agent in Charge evacuations were called for eight times in the first year and a half. I used much of the training I received in California to establish policies for our offices in the Keys. The issue with planning evacuation and recovery is the unknown path. In the Keys many people have evacuated to the north and found themselves sitting in the path of the hurricane when it changes course.

Proper planning for communication and travel are vital. We secured safe sites for our vehicles in the Keys and planned for alternate means to return and operate taking into consideration the loss of roads and or bridges. Primary means of communication were established with backup means provided. Housing and means of support, power, fuel, food, water etc. were identified for long term sustainment. Ironically, when Katrina impacted Miami it was the Keys office that supported the Miami office.

The ICMS is critical to Key West and any recovery from hurricane devastation. I am familiar with its operations and look forward to completing the formal training.

Critical incidents in which I have managed and operated:

Marinel boatlift –USCG Islamorada-Duty Officer

911-On duty in Manhattan and Wash D.C.

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Answers to “Questions for the Candidates

2001-2004 repeatedly flown to shooting scenes or critical incidents for the Dept of Justice DEA to investigate and coordinate with multiple agencies.

Baghdad, Iraq- numerous bombings, mortar attacks and other assorted acts of terrorism

4. Describe your experience building effective teams, facilitating consensus, and bargaining with unions.

Effective team building through leadership is critical to the success of any business. With twenty years of management and leadership I have successfully developed the skills critical to effective team building and creating consensus.

- 1) Lead by example; credit and praise go to those who make it happen, blame stops at the top; praise in public, criticize in private, never belittle anyone.
- 2) Create “buy in” by working with your staff and employees to adopt the methods you know are successful and make it their idea. Then, let them take pride in their achievements.
- 3) Hold everyone responsible for their work, good and bad; most importantly yourself.
- 4) Reward and praise those who are self motivated and work well with minimum supervision.
- 5) Focus on developing the employee who is unmotivated with a poor attitude. But recognize that sometimes there is no cure but termination.
- 6) In a time of crisis be calm, confident and responsible. This is when you need to demonstrate your leadership the most. They will react as you react.
- 7) Leadership is doing the right thing. Management is doing things right. Strive for doing the right thing...right.
- 8) Above all else, use common sense.

Throughout my career with the government I led units with multiple agency involvement. I met outstanding success with each assignment by setting the example of work ethic and helping each person define and seek professional goals. To help them attain their objectives I met with the head of each of their agencies to identify the requirements for them to reach their goal i.e. promotion, special training, awards, transfers etc. I worked diligently with each agency to establish an accord on direction for success of the mission and to assure their personnel would be recognized when objectives were reached. (In a seven year period I received six awards for outstanding management and leadership.)

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Answers to “Questions for the Candidates

I used these same leadership and management skills in Baghdad where I established a team with the most continuity of any advisory mission in Iraq. The knowledge and experience level we maintained allowed us to conduct hundreds of movements through the “Red Zone” of Baghdad without injury or loss of life. All members of my team went home in original condition.

Critical to the Advisor mission was the implementation of intelligence programs for fighting terrorism and organized crime. This accomplishment required building a consensus among the five different Iraqi intelligence agencies, the U.S. intelligence community and the military forces in Iraq. Through diligent efforts led by myself an accord was reached in which all Iraqi intelligence agencies would share the intelligence data bases and information. This was an achievement sought by my predecessors for years but to no avail. (I was awarded the Joint Civilian Service Commendation Medal and the Civilian Global War on Terrorism Medal.)

Note: I have had an outstanding career successfully building consensus between multiple agencies, attorneys, religious sects, nations, businesses, criminals and terrorist. I welcome the challenge of negotiating with unions.

5. Key West prides itself on its diversity and its accepting attitude toward all groups. Describe your experience in encouraging diversity within your organization and working with diverse community groups. What role do you intend to play in the Key West community?

I have lived throughout the world and have the freedom and means to reside anywhere I so desire. I chose the Keys and Key West. The diverse background and groups create a unique society special to Key West. As someone who has traveled internationally I have found enjoyment in learning about different cultures, societies, religions and the social mores that accompany each.

During my career my responsibility as a leader and supervisor was to create successful teams with persons from varying stations in society, sexes, religions, races and nationalities. As humans we tend to fear or dislike that which we do not know or understand. I encourage everyone to speak openly about their lives and beliefs and for each person to learn from the other. During one holiday period each person in the office gave a presentation about how their race, religion or nation celebrated. We learned about Kwanzaa, Chanukah and the beginnings of celebrated Christmas. Acceptance of others and respect for their beliefs are essential to working harmoniously and being part of a team. I take great pride in the fact that in 32 years of working with various governments never was a sexual harassment or EEO complaint filed against anyone under my supervision or myself.

My tour in Iraq presented the opportunity to learn firsthand of the Muslim religion, its varying sects and the Arab culture. From a professional standpoint it was enlightening and provided further insight into the beliefs and motivation of terrorist but also the similarities of Arab and Western cultures. Understanding the Arab culture was only part of the cultural benefit of

Answers to “Questions for the Candidates

working in the Middle East. My quarters were in the “Green Zone “of Baghdad where nations from all over the world resided. I lived and worked daily with persons from seven different countries and enjoyed the cultural exchange and information from living in a multinational environment. I related my experiences in stories written by me and published in a local Keys paper.

To some candidates for this position the requirement to live in Key West is a hindrance or deterrent. To me, it’s a dream. It will afford me the opportunity to participate in more community events and make myself available to the citizens of Key West, to listen to their concerns their desires and hopes for the city, and to gain new ideas. I will be the most visible and approachable City Manager the island has ever known.

6. From your research and knowledge of Key West, what do you believe are the four biggest challenges facing the community in the next four years? Have you faced similar challenges your prior employment experience, and how might they assist you in developing strategies to successful respond to those challenges?

I. Roosevelt Blvd construction and decreasing traffic congestion.

Construction will create delays and congestion for 26 months.. I have met with leaders from Fire and Police to discuss their views and concerns. They have planned for this event and are taking the necessary steps to lessen impact on emergency services, but will need support.

Traffic congestion in Key West can be lessened by purchasing the \$60k timing for traffic lights recommended in the \$350K study paid for by the city. This is a viable short term answer; however the more pressing issue is decreasing the congestion causing escalated wear on our streets and impacting the environment.

II. Completion of projects-Glynn Archer, Trueman Waterfront. COTS

The public is frustrated with the slow pace associated with the Trueman Waterfront. Through a referendum which passed by 70% they showed their support for the Glynn Archer and want to see responsible movement forward. COTs has created a law suit which must be addressed not only for legal reasons but to reflect the cities concern and involvement with the issue of the homeless. I look forward to working on the time line associated with its move to city property.

III. Reassessing Transit Programs

The ten year Transit Development Plan is well written and identifies areas of concern. However, large buses currently used for public transportation are adding to the congestion, bad for the environment and costly. We need to begin researching alternatives that assimilate into the community, our life style and needs. A study of methods and vehicles used by similar communities is needed.

Answers to “Questions for the Candidates

IV. Economic Diversity

Three alternatives on which to build economically are:

- a) Continue to enhance Key West as a center for the arts, not just as a show place, but for development as well.
- b) Identify Key West as a city from which to telecommute and reside in today, not when you retire. Millions of businessmen and women are telecommuting from home thousands of miles from their corporate office. These are people who can afford to live in Key West, support the arts and have minimal impact on our environment.
- c) Help to increase enrollment at the Florida Keys Community College. As we look toward the future the development of FKCC as a possible four year state college should be a goal. This has multiple positive effects; increased student body with dorms provides a competent workforce with housing, parents traveling to Key West to visit their children in college, economic growth with minimal environmental impact.

Throughout my career I have excelled by first assessing the goals and requirements of the position or assignment I was asked to assume. For the past three months I have met with city leaders, politicians, community activists and businessmen to discern what they want in their next City Manager and the characteristics he/she should bear. It is clear that the problem solving and consensus building abilities I developed through prior employment and service will be critical to developing strategies for success in Key West and respond to the challenges outlined.

- 7. Assume for the moment that you are the City Manager of Key West and you are doing next year’s budget. Your preliminary numbers project a significant budget deficit. What departments would you look at in terms of cutting expenses? Would you consider layoffs and benefit reductions?**

This is a situation best rectified by reflecting on the budgets for the previous five years. Key West cut over 50 positions through attrition, not layoffs and maintained services. This is a much healthier method of reducing costs.

Layoffs produce poor morale, mistrust within the ranks of city employees and create concern of “whose next”. Employees begin seeking new jobs and will leave if one becomes available. Recruiting becomes difficult, training and replacement cost money. Additional cost savings would be recognized through the reduction in benefits for fewer employees. Limiting overtime would reduce expenses while maintaining positions and benefits. Employees who know their

Kenneth B. Davis

Answers to “Questions for the Candidates

employer will look after them and take care of them, will put forth the extra effort to take care of the employer.

Rather than cutting expenses I would look at a ceiling for reserves. With \$67M Key West is in excellent position to reduce the amount set aside for reserves. Another possible reduction could be early retirement for those on the cusp. With Key West’s General Employee’s Pension Plan 110% funded and receiving an “A” rating, early retirement for some personnel may be appropriate.

The recent recession required the City Manager to demonstrate great fiscal restraint and demonstrate outstanding stewardship of the citizen’s monies. As we emerge from this period the financial conservatism shown for the past five years should be continued.

Background Checks

**Background Check Summary for
KENNETH B. DAVIS**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Monroe County, FL	No Records Found
District of Columbia	No Records Found
State	
Florida	No Records Found
District of Columbia	No Records Found
California	No Records Found

Civil Records Checks:

County	
Monroe County, FL	No Records Found
District of Columbia	No Records Found
State	
Florida	No Records Found
District of Columbia	No Records Found
California	No Records Found

Motor Vehicle

Florida	No Records Found
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Credit

Very Good

Bankruptcy

No Records Found

Education

Confirmed

Employment

Confirmed

Background Check Summary for KENNETH B. DAVIS

Personal Information Questionnaire

Name of Applicant: **Kenneth B. Davis**

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes No
2. Have you even been involved in a domestic abuse incident that resulted in you being arrested or that was covered by the media?
Yes No
3. Have you ever declared bankruptcy?
Yes No
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes No
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes No
6. Have you ever been convicted of driving while intoxicated?
Yes No
7. Have you ever sued a current or former employer?
Yes No
8. Do you have a personal My Space, Face Book or other type of Web Page?
Yes No
9. Do you have a personal Twitter Account?
Yes No
10. Is there anything else in your background that might cause a reasonable person concern if he/she became aware of it through the press or any other mechanism?
Yes No

Attested to: _____


Signature of Applicant

Please email this form via WORD or PDF DOCUMENT to kknutson@cb-asso.com or via fax to (888) 539-6531 no later than 9:00 AM 04/23/2012.
(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

Property of Colin Baenziger & Associates

Reference Notes

Kenneth “Ken” Davis Reference Notes

Michael Braun – DEA Assistant Administrator/Chief of Operations (Retired), Managing Partner, Spectre Group International, LLC 571-257-5200

Mr. Braun has known Mr. Davis since 1996. Mr. Davis was not a direct report to Mr. Braun. However, Mr. Braun provided oversight for all DEA operations and offices as former Assistant Administrator of the Drug Enforcement Administration, Chief of Operations, and a Special Agent in Charge. Mr. Davis first worked closely with Mr. Braun while conducting a shooting investigation for DEA Detroit. Agents had been wounded and two suspects were killed. Since Mr. Braun’s appointment as Managing Partner of Spectre they have collaborated on international projects.

Mr. Davis was well known and had a respected reputation within the DEA. He worked with the Office of Inspections directing operation compliance and due diligence. His work ethic was outstanding. He is reliable and trustworthy. Attention to detail and interpersonal skills are among his greatest strengths. Although no one is perfect Mr. Braun is not aware of any areas where Mr. Davis could improve.

Mr. Davis routinely dealt with the public under tough conditions. He maintained a good balance of keeping people happy while getting his job done. His assignments often required him to develop and nurture interagency teams. He dealt well with public officials in countless areas.

His experiences in supervisory positions have prepared Mr. Davis for handling long term, complicated initiatives which require patience, diligence, and finesse. He has collaborated with different law enforcement agencies as well as the Department of Defense. He has a great deal of experience at both the local and state level.

Mr. Davis led many local and state taskforces. He worked with chiefs and sheriffs to select the right people for his team. He is an exceptional leader. He is forward thinking and innovative. He approaches issues in a manner that takes into account the interests and knowledge of all stakeholders.

Mr. Davis is an experienced leader who deals well with people. He is a strong candidate for a City Manager position.

Words or phrases used to describe Mr. Davis:

- Hardworking,
- Projects professional image,
- Works across agency lines,
- Reaches common goals and objectives,
- Star reputation, and
- Proven track record.

Strengths: Attention to detail and interpersonal skills.

Kenneth “Ken” Davis Reference Notes

Weaknesses: None identified.

A.D. Wright – Special Agent in Charge, Drug Enforcement Administration, FL 305-796-8039

Mr. Davis worked for Mr. Wright during his tenure in the Florida Keys from 2004 to 2008. He always achieved outstanding ratings in every area of professional performance.

Mr. Davis worked the upper Keys and dealt successfully with many challenging elements. He effectively brought everyone together helped them work cohesively. He always walked carefully along political lines, aware that everyone always tries to protect their own territory. His greatest asset is his ability to be diplomatic.

While working with another Federal agency a dispute arose that had potential to escalate quickly. Mr. Davis assessed the situation and managed to get everyone involved to put their differences aside and work together. The investigation was successful thanks to Mr. Davis’ people skills.

Members of the public appreciate Mr. Davis, and his experience dealing with the public is vast. He frequently met with people in the communities where he worked. He always made very good speeches or gave excellent presentations.

Mr. Davis told his employees that he was not there to be an obstacle but rather to help remove any obstacles. Mr. Wright learned a great deal from him. He is a great manager who made excellent decisions. He is innovative and thinks beyond the solutions which have always been tried.

Government can be slow to make decisions and at times, and this can be frustrating. Mr. Davis clearly understood that some decisions were above his pay grade. He always communicated with his troops to help them better understand why they had to be patient.

When a job opening became available Mr. Davis recommended his top three choices to Mr. Wright. Mr. Davis consistently did such a great job of evaluating the candidates and doing research that Mr. Wright always agreed with his first choice. He had a gift for recommending terrific people.

Mr. Wright highly recommends Mr. Davis. He has traits which lend themselves perfectly to a City Manager. He is a strong leader, and Mr. Wright has always been proud of him.

Words or phrases used to describe Mr. Davis:

- Innovative,
- Thinks outside the box,
- Willing to take chances,
- Go getter,

Kenneth “Ken” Davis Reference Notes

- Diplomatic, and
- Supports his staff.

Strengths: Diplomacy and consensus building.

Weaknesses: None identified.

Michael Milner – Senior Special Agent, U.S. Army Criminal Investigations Division, Washington D.C. 571-762-6095

Mr. Milner was Mr. Davis’ supervisor in Baghdad Iraq in from 2009 to 2010 and his predecessor as Director of the Advisory mission. Mr. Davis was a senior contractor and eventually converted his working career to civil service.

Mr. Davis was one of Mr. Milner’s top performers. He served in an advisory role and was responsible for developing relations with Iraqi counterparts. He helped develop multimillion dollar law enforcement and criminal investigation organizations. His performance evaluations were consistently outstanding. Mr. Milner relied heavily on his expertise and advice.

If he is given latitude Mr. Davis will find a way to get his job done. He dedicates himself to his mission and does not require micromanaging. He willingly supports his team and peers, and makes certain that the needs of others are taken care of.

The political environment in Iraq is harsher than anything one would find in local government stateside. Mr. Davis has performed exceptionally well in the toughest political government imaginable. Mr. Milner has great confidence in him.

Mr. Davis has experience dealing with the public from his previous law enforcement career. He successfully dealt with the public in the war torn country of Iraq and did a fantastic job of meeting the needs of the people.

One of the biggest projects Mr. Davis was assigned involved equipping a crime team. This team did not have the capabilities normally taken for granted in the United States. He identified their requirements and satisfied all their needs. He followed the assignment from attention to financial detail to complex international contracts. He did not allow anything to slip through the cracks. As a forward thinker he conducted training on all equipment so it could be used after they left.

Mr. Davis diligently pushes matters forward diplomatically. For example, a crime scene contract took months to begin. The turnover of Iraqi personnel slowed the process considerably because each new person had different ideas. Mr. Davis stayed focused and never once lost his patience.

Mr. Davis is the type of person who quickly reads any challenging situation, figures out what is happening, then develops an immediate strategy focused on both long and short term solutions. He will be an excellent City Manager.

Kenneth “Ken” Davis Reference Notes

Words or phrases used to describe Mr. Davis:

- Professional,
- Dedicated,
- Passionate,
- Driven,
- Experienced, and
- Intelligent.

Strengths: Dedication to his objectives, always finds a way to get the job done.

Weaknesses: None identified.

John Subic – Special Agent, Florida Department of Law Enforcement 305-849-2577

Mr. Subic worked with and for Mr. Davis when he was Agent in Charge of the Florida Keys Drug Enforcement Administration. Mr. Subic was a State Police Officer assigned to the DEA in 2004.

When they first met Mr. Subic was riding in a government vehicle with Mr. Davis and saw a pair of very nice binoculars. He jokingly asked if he could have them. Mr. Davis said no, but told Mr. Subic could have them when he left. Four years later Mr. Subic walked into his own office and saw that very pair of binoculars. He tried giving them back but, as a man of his word, Mr. Davis would not take them.

Mr. Davis is above reproach in every area. He is one of the most honest people Mr. Subic has ever met. He is a task master but would not ask anyone to do something he would not do himself. He is an extremely hard worker. His expectations are clear, and people who do not like to work will most likely not appreciate his management style.

Among Mr. Davis’ greatest strengths are his people skills. He talks comfortably with everyone and can find common ground with anyone from a cocaine addict to the President. He is extremely well organized. If he has a goal, he will not let pride get in the way of asking others to lend him their expertise. You will never know when Mr. Davis has lost his patience. He might be four hours into a meeting and longing for its conclusion but, nevertheless, he will remain professional and focused.

Mr. Davis led small task forces while conducting long term complex drug investigations. He could be told about a problem by a citizen or his superiors, and he would solve it. He gathered resources and put together excellent teams. He frequently met with police chiefs and sheriffs to ask for help.

While Mr. Davis was in Iraq there was one issue related to homestead exemption, but Mr. Subic is not aware of the details.

Kenneth “Ken” Davis Reference Notes

His experiences have prepared Mr. Davis to be an outstanding City Manager. He served in the Coast Guard, worked in large and small cities, and has traveled the world. He easily fits in with everyone and adores the Keys.

Words or phrases used to describe Mr. Davis:

- Loyalty,
- Honesty,
- Compassion,
- Caring,
- Knowledgeable, and
- Great attitude.

Strengths: Organized, great people skills, and works well with everyone.

Weaknesses: None identified.

Nader Ibrahim – C.P.A., Foreign Cultural Advisor/Linguist 678-308-7108

Mr. Ibrahim is a certified public accountant who worked in Iraq as the cultural advisor and linguist to Mr. Davis in 2010 when Mr. Davis was the team leader in charge of intelligence. He was present during hundreds of meetings with Iraqi government officials.

Mr. Davis is energetic and maintained a good balance of working with and taking care of his people. He is an extremely hard and diligent worker. He spent countless hours going beyond what was expected of him. He is innovative, always reading and updating technologies and processes.

Patience, persistence, and enthusiasm for his job are among Mr. Davis’ greatest strengths. He works well with the public. Interactive and funny, he likes taking care of people and they sense that.

Mr. Davis is most definitely a problem solver. In Iraq one unit ran out of vehicles parts, so they called Mr. Davis. He assisted them not only with the gap in vehicle parts but he also put together a plan so they would not run out in the future. He briefed everyone and executed the objective.

Mr. Davis worked with top U.S. Army Commanders and ambassadors, spending endless hours in discussions. He never gives up. Responding to the differing agendas of diverse elected officials would not be a problem for him.

Mr. Ibrahim learned a great deal from Mr. Davis. He will follow Mr. Davis’ example as he progresses in his own career. There is nothing that could be said to tarnish Mr. Davis’ reputation. Everyone speaks very highly of him. He will make an outstanding City Manager.

Kenneth “Ken” Davis Reference Notes

Words or phrases used to describe Mr. Davis:

- Best person Mr. Ibrahim has ever worked for,
- Leader,
- Energetic,
- Patient,
- Funny, and
- Problem solver.

Strengths: Patience, persistence, and enthusiasm for his job.

Weaknesses: None identified.

John Dick – Monroe County School Board Member, FL 305-395-0657

Mr. Dick is an elected official who has known Mr. Davis through political circles since 2008. Mr. Davis is a good man.

Mr. Davis is capable. He is easy going but firm when he interacts in political forums. He never bullies anyone but clearly knows what he is doing and has confidence. He is an exceptional judge of character. He is sharp. Getting something by him without being discovered would be difficult.

Mr. Davis served in a war zone and demonstrated his ability to solve problems. Mr. Dick does not know the specifics but believes the issues went far beyond the problems he might face in local government.

Mr. Davis is innovative and not afraid to try new strategies. He has been featured on a television show that portrayed the undercover operations of the Drug Enforcement Administration.

Mr. Davis ran for a sheriff’s position and lost by a narrow margin. He demonstrated class when he lost, and his tact and diplomacy impressed many people. His background was thoroughly investigated by the media, and no negative stories of interest were found.

Mr. Dick would hire Mr. Davis as City Manager. With his experience and character he will do an excellent job as a City Manager.

Words or phrases used to describe Mr. Davis:

- Professional,
- Experienced,
- Likeable,
- Capable,
- Politically savvy, and
- Easy going.

Kenneth “Ken” Davis Reference Notes

Strengths: Sharp, no one can sneak anything by him.

Weaknesses: None identified.

Colonel Rick Ramsay – Undersheriff, Monroe County Sheriff’s Office, FL 305-481-8036

Mr. Ramsay has known Mr. Davis since approximately 2000. At that time Mr. Ramsay was a detective. Mr. Davis arrived in the Keys as DEA Agent in Charge. They worked cases together.

Mr. Davis is hardworking, outgoing, and well liked. He worked in narcotics enforcement and led by example. He worked the line with his troops. Whenever Mr. Ramsay put together a taskforce he always chose to work with Mr. Davis. He is ethical, well spoken, and a sharp dresser.

Leadership is Mr. Davis’ greatest strength. He leads his troops and performs with them. He is extremely ethical. He is a well rounded impressive individual.

Mr. Davis interacts well with the public. He attends community events and gets involved whenever he possibly can.

An example of Mr. Davis’ ability to lead a team in solving a problem occurred during a top secret, large scale drug trafficking mission. He was responsible for leading a large staff of officers recruited from other agencies. During the missions and raids no doubts arose about who was in charge. He provided solid direction and performed flawlessly under significant stress and pressure.

As a manager in the DEA, Mr. Davis dealt with sensitive information and sat through long meetings in Washington D.C. He will work well with elected officials, especially during public meetings.

Mr. Ramsay is only aware of one controversial issue which arose between Mr. Davis and his ex-wife regarding homestead exemption.

Mr. Davis is open minded and willing to listen to suggestions. His skill set is diversified, and innovative. Mr. Ramsay highly recommends him as a City Manager.

Words or phrases used to describe Mr. Davis:

- Hardworking,
- Outgoing,
- Ethical,
- Well liked,
- Leader, and
- Impressive character.

Strengths: Hardworking, leads by example, outgoing, and likeable character.

Weaknesses: None identified.

Kenneth “Ken” Davis Reference Notes

Kevin Harrison – U.S. Marshall, Middle District of Louisiana 225-389-0364

Mr. Harrison and Mr. Davis endured DEA Basic Agent Training together in 1986. They worked on numerous investigations and served together within the Office of Inspections. They have maintained a friendship throughout the years.

Mr. Davis is a good person and a good friend. He is easy to get along with and people naturally like him. He is a great leader and strong overall individual. He has experience dealing with the public and is very good at communicating with a wide range of people.

During a massive drug trafficking case Mr. Davis led a large team with many fluid sections. Mr. Davis was Mr. Harrison’s point of contact for Carlsbad, California. He navigated flawlessly toward the apprehension of several individuals and a huge drug seizure. He also demonstrated leadership when he was in Washington D.C., leading teams of inspectors investigating issues within the DEA. He has been a very successful lead person in many different and difficult situations.

Mr. Davis communicates well in meetings, and via telephone and email. He is also very text savvy. He is innovative and comfortable with new technology.

Mr. Davis understands the constraints of the government decision making process both for when he needs to be patient and when he needs to act quickly. He will do a good job working with elected officials. He is respectful of the policy makers’ position and will carry out any objective he is given.

Mr. Davis surrounds himself with good people. The Federal government does not offer many hiring choices; however, when given the freedom to select individuals for a team, his judgment on personnel was impeccable.

Now that Mr. Harrison is a U.S. Marshall he attempts to hire people just like Mr. Davis. He would like to hire him, and highly recommends him as a City Manager.

Words or phrases used to describe Mr. Davis:

- Loyal,
- Trustworthy,
- Task oriented,
- Patriot,
- Great friend, and
- Hardworking.

Strengths: Gets along with everyone, and strong leadership.

Weaknesses: None identified.

Kenneth “Ken” Davis Reference Notes

Jenny Bell Thompson – Retired Captain, Monroe County Sheriff’s Office, FL 305-433-0431

Ms. Thompson was the commander of the Plantation Sub Station during Mr. Davis’ tenure as Agent in Charge of the Florida Keys. She has known him since 2003.

Mr. Davis is honorable and has considerable integrity. He gets along very well with everyone he works with. He is a team builder. Federal law enforcement agencies are not known to get along with local law enforcement, but Mr. Davis managed to foster successful working relationships.

Mr. Davis is intelligent and has a pleasant personality. Although no one is perfect, he is exceptional in every area. He deals well with the politics of a small town and is very good with the public. He ran a campaign for sheriff and always took the high road, never lowering himself to insults or personnel criticisms of his opponent.

Mr. Davis brings out the best in people. He will not hire for friendship or political reasons. He hires based on qualifications and chooses the person who is the best fit for the job.

Mr. Davis will make a wonderful City Manager. He is a good listener and a strong leader. He is a problem solver with a great deal of experience.

Words or phrases used to describe Mr. Davis:

- Honest,
- Intelligent,
- Personable,
- Good listener,
- Hardworking, and
- Makes things happen.

Strengths: Personality, bringing people together, and intelligence.

Weaknesses: None identified.

Michael Smith – General, U.S. Army, Iraq 404-547-4231

Mr. Smith was Mr. Davis’ military commander in Baghdad Iraq from 2010 – 2011. Based on his leadership and accomplishments, General Smith recommended and presented Mr. Davis with both the Joint Civilian Service Commendation Medal and the Civilian Global War on Terrorism Medal.

Mr. Davis was responsible for leading significant teams overseas with approximately 25 people. Teams were comprised of contractors, military personnel, and civilians. Mr. Davis is among the strongest leaders Mr. Smith has ever worked with. Mr. Smith would hire him again in an instant.

Kenneth “Ken” Davis Reference Notes

Mr. Smith always sought out Mr. Davis’ opinion. He made good decisions then moved forward and executed them. He kept Mr. Smith well informed. He developed the skills and abilities of his subordinates and supported them. He had no weaknesses.

Mr. Davis replaced someone who had been in a military position and accomplished more in two years than had been accomplished in the previous 5 years. He is a team player. Mr. Smith needed information for a three star general who would then provide that information to a four star general. Mr. Smith asked Mr. Davis to construct the situation report in common terms that most people could understand. In 15 minutes he had drafted one paragraph that explained the issues perfectly.

Mr. Davis has a way with people. He establishes and nurtures relationships. He worked well with Iraqi leaders in spite of cultural differences. He was thoughtful and careful when he spoke. He built trust and confidence. Many people only serve for 9 to 12 months; so Mr. Davis was constantly introducing new people and masterfully integrating them into the team. In the military there is a saying: the mission first, the soldier always. Looking out for people comes naturally to Mr. Davis.

Mr. Davis listens and asks smart questions. He seeks solutions and is dependable. Mr. Smith highly recommends hiring him. He is a great person with the skills to run a city and make people feel at ease. Over the years Mr. Smith has met many great men. Mr. Davis is at the top of that list and simply keeps getting better.

Words or phrases used to describe Mr. Davis:

- Dependable,
- Reliable,
- Great leader,
- Integrity,
- Puts others first, and
- Would like to work with him again.

Strengths: Leadership, decision making and advising.

Weaknesses: None identified.

Donald Lee – Chief of Police, Key West, FL 305-809-1111

Mr. Lee has worked with Mr. Davis since his arrival in the Florida Keys as DEA Agent in Charge.

Mr. Lee was on a fishing trip with very poor cellular reception but kept repeating the words ‘highly recommended’. He also emphasized Mr. Davis’ outstanding work ethic.

Prepared by: Trissa White, Colin Baenziger & Associates

Internet Research

Internet Research
Davis, Kenneth

Note: This research will be presented in reverse chronological order

Key West Citizen, The (FL)

December 3, 2011

DEA agent cited in homestead probe

Author: *TIMOTHY O'HARA; Citizen Staff*

A Drug Enforcement Administration agent is being investigated by the Monroe County State Attorney's Office for applying for a homestead exemption on the home of her former husband, who was the head of DEA in the Florida Keys and a former candidate for sheriff.

State Attorney's Office investigators are looking at a form Heidi Langraf filled out for her former husband, **Ken Davis**, who at the time was in Iraq working as a civilian contractor for the Army. Langraf, a highly decorated DEA agent currently working in Virginia, had the authority to sign her husband's name on government documents.

On Feb. 1, 2010, Langraf signed her husband's name on a Monroe County Property Appraiser's application for a homestead exemption on **Davis'** Lower Keys home. The application asks: "Has your homestead property been rented to others?" If an applicant answers yes, he or she must cite the dates on which the home was rented.

Langraf answered no to the question. However, **Davis** had rented out the home for \$3, 000 a month to a family friend from June 2009 to October 2010.

After the county notified him in October 2011 that he was not entitled to a homestead exemption, **Davis** canceled the exemption and paid \$1, 314 in back property taxes and penalties, said Randy Pekarik, a homestead exemption investigator with the Property Appraiser's Office.

While payment of back taxes and penalties resolved the matter with the Property Appraiser's Office, the State Attorney's Office is now reviewing the matter, according to Assistant State Attorney Mark Wilson. Wilson confirmed the investigation, but said he would not divulge details of the case because it is an ongoing investigation. If prosecutors move forward with the case, Langraf could be charged with falsifying a government document in order to obtain a homestead exemption, a first-degree misdemeanor.

Both the Property Appraiser's Office and the State Attorney's Office were alerted to the violation by anonymous complaints in April 2011. Langraf declined to comment Friday. **Davis** said the issue was an oversight, and neither he nor his wife had intentions of "cheating the government or anyone else out of money." **Davis** said state statutes on homestead exemptions are not clear, and in some circumstances contradictory. He said he believes he had a right to the homestead exemption because he had not filed for a homestead exemption anywhere else, because his belonging remained in the home while it was rented, and he returned to the home when his job in Iraq ended. **Davis** said he charged the woman \$3, 000 a month to stay in the house, but never entered into a lease.

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

"It was a simple clerical mistake," he said. "She is the most honest person I know, with the most integrity." Langraf has been with the DEA for 30 years, and has received numerous commendations for her work. Her undercover work has been fodder for books and television shows.

Internet Research
Davis, Kenneth

Note: This research will be presented in reverse chronological order

Reporter, The (Tavernier, FL)

October 17, 2008

**Ken Davis has the experience and new ideas sheriff needs
The Reporter Recommends**

Four candidates are on the ballot to be the next Monroe County sheriff.

Two candidates have impressive decades-long law enforcement careers. One candidate, Sandra Downs, has no police background, but she has done enough research to run a legitimate campaign, while another candidate, Bob Horan is a perennial one-issue candidate - in his case, the legalization of marijuana.

While Downs has studied the issues and offers some substantive reform ideas, we need someone qualified with at least some professional law enforcement experience to lead the sheriff's force over the next four years. And Keys voters are fortunate enough to have two highly qualified candidates: 27-year sheriff's office veteran Capt. Bob Peryam and **Ken Davis**, a 28-year veteran of both the U.S. Coast Guard and the U.S. Drug Enforcement Administration.

This is a tough choice. Both men would make responsible and able stewards of the safety of the Keys citizenry and both are qualified to take over for retiring Sheriff Rick Roth.

Democrat Peryam has worked in almost every division in the sheriff's office up and down the Keys during his long career. He is the current top cop for the city of Marathon, he holds a master's degree in criminal justice, he is a graduate of the FBI National Academy and he has impressive ties within the community, including as an alumni of Leadership Monroe County.

Republican **Ken Davis** has 28 years in federal law enforcement. This includes six years in U.S. Coast Guard intelligence and the rest in the Drug Enforcement Administration. His career took him around the world, including as the agent in charge of the largest DEA office on the California-Mexico border, and three years traveling the nation and world auditing local, state and federal law enforcement operations with the DEA and Department of Justice.

He ended his career as the DEA agent in charge of the Florida Keys, where he established a joint task force comprising members of the DEA, Monroe County Sheriff's Office, the Key West Police Department, Florida Department of Law Enforcement and U.S Immigration and Customs Enforcement.

While Peryam has thorough knowledge of what it takes to operate a law enforcement agency in the Keys, we feel **Davis** does as well, but also brings more to the table. The Keys are changing, and the sheriff's office needs someone with an outside view to make tough, objective choices.

We like **Davis'** idea of creating better relationships with the many state and federal law enforcement agencies that operate in the Keys. We like his stance on tougher jails, with an

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

emphasis on working with area nonprofits to rehabilitate inmates with substance abuse issues, and creating a better alternative than jail for the Keys' homeless. And we think his idea about getting more deputies into neighborhoods to work with the community to catch criminals is the remedy to increased crime trickling in from Miami-Dade County. He also wants to work with Miami-Dade cops to identify criminals who like to operate in the Keys. An important lesson in the post-9/11 world is the need for interagency cooperation and intelligence sharing.

Davis' plan of making sure deputies are in good enough physical condition to meet the challenges of community policing is also an idea whose time has come.

Ken Davis is our choice for the next Monroe County sheriff.

Internet Research
Davis, Kenneth

Note: This research will be presented in reverse chronological order

Key West Citizen, The (FL)

August 6, 2008

Copter an issue in sheriff's race

Author: *ADAM LINHARDT Citizen Staff*

The Republican primary race for Monroe County sheriff has two opponents raising questions about deputy retention and finding ways to cut the budget without compromising a publicly subsidized air ambulance. Retired Drug Enforcement Agency agent **Ken Davis** faces Phil Mandina, a Miami-based attorney with an office in Key West who once served as interim police chief for the west Miami-Dade town of Sweetwater.

Both candidates say they will cut the Sheriff's Office budget, but how they will do that is up in the air until they have a chance to study every expenditure, they said.

Davis wants to give deputies \$500 a month for housing, which ultimately would raise their salaries by \$6,000 a year, which **Davis** said will lure deputies to buy homes in the Florida Keys.

"It makes a huge difference when a deputy lives where they work," **Davis** said. "They are part of the community, and officers who live in the community are better officers. That could ultimately cut a third of the vehicle cost from the budget." **Davis** said such a move would cost the office about \$600, 000 a year, but save upward of \$800, 000.

Mandina said curbing deputy turnover could save the office thousands and increasing pay while dismantling what he called the "old boy network" could help save money, too.

Mandina said the sheriff could cut some unnecessary positions, citing patrol deputies "who don't patrol or make arrests." Mandina cited the Ocean Reef community as an area that needs to cut road deputies in order to save money.

"Ocean Reef is a private community," Mandina said. "I live there and there's 40 people in security and in summertime I bet there aren't 10 residents living there." **Davis** Mandina Trauma Star Outgoing Sheriff Rick Roth has urged the County Commission to save the Trauma Star rescue helicopter program, an issue that now will be in voters' hands.

Davis said Trauma Star should be funded through the Monroe County Emergency Services Division and not the Sheriff's Office.

"It's needed and I think Rick Roth did something that the county commissioners should have done," **Davis** said. "What we need is a responsible alternative if LifeNet leaves.

So Trauma Star needs to stay, but it shouldn't be part of the Sheriff's Office budget." Mandina, on the other hand, sees Trauma Star as a doomed project from the start, citing the current helicopter's maintenance costs.

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

Mandina is in favor of selling the Sikorsky and buying a cheaper model. Mandina also is in favor of cutting Trauma Star medical staff and letting ground rescue crews take over those duties.

Good ol' boys Both candidates said nepotism has hurt the Sheriff's Office.

"Senior deputies are allowed to solicit and accept campaign contributions from junior deputies making half their pay and from companies and individuals contracting with the Sheriff's Office," **Davis** said. "While no one is alleging corruption, the acts themselves give the appearance of impropriety and reflect poor leadership and management.

"Young educated deputies are finding the Sheriff's Office lacks the modern law enforcement professionalism that offers all deputies the same opportunities," **Davis** said.

"Friendship, nepotism and political favors have clogged the upper ranks." Mandina alleged the same.

"If you are not a member of the club, you don't get the promotions nor the pay," Mandina said. "If you make mistakes, you are decidedly treated differently than if you are a 'good ol' boy.' That destroys the morale of the deputies and the respect that the public should have for our deputies and other employees."

CANDIDATES AT A GLANCE

KEN DAVIS Age: 52 Address: Little Torch Key Occupation: Retired agent in charge, Drug Enforcement Administration, Florida Keys Party: Republican Previous political service: None

PHIL MANDINA Age: 71 Address: Miami Lakes Occupation: Attorney Party: Republican Previous political service: None

CANDIDATE PLATFORMS

DAVIS: "Our deputies need to be paid more, but we cannot ask taxpayers to carry the financial burden without first proving we have exhausted all means internally. The sheriff's budget and its fiscal operations must be understood by taxpayers." "The Sheriff's Office automatically receives 20 percent of the citizens' property tax. We need to work together to cut the fat from the budget and find more money to increase salary of employees to become Monroe County homeowners." "Recidivism is through the roof. There are inmates who commit crimes so they can free health and dental while incarcerated, watching cable television and surfing the Internet. We need to take measures to recoup these costs when the inmate is released while working with the courts, probation and social programs to assure that 70 percent of inmates with substance abuse problems and the 15 percent with mental health are working toward rehabilitation." "The Trauma Star program should be kept, but not as part of the sheriff's budget. It is clearly a fire/rescue program and should be administered as such. The Board of County Commissioners has not given this program the opportunity to become financially It provides a critical lifesaving presence for

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

all Keys citizens." "Certain opponents [spread misconceptions] that I am not a local and have no local law enforcement experience. I'm a Florida native and full-time resident of the Keys for more than seven years, the past four as a homeowner and Monroe County taxpayer."

MANDINA: "The budget is certainly large enough to take care of the items necessary, but it is not structured properly. For example, you have 20 people at the top taking home close \$3 million with their perks. A large majority of them need to retire to make room for others progress and to save the department from paying these large salaries." "The primary problem with Trauma Star is that it is the most expensive helicopter in the world to keep up. Having said that, they keep a staff that costs \$1.7 million a year and most of the work is done by private vendors. If they wanted to do it right, all they had to do was look at our county to the north, Broward, which does it with a different type of helicopter that is literally 20 percent of the cost of the \$6 million Sikorsky." "The department is run by 'good ol' boys,' where if you are not a member of the club, you don't get the promotions nor the pay; if you're a woman, you don't get equal pay or advancement for equal work. that destroys the morale of the deputies and the respect the public should have for our deputies and other employees." "There should be an oversight committee that should give the public transparency (of Sheriff's Office). In having a review board, they get a chance to see what really goes on and they become a part of it -community policing at its best."

*Internet Research
Davis, Kenneth*

Note: This research will be presented in reverse chronological order

Reporter, The (Tavernier, FL)

May 22, 2008

Davis questions Peryam's stance on contributions

Ken Davis says he's beholden to no one, and says that makes him the best choice to replace retiring Monroe County Sheriff Rick Roth in this year's election.

"Taking [campaign contributions] from employees of the sheriff's office or contractors with the office compromises you," he said. "Why would anyone under any circumstances take more than \$12,000 from the people they're supposed to lead?"

Davis, a Republican, says another candidate, sheriff's office Capt. Bob Peryam, might not make sound choices if he's willing to take contributions from employees of the department.

"When he makes a decision how to spend tax dollars, etcetera, what's he basing it on?"

In addition to the Democrat Peryam, other candidates are Republican attorney Phil Mandina, non-affiliated Marathon cook Bob Horan and non-affiliated Sandra Downs of Cudjoe Key, whose family has a tree-cutting company. As it stands, **Davis** and Mandina would face each other in the August primary.

Davis, a 52-year-old law enforcement veteran, retired from the U.S. Drug Enforcement Administration in April and has worked in law enforcement for nearly 30 years.

"The sheriff's office is at a crossroads," he said. "Do we want to continue in this positive direction or not? When you're sitting at home at night, do you want to know the person supervising your safety is the best, or had the best checks written?"

Davis said the county needs to toughen its jails.

"We have one of the highest recidivism rates in the state," he said. "People that break the law are watching television and using the Internet. There is free health care for all inmates."

Davis said some people actually break the law to access the health care they are unable to access in a law-abiding life. He said since the state mandates jail health care, the state needs to provide better funding to retain it.

"And we need to work with the state for better programs for drug addiction," he said.

As with most of the five candidates vying for the job, **Davis** acknowledges recruitment and retention of quality employees is a major issue.

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

"We've got to look at the pay," he said. "Everyone wants the best but they don't want to pay for the best."

He said stricter rules governing use of sheriff's office cars would be a cost-saver.

"We have 39 deputies that live outside the county," **Davis** said. "With the rising cost of gas and wear and tear, that's like giving them \$500 to \$600 a month."

Davis said a housing allowance rather than transportation would be more equitable for employees throughout the Keys and serve as an incentive to live in Monroe County.

Davis has lived in the Keys for four years, though he lived here previously. The Key Largo resident is married to a law enforcement officer and has three children.

Internet Research
Davis, Kenneth

Note: This research will be presented in reverse chronological order

Key West Citizen, The (FL)

April 30, 2008

DEA retiree enters race for sheriff

Author: *Timothy O'Hara; Citizen Staff*

A former DEA agent in charge of Florida Keys operations wants to be Monroe County's next sheriff.

Ken Davis, 52, retired from the Drug Enforcement Administration last week and has filed to run for the position of the county's top cop.

"I love this county and this community and I don't want to leave," **Davis** said.

Davis has 28 years of federal law enforcement experience.

Born in Fort Myers and raised in Lakeland, **Davis** and his family began visiting Islamorada and Key West when he was child. His goal was to one day live in Monroe County, he said.

Davis realized that goal when he joined the Coast Guard and was stationed in Islamorada in 1978. He worked on major drug and refugee smuggling cases in the Keys in the late 1970s and early 1980s, and went on to work for the Coast Guard Investigative Service and served as a special agent in Boston, Mass., and San Diego.

Davis began working on his master's degree in 1986 and was recruited by the DEA in San Diego. He graduated from the Department of Justice Training Center and returned to San Diego and was assigned to multi-agency Operation Alliance, designed to combat border crime, **Davis** said. He organized international anti-smuggling operations and over-saw federal and local agents. The operation led to the seizure of more than \$22 million in cash and assets, **Davis** said.

In 1992, he worked undercover as a ship captain and infiltrated Columbia's most notorious drug trafficking organization, the Medellin Cartel, **Davis** said. The work he and others did on the case led to one of the largest undercover operations of its kind in DEA history, **Davis** said.

Davis went on to work on the DEA's Elite Inspection Team, which reviewed field offices' budgets and management policies.

Davis returned to the Keys in 2004 to serve as DEA resident agent in charge.

"I have 28 years with top-secret clearance," **Davis** said. "Every three to five years they run a background investigation."

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

Davis said the Monroe County Sheriff's Office needs an experienced law enforcement officer from outside the department to take over after the retirement of Sheriff Rick Roth, whom **Davis** credited with doing a good job and bringing the agency "into the 20th century."

"The best cities and townships go outside the department to get a police chief," **Davis** said. "You need someone to come in without prejudice. The rank and file will welcome the opportunity of promotion and assignments based on merit and hard work. The days of good old departments are fading."

In two days, **Davis** garnered 300 signatures on his petition to run for office without filing a fee, he said. Now he plans to walk from Key Largo to Key West to raise awareness about his campaign.

"I will meet with everybody who wants to meet with me," **Davis** said. "[Bob Peryam] may outspend me, but he won't out-work me." Peryam, a sheriff's captain and Democratic candidate, has raised more than \$40,000 for his campaign.

Davis first faces Republican Phil Mandina in the Aug. 26 primary. The winner will face Peryam and independent candidates Sandra Downs and Bob Horan on Nov. 4. tohara@keysnews.com

Internet Research
Davis, Kenneth

Note: This research will be presented in reverse chronological order

Florida Keys Keynoter (Marathon, FL)

March 21, 2008

Drug probe ongoing

Deputy quits when wiretap is disclosed

Author: *Kyle Teal kteal@keynoter.com*

Following a federal drug investigation involving the wiretapping of Key West phone lines, Monroe County Court Deputy Kenny Alonzo resigned after the Monroe County Sheriff's Office opened its own internal investigation and put Alonzo on paid administrative leave.

"This past summer, we initiated a court-authorized wiretapping on several suspected drug dealers in the Key West area," Drug Enforcement Administration Resident Agent in Charge **Ken Davis** said. "During the wiretap, Deputy Kenny Alonzo was intercepted calling at least one suspected drug dealer."

According to **Davis**, the DEA has cooperation with state and federal authorities in the investigation.

Sheriff's Office spokeswoman Becky Herrin said that prior to resigning, Alonzo was demoted from bailiff to working the metal detector at the entrance of the courthouse. Alonzo had worked with the Sheriff's Office since 1991, Herrin said.

Davis would not comment on details of the DEA investigation or if Alonzo will face charges.

"Our internal investigation is not into criminal aspects of anything," Herrin said. "Ours revolve around [Alonzo] being on the wiretap itself, and possible narcotics issues."

Asked who issued the warrant for a wiretap, State Attorney's Office spokesman Matthew Helmerich declined to talk about a specific investigation.

"In a general sense, law enforcement agencies come to us to obtain search and wire warrants," he said.

*Internet Research
Davis, Kenneth*

Note: This research will be presented in reverse chronological order

Los Angeles Times - Los Angeles, Calif.
Mar 9, 1997

MOVIES; Up Close and Undercover; The story of the DEA agent who helped put some of the world's top drug lords behind bars is a tale Hollywood would love to tell--and the scramble to tell it is on.

Author: Anne-Marie O'Connor

For nearly two years, Heidi Herrera was the unrivaled ice princess of Southern California money laundering. The striking blond daughter of a retired Mexican drug smuggler, Herrera held court with traffickers at her lavish La Jolla suites and jetted around the world to meet with Sicilian Mafia envoys and Colombian cartel connections.

One kingpin murmured that if she cheated him, he could have her killed like that. He needn't have worried. Heidi's business acumen was as impeccable as her steely blue eyes. Soon she was listed as one of the most successful Hispanic executives in the United States.

Her clients were dangerous men. And Heidi, as they were soon to discover, was a dangerous woman.

Because Heidi was really Heidi Landgraf, an undercover Drug Enforcement Administration agent, the glamorous operative behind an unorthodox top-secret sting--code-named Green Ice, a metaphor for frozen assets--that was the single biggest anti-narcotics operation of all time.

More than 200 people around the world were sent to jail and \$50 million in allegedly ill-gotten gain was seized at the climax of the operation in September 1992. And the elusive Heidi Herrera had vanished.

*

Sound like something out of a movie? Hollywood thinks so. Today, Heidi Landgraf's dangerous masquerade is being recounted in a book, courted for a television drama and developed as a movie that would star Michelle Pfeiffer.

John Davis, one of the producers developing the film for Columbia Pictures, hopes movie audiences are clamoring for a character he sees as America's first female James Bond. After the box-office success of movies like "Thelma & Louise," "Waiting to Exhale" and "The First Wives Club," Hollywood has come to see the wisdom of making movies with strong, believable female characters. An action movie with a woman hero, producers believe, remains a lucrative, untapped genre.

And the Green Ice story would seem like the perfect tale to tap into that genre. Producers plan to reinvent the movie's Heidi as a single woman--in real life, she is a married stepmother. And there may be an homme fatale, a hunky criminal strategically strewn throughout the story line in a gender reversal on the dishy Bond temptresses.

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"This is going to be the DEA's 'Top Gun,' " said Tony Lord of Lord/Weaver Productions, which is also involved with the project.

Still, it remains to be seen whether the DEA movie, tentatively titled "Ice Queen," can top the elaborate Green Ice charade. Or the under-the-gun acting of Landgraf, who often had to make things up as she went along.

Like all good lies, the sting rested on a few threads of truth. Women are common in the ranks of Latin American money laundering but rare on the front lines of U.S. anti-drug enforcement, so traffickers would be more predisposed to trust Landgraf than a blond white man. Moreover, Landgraf spoke Spanish and knew her way around Latin society.

So DEA supervisors recast her as a woman born into the business, the exotic bicultural daughter of a retired Mexican drug lord and his beautiful Austrian trophy wife.

In reality, Landgraf is the daughter of a Los Angeles fireman and a pioneer policewoman. She did not immediately settle on a law enforcement career. First she bummed around Europe, studied medicine in Mexico, got an undergraduate degree in psychology at San Diego State University and worked in marketing and drug rehabilitation. At 33, she joined the DEA.

Assigned to the San Diego division, she performed typical rookie tasks for a few months, pitching in on investigations. On the personal front, she quietly began a romance with a DEA colleague, **Ken Davis**. Working at close quarters, they kept it a secret.

Then a supervisor, Tom Clifford, approached her. He had been toying with a novel proposal ever since the arrest of a beautiful, Sorbonne-educated Colombian woman on suspicion of money laundering. Would Landgraf be willing to pose as a money launderer?

Three months before the DEA began to build the Heidi Herrera empire in October 1989, Landgraf and **Davis** were married.

The preparations for Green Ice were far more elaborate--and expensive--than their wedding. The cost: \$2 million.

The set was a La Jolla office suite with panoramic Pacific views, adorned with plush leather sofas, high-concept lighting, fine art--and electronic bugs. A cliff-top residence--where Landgraf rarely stayed--was furnished down to photographs of her real-life husband. Her office assistant and domestic "help" were all DEA agents.

Heidi, whose tastes lean more toward pantsuits reminiscent of vintage Katharine Hepburn movies, bought leather skirts and gold jewelry. She got boats, planes, a Mercedes--supplied by DEA seizures of traffickers' property. But her most important new accessory was the hidden wire surveillance microphone she would wear to all her meetings.

Internet Research

Davis, Kenneth

Note: This research will be presented in reverse chronological order

Through informants, the DEA put the word out that there was a new money launderer in La Jolla. She was said to be highly skilled at the art of the deal, sanitizing the suspicious-looking duffel bags of crumpled lire, dollars and pesetas through "legitimate" business accounts; someone they could rely on to quickly forward their money--minus commission--to discreet numbered accounts held by traffickers. And she was someone who was also a classy, pleasant lady willing to discuss business--and pick up the check--at elegant locales anywhere in the world.

The DEA set up a front corporation to absorb the cash, Trans Americas Ventures Associates, a financial octopus of businesses and bank accounts all over the world.

And Heidi began to meet some very interesting people.

There was Carlos Rodrigo Polania-Camargo, an elegant chain-smoker who, like Landgraf, led a double life. To the world, he was inspector general of Colombia's superintendency of banking. He even served on international anti-drug commissions. Once, he scheduled a meeting with Landgraf to launder drug money at the same time he was to attend an Organization of American States conference on money laundering in Washington.

There was the representative of Colombia's Cali cartel, Carlos Urquijo-Illera, who in a meeting in a cabana at Curacao told Landgraf that if she was caught stealing, he could have her killed for \$10,000. "It was said in a friendly way," Landgraf said. "He wasn't the violent type."

Even more macabre was cartel hit man Osvaldo Montalvo, an amiable young lounge lizard at the La Jolla office. He loved to brag of how he had killed and tortured double-crossers. His DEA file included newspaper clips that purported that he had once meticulously removed the fingernails and teeth of a woman who made the mistake of stiffing the cartel \$20,000.

"The penalty among traffickers is worse than anything they would get from U.S. authorities," she said. "Left to their own devices, they are far more dangerous to one another."

All meetings took place surrounded by a phalanx of armed DEA agents who milled around the restaurants, airports and bars while Landgraf and her clients talked business. Still, Landgraf said: "I was worried about my safety all the time."

Landgraf said her clients did not try to engage her in coquetry. They knew she was married, and "they didn't want to screw up a business connection. But did they become what they thought of as friends? Yes."

Unlike most of the DEA, Landgraf was married to a fellow agent, so she could discuss her undercover work with him. Had he been a businessman, Landgraf would have faced the lonely--but common--experience of being unable to tell her spouse anything about her undercover job.

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Nevertheless, for Landgraf, the strain of pretending to be someone she was not was becoming, toward the end, unbearable. And she knew that the longer the act continued, the greater the risk that her cover would be blown.

When a meeting at John Wayne Airport almost became a confrontation, DEA supervisors decided to call it quits. One day in September 1992, they alerted law enforcement authorities in time zones all over the world. As the clock ticked forward, they arrested scores of people throughout Europe and the Americas, in a record coup for the DEA. Nearly all of those arrested were successfully prosecuted, an agency spokesman said.

"It had just gotten too big," Landgraf said. "Too many people were involved."

In the wake of the sting, there was an uproar in the Colombian narcotics world and talk of a multimillion-dollar price on the head of Heidi, the money laundress who charmed and betrayed them. The DEA thinks the cartels opted to cut their losses and move on, instead of inviting the international crackdown that a DEA agent's murder would trigger.

Landgraf retreated, for a time, into a quieter life.

Then in June 1994, a story on ABC's "Day One" detailed her role in Green Ice, and suddenly Hollywood players were scrambling to buy the story. Once again, her cover was blown.

"I got so many calls from all kinds of production people from New York, Los Angeles, all over the place," Landgraf said. "It was very strange, because I spend most of my career trying to have people not know who I am or what I do. Keeping Green Ice alive meant hiding who I really was."

The rights to her story were problematic, since DEA rules forbid Landgraf--or any agents--from selling their story or profiting from it. Instead, producers bought the rights to an article in Working Woman magazine from its author, Time Magazine correspondent Elaine Shannon.

John Davis pulled White House strings to win DEA cooperation, other producers say. Kate Guinzburg, Michelle Pfeiffer's production partner, contacted the DEA independently. In the end, with the backing of Columbia, Davis Entertainment and Lord/Weaver ended up joining forces with Pfeiffer and Guinzburg. A Columbia spokesman says all three companies are listed as producers in the deal.

The layers of twisted human relationships made the Green Ice story seem a natural psychological thriller about the international drug trade, with potential for action without the standard guts and gore.

And like "Top Gun," it could mark the Hollywood turnaround of yet another icon derided by '60s youth culture. In the Woodstock and Vietnam War era, "narcs" were counterculture pariahs. Not anymore, producers say. Domestic drug violence and the international cocaine cartels have all

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but stripped away the drug culture mysticism conjured up in "Easy Rider," they say. "Now it's about crack babies and people killing each other," said producer Matt Weaver.

But the biggest draw, in a story about an institution dominated by male agents, was the gender angle. "Heidi is a woman in a man's world who is a fascinating, complex female character," said Guinzburg, through a spokeswoman.

From the start, Landgraf was chagrined at the way her story was eclipsing the contributions of the 70 or so other agents in Green Ice.

"I would be in nice restaurants with the bad guys, and they'd be outside with a cold cup of coffee," she said. "I felt bad for my peers, because they worked hard behind the scenes, and the media could care less. They made it sound like it was one woman against the world."

As the movie project moved ahead, Landgraf met with Guinzburg at the studio and visited **Davis'** plush offices on Century City's Avenue of the Stars. "They seemed amazed by my story. DEA agents are not very amazed by each other," she said. "They were looking at me saying, 'How did she do this?' and I was looking around thinking, 'Wow, Hollywood.' "

But as producers set about recreating Heidi Landgraf, the precise nature of her real life undercover role became the topic of creative discord, according to the screenwriters.

Landgraf had never read the work of Joan Didion or John Gregory Dunne when the two were hired to take first crack at the story, an ill-fated venture which is told from Dunne's perspective in "Monster," his new book on Hollywood. But they impressed her favorably during their four-hour interview.

"I'm not into who's who, but everyone seemed very excited to get them on the project," Landgraf said. "They seemed very serious and not Hollywood-ish at all. Not people who write fluff things."

At the start, Dunne says, Guinzburg explicitly told him that Pfeiffer did not want Heidi to be rescued by a man, "an idea we had never contemplated." The screenwriters were less willing to discard their impression, after the interview with Landgraf, that Heidi was a front for the sting, not a behind-the-scenes orchestrator.

"We have this basic disagreement . . . you seem to think of Heidi as Nancy Drew (with time out for a shopping sequence). We don't," Dunne said he and Didion wrote in a lengthy fax to Guinzburg, after they delivered their draft of "Ice Queen." "We think it works precisely because she is not in charge, she is not running the sting, it is not her idea, she is the front, she got into this because her life was going nowhere and now she is the bait: that is the jeopardy and that is the tension," the fax said.

Bait? The real Heidi Landgraf gasps.

Internet Research
Davis, Kenneth

Note: This research will be presented in reverse chronological order

"They didn't do their homework," she said. "An undercover agent has to be involved with the strategy every step of the way, because you are the front-line receiver of all the firsthand information."

Bill Birnes is finishing a book, "Operation Green Ice," for Kensington Publishing in New York with his wife, Nancy Birnes, and J. Stryker Meyer. He said Dunne's take on Landgraf's role contradicts what he was told in interviews with DEA agents involved in Green Ice.

"That is just dead wrong," said Birnes, who is negotiating with Producers Entertainment Group, the production company behind the 1994 HBO movie "Against the Wall," to sell the rights to the book for a television drama.

Dunne and Didion left the movie project. Brian Strasmann, 35, whose credits include a "Free Willy" rewrite, has been hired to write his own "Ice Queen" draft. "While the studio likes the angle that she was catapulted into this, she still accepts the stress and danger and rises above it all to successfully complete a very dangerous mission," Strasmann said.

According to DEA heavyweights involved in Green Ice, Landgraf was, in fact, one of the major strategists of Green Ice, putting in hours at behind-the-scenes meetings and planning every step of the operation with her supervisors. Her expertise in marketing helped set her up in the high-finance world of money laundering, they said. She was no inexperienced ingenue muddling her way through history, they say.

"Her role was pivotal," said Craig Chretien, assistant administrator of intelligence at DEA headquarters in Washington. Chretien was a San Diego chief at the conclusion of the Green Ice operation. "She never stumbled, even when things didn't go right and the crooks didn't behave.

"You can only go so far with smoke and mirrors, but you can't pull it off without the level of trust she created. She's a very brilliant lady, and her beauty is certainly disarming."

Landgraf has been assured that her character--who will be given a fictional name in the movie--won't be shown engaging in unprofessional personal behavior. But as the glare of public attention grows brighter, Landgraf still voices concern over precisely how Hollywood will portray her.

"I know they have ideas like, 'Did any of these guys come on to you?,' and the truth is they did not. Maybe they want me to have a hard time putting one of these guys behind bars," she said. "I don't mind a lot of action, but I didn't have to do anything against the law in this case. The truth is, a lot of the operation involved sitting there, pretending to be having a relaxed chat with the traffickers, while all the time I was really thinking about how to get them. You're thinking about the surveillance agents and you're saying, 'Can I have another glass of champagne?'"

"It was a lot like being an actress.

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Note: This research will be presented in reverse chronological order

Austin American-Statesman

October 12, 1992

Agencies crack down on herbal drug trade

Author: *Dick Stanley*

Prescription drugs disguised as an herbal remedy for ailments from arthritis to sexual impotence still are being sold in the Austin area 17 years after they were first unmasked, state and federal officials say.

Now, federal criminal conspiracy cases are being prepared against some Austin-area distributors of the round black or brown pills that are sold under such names as Chuifong Toukuwan, Black Pearls, Miracle Herb and Mother Nature's Finest, officials said.

"Let me just say there are local people involved, and several (elsewhere) in Texas, and that's as far as I can really comment at this point," said **Ken Davis**, compliance officer for the food and drug division of the Texas Department of Health.

"It is an ongoing thing," said Will Morris with the U.S. Drug Enforcement Administration office in San Antonio.

The U.S. Food and Drug Administration first issued an import alert in 1975 against the herbal pills, which sellers claim are a combination of 22 natural ingredients. Government and private testing labs repeatedly have found them to contain illegal and potentially harmful combinations of the prescription tranquilizer Valium, anti-inflammatory agents, steroids, diuretics to reduce high blood pressure and male hormones.

Dennis Baker, director of the state food and drug division, said some of the pills contain trace amounts of lead and cadmium, which can damage the brain, kidneys and other organs.

He said the state, which prosecuted its first case against a distributor of the pills in Amarillo in 1987, is working with a federal task force seeking to quash the trade. Although they were traced to a Hong Kong manufacturer in the '70s and '80s, officials said, the pills seem to be coming from Mexico, where they may be manufactured.

"It seems like when one distributor gets caught, there's always somebody else hat pops up and takes their place," Morris said.

Although health food stores in Amarillo and Plano have been caught selling the pills, nothing has been found in Austin-area stores, officials said. They are sold by individuals in amounts of 30 to 60 pills for \$13 to \$60, **Davis** said.

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Note: This research will be presented in reverse chronological order

"Few of these products are being sold in health food stores," said Mark Blumenthal, the Austin publisher of Herbalgram, an international newsletter that has publicized the situation. "They are a bootleg, maverick operation."

Blumenthal, who has worked with state investigators, noted that the pills are riskiest for consumers who already are taking prescription amounts of some of the drugs in the herbal pills because they may unknowingly overdose.

Officials said people in Texas, California, Louisiana and Georgia have been hospitalized, and some have died.

"But the bigger question is how many died that we don't know about," **Davis** said. "Because they (the pills) primarily are aimed at elderly people and when they die, often no question arises as to why they died."

Some unsuspecting consumers, whose employers require drug testing, have lost their jobs. One Chicago parolee was re-incarcerated after testing positive for Valium, said Dr. Ralph Dittman, a general surgeon with the University of Texas Health Science Center in Houston, who analyzed the pills.

They are "a problem throughout the entire U.S., wherever one finds a post office," Dittman wrote in the summer issue of *Priorities*, the journal of the American Council on Science and Health.

Texas investigators say some sellers and consumers alike reject warnings of health risks.

"We've informed them the products they were selling were illegal and what they contained and they chose not to believe us," **Davis** said. "Most of the time it is being sold by pretty fervent groups of people. It amounts almost to a religious fervor. They want to pass the good news on to someone else."

Blumenthal said he has talked to dozens of people who have taken the pills and say they turned to them after legal remedies failed.

"They swear by it," he said. "They've exhausted so many conventional remedies (that) they're desperate enough to try some kind of renegade remedy."

Compiled By: Sean Baenziger
Colin Baenziger & Associates