



FBI-LEEDA INSIGHTER

Issue II – Spring 2019

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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28TH ANNUAL FBI-LEEDA CONFERENCE April 29-May 1, 2019

Preview the 2019 Virginia Beach Conference and see for yourself why Virginia Beach is one of "America's Ten Best Cities".

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LifeLock partners with FBI-LEEDA to present educational programs about identity theft and fraud across the United States. Summits are open to all law enforcement including: prosecutors, command level, investigative personnel and patrol officers. Also open to financial industry investigators and analysts. Together, we have educated over 16,000 law enforcement personnel representing over 6,000 agencies.



FBI-LEEDA INSIGHTER

ADVANCING THE SCIENCE AND ART OF LAW ENFORCEMENT LEADERSHIP

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President's Letter

Greetings!

It has been my privilege to serve as President of FBI-LEEDA for the past year. I would like to take this opportunity to thank each and every one of you for affording me the chance to serve as President. I count this as an honor and a blessing. This has been an extraordinary year of success for the Association. My sincere thanks to my fellow board members, Executive Director Skip Robb, our instructors, and the entire FBI-LEEDA team. I am confident the Association will be in great hands of our incoming president, Dominic Rizzi.

One of the most exciting times of the year for everyone here at FBI-LEEDA is the planning of our annual conference. For those of you who have attended our conferences in the past, you will know first-hand of the success of the conference and the benefits that come from attending. With an exceptional speaker line up, I am positive this will be one of our best conferences yet! This year, we are covering timely and important issues such as women executive leadership, healthy leadership, media relations, community partnerships, 21st century policing, and video forensics. If that wasn't enough to get you excited about the conference we will also hosting networking events including a reception on the Virginia Beach boardwalk.

FBI-LEEDA continues to thrive and transition as the demand for classes grows. Your dedication to continuing education for law enforcement is commendable and FBI-LEEDA would not be where we are today without you. We are here to serve you and ensure that FBI-LEEDA continues to provide the level of academic excellence you expect. I encourage you, as a member of FBI-LEEDA, to remain connected with the day-to-day activities of FBI-LEEDA by utilizing the resources we have in place for you:



John Horsman
President, FBI-LEEDA

FBI-LEEDA Monthly Newsletter: a monthly electronic newsletter emailed to all FBI-LEEDA members. The monthly newsletter includes information about upcoming courses, conference information, the latest law enforcement news, and more.

FBI-LEEDA Twitter feed (@FBILEEDA) **FBI-LEEDA Facebook page** (@FBILEEDA) **FBI-LEEDA Instagram** (@FBILEEDA): provides daily information on law enforcement, police leadership, upcoming courses, Conference registration, and more. If you have recently attended a FBI-LEEDA course make sure to check the social media feed to see your class photo!

FBI-LEEDA LinkedIn (FBI-Law Enforcement Executive Development Association) provides a platform for members to share and discuss information on the importance of leadership in law enforcement.

Thank you for allowing me to serve in this prestigious position. I look forward to seeing each of you at the conference in Virginia Beach and taking part in the educational and networking events amongst fellow officers, members, and corporate sponsors.

John Horsman
President, FBI-LEEDA

The LEEDing Edge

Executive Director's Report - April 2019



Happy Spring!

It's hard to believe our 2019 conference is right around the corner and Virginia Beach is shaping up to be one of the best ever! This year's conference is once again poised to be an outstanding education and networking event. We have a powerhouse lineup of presenters and events that will offer us all a chance to talk about key law enforcement issues with colleagues and the nation's top thought leaders in our profession --- all taking place on waters of the Atlantic Ocean and the Chesapeake Bay scenic oceanfront of Virginia Beach.

The 2019 Executive Education Conference in Virginia Beach is the culmination of over 18-months of planning, involving over a dozen individuals from the City of Virginia Beach, the Virginia Beach Police Department, the Norfolk FBI Field Office, our FBI-LEEDA staff and conference partners at the Envenitve Group. I want to personally thank all the members of the host committee that worked so hard to bring this conference to Virginia Beach. I am excited to see the results of our collective efforts!

In September 2017, we made the first of many site visits to Virginia Beach to evaluate the convention and guest accommodations for our 2019 executive education conference. Our hosts from the Virginia Beach Convention and Visitors Bureau and Chief Jim Cervera of the Virginia Beach Police Department hit a homerun with us, showing us all the great hotels, entertainment venues and convention facilities available to us. That first visit convinced us that the City of Virginia Beach was the right choice for 2019. The Virginia Beach Convention Center is a beautiful, state-of-the-art facility with plenty of room for our education sessions, meetings and partner/vendor area. The host hotels are situ-

ated on the scenic oceanfront, just a few blocks from the convention center and close to great dining and entertainment for our delegates and guests to enjoy.

As we planned our networking events for this year, I was reminded how important our professional connections are and the great networking opportunities our conference offers each year. We all know that it's important to build relationships before you need them and collaboration among knowledgeable law enforcement professionals is a must. We encourage all our attendees to take advantage of these opportunities to reconnect with old friends and make new professional connections that last long after the closing banquet.

In closing, I want to affirm our commitment to our members, learning partners and the greater law enforcement community to bring the best programs to you this year and beyond. I personally thank you for your active participation and support of FBI-LEEDA. Your participation is what makes us a success in providing the best leadership education to law enforcement. We are anticipating another successful year with FBI-LEEDA, and I look forward to seeing you in Virginia Beach!

All the best,

Charles E. Robb, Jr.
Skip



28th Annual Executive Education Conference

Virginia Beach Convention Center

April 29 - May 1, 2019

Registration now open: <http://fbileeda2019.org/>

The Four Pillars of Officer Safety and Wellness

— **Dean Crisp, MPA, FBI-LEEDA Instructor**



Dean Crisp

Introduction – Law Enforcement Faces Unprecedented Challenges

Officer safety and wellness should always be at the forefront of the law enforcement profession. The highly publicized events involving police in recent years highlights many challenging issues facing both the officer and the law enforcement leader. While concerns about officer safety, in part, are due to the perceived increase in violent encounters and the negative image of the profession in the eyes of the public, the wellness of our officers is also a serious leadership issue. In this article, I will discuss how to improve and address these important issues by becoming more vigilant in Mindset, Awareness, Stressors, and Officer Safety while incorporating the Four Pillars of Safety and Wellness.

“ Officer safety and wellness should always be at the forefront of the law enforcement profession ... the wellness of our officers is also a serious leadership issue. ”

Mindset

Mindset can be described as the current state of thought based on expectations. Mindset is a very important component of any officer. Mindsets are established very early in the career of all law enforcement officers. This is the result of both training and experience. The mindset of being the protector, guardian, or defender of the community can overly sway officers into becoming Warrior-like. This mindset has been demonized by the public in recent years but viewed as necessary by the officer in order to remain safe and vigilant. This can lead to negative encounters with the public that officers serve. While this is problematic, officer mindset, thankfully, is something that each officer can self-assess and develop. Because

the public expects a friendlier and more approachable officer, officers must be able to possess the ability to change their mindset when they encounter a compliant public.

Awareness

Well-trained officers are situationally-aware at all times both on and off duty. Awareness is a key component in assessing the Safety and Wellness of Officer's. Leaders must constantly train officers to be aware of all situations and encourage officers to learn how to adjust, leading to hypervigilance. This is a state of mind described by Kevin Gilmartin in his book *Emotional Survival for Law Enforcement*. Gilmartin describes this state of mind as being so aware of our surroundings that we view them from a threat-based perspective constantly being ready to react. Although helpful with situational awareness this state of mind can lead to excessive stress and never being able to relax.

Stressors

The law enforcement profession continues to face many internal and external stresses. External stressors include increased media scrutiny, officers not recruiting from within their family, and an overall loss of public support which has resulted in a reduction in new recruits to the profession. Citizen expectations for officers to be friendly and approachable at all times can lead to divergent views on police productivity. This creates both an external and internal conflict for officers that can directly impact their physical safety and psychological well-being.

Officer Safety

Officer safety is a primary concern for any law enforcement leader. Keeping officers physically safe within the current landscape of community policing and procedural justice is challenging. At the forefront of safety is technology and equipment. The many advances in technology, from lethal to non-lethal weaponry to the use of mandatory vests and dash or body cameras, were all originally designed to make the job of a law en-

forcement officer safer. Paradoxically, less-than-lethal weaponry and de-escalation tactics have potentially increased the chance of violent encounters and incidents. Conflicting studies by N.I.J. and other criminal justice organizations that monitor such things show that officer safety is often in greater jeopardy as officers must be closer to the subject when using taser guns thus risking their personal safety. Other studies show a decrease in officer injury during such encounters, but only when the officer acts swiftly and is not facing a lethal weapon themselves. There is no doubt that this has increased the stress on the law enforcement officer. For example, while providing cameras has led the way in enhancing safety because of its ability to allow law enforcement leaders to review the encounter and to make appropriate changes, the stress on the officer of wondering if his/her actions will be misinterpreted upon review by third parties that were not present at the scene has significantly increased.

We will never really know the residual impact that officer-involved shootings and other similar incidents publicized across the country has on law enforcement, but we are seeing clues through the statistics. Agencies at all levels of government are reporting reductions in the number of potential officer recruits. PERF (Police Executive Research Forum) reported that last year police applications for employment were down 66% nationwide. The negative coverage of police has taken its toll on a profession once viewed as noble and above reproach. Families that used to encourage their sons and daughters to become officers as the “family business” may now consider other, safer alternatives.

Officer suicides and mental health issues are major concerns and have been on the rise in recent years among all emergency personnel. While police officers and their families face tremendous stress, some of the compelling factors for the increase in suicide appear to be related to the intense scrutiny officers are receiving both on and off-duty. The loss of respect for law enforcement among the general population and the hypervigilance officers are trained to use for their protection on-duty are not off-set by off-duty de-stressing techniques and thus lead to family situations that are less than ideal. While surprisingly, police officers do not divorce at a rate higher than the general population, they do ex-

perience higher-than-average family and marital stress. Often, spouses find it difficult to deal with the unique issues of being married to a law enforcement officer. The marital and family stress, the increased scrutiny on the job, and the traditional pressure of law enforcement work can result in a lethal combination that is leading officers to take their own lives at an alarming rate. According to *Police One*, police officer suicides in 2017 were 18.1% vs 11.4% for the general U.S. adult population.

It is very difficult to find simple solutions to these complex issues of Officer Safety and Wellness facing law enforcement. It requires a persistent and strategic approach that encompasses multiple solutions. These solutions can be found in what I describe as the Pillars of Officer Safety and Wellness. Like the pillars used in architecture, these Pillars form a strong platform from which to operate. They are: Awareness, Mental Health, Physical Well-Being, and Tactical Safety.

Pillar 1: Awareness

First and foremost, for both law enforcement leaders and the individual officer, is being aware of the factors that contribute to officer safety and wellness. Throughout the years, organizations such as IACP have offered a variety of resources to law enforcement to raise awareness of officer safety. From educational pamphlets on proper vest fit and the importance of wearing the vest to the importance of physical, mental, and situational awareness of officers are topics that are consistently covered by IACP.

Overall officer wellness is a growing concern. Dr. Kevin M. Gilmartin, a psychiatrist who has worked extensively with law enforcement officers and their families, has developed a hypothesis he has written about – the issue of hypervigilance as a learned behavior of the law enforcement profession and its impact on the stress levels of the police officer. In summary, his writings make a compelling argument that officers face the bio-behavioral programming of the reticular activating system, a network of nerves that cause humans to search their environment for threats and danger, that results in a condition called hypervigilance.

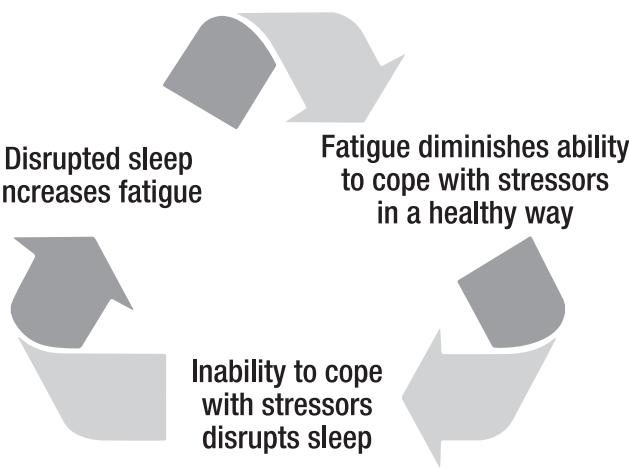
This condition serves officers well while on duty. However, the biochemical shift that occurs leads to sig-

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The Four Pillars of Officer Safety and Wellness

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nificant impacts on the officer that can lead to negative impacts on their social relationships as well as leaving significant psychological and physical impacts. The natural biochemical reaction to the hypervigilance on-duty often leads to what Gilmartin calls a detached exhaustion when off-duty to create a physical homeostasis within the officer. This detachment can often lead families to think the officer is disinterested in family activities or rejecting a spouse or family completely, thus compounding an already stressful state that many law enforcement families face from the impact of low pay, shift work, long hours, and uncertain danger to their loved ones in law enforcement. This constant fluctuation between the two extremes can lead to health issues such as hypertension, weight gain, type 2 diabetes, and related stress issues. Many of these health conditions can have a direct impact biochemically on mood and behavior of officers that a result in poor decision making in both professional and personal situations with potentially catastrophic consequences.



Pillar 2: Mental Health

Police work is physically, emotionally, and mentally challenging. Last year, more police officers committed suicide due to issues related to family and marital disharmony than any other profession. While the rate of officer suicide is not drastically higher than the general U.S. population, it is higher than most other professions. Several factors contribute to the mental health state of police officers.

The shift schedule can be extremely difficult for the officer as well as the officer's family. A typical officer shifts schedules every 28 days. This means for one month the officer is sleeping what the general population would consider normal hours, but the other two months they vary from full daytime to half day and half night. The body's circadian rhythms become affected. Studies done on shift workers with rotating shifts show that when sleep cycles are affected, the insomniac's physical and mental health are impacted. Just as anyone with small children can attest, when sleep is affected, your overall emotional and mental well-being is as well. When an officer is not sleeping well, the job they do on and off-duty will be affected. Personal relationships can become strained, and professional competence can be impacted.

The importance of addressing the hypervigilance among officers and providing them with effective, healthy self-coping strategies is key for law enforcement leaders to develop. Each officer will find a way to cope, the role of the law enforcement leader is to provide suggested strategies that contribute to overall officer wellness.

Resilience training is a key component of this. Defined as the capacity to prepare for, recover from, and adapt to stress, resilience training strategies are abundant. One such notable program is a joint project between the University of Pennsylvania and IACP known as the Penn Resilience Program. It offers a variety of physical and mental strategies for officers to employ for stress reduction and resilience.

Creating **Peer Support Groups** can assist officers with the stress of police work. Mentoring is becoming a key part of department strategies to be proactive in onboarding and developing officers. Employing the various types of mentoring (traditional, peer, flash, and reverse) approaches develop officer camaraderie and provide a healthy, constructive way to share information among peers.

Suicide Prevention Programs have become increasingly important as the suicide rate increases among police officers. While most officer suicides occur after marital disputes related to their jobs and the issue of hypervigilance discussed above, many officers resist seeking the support and help they may need from fellow

officers as it may result in loss of badge and gun. The importance of leaders having relationships with their staff so that they notice behavioral changes and can intervene through employee assistance programs are an essential component to reducing officer suicide.

Pillar 3: Physical Well Being

Officers and their leaders can significantly improve wellness and safety by encouraging and rewarding the **physical readiness** of all officers. While mental health can be a contributing factor to overall physical wellness and vice versa, the best-performing officers tend to maintain a physical fitness routine that allows them to maintain an appropriate body weight for their stature. This ensures that the officer is in the best physical condition to respond to on-duty situations such as foot pursuits, but more importantly, maintaining physical readiness means an officer is less likely to suffer from chronic health issues such as pre-diabetes, diabetes, heart disease, and hypertension. These conditions often contribute to erratic metabolic and blood sugar fluctuations that lead to mood swings that can impact decision making. Poor decision-making can result in catastrophic outcomes for the officer and those with whom he/she comes into contact not to mention the department should an incident occur.

While all jobs are stressful, perhaps no other profession involves the combination of factors that contribute to mental fatigue and can reduce mental readiness than law enforcement. Just as it is incumbent on officers and their leaders to encourage physical regimes that lead to physical readiness, it is important that officers develop a routine that leads to mental readiness. Whether officers learn to unwind and relax through aerobic exercise, meditation, or another non-substance abuse de-stressing activity, it is vital that law enforcement leaders offer their officers opportunities to find the one that works for them by exposing them to a variety. Often, officers will find social interaction to be a great way to de-stress. One caution with social de-stressing is it may involve alcohol and/or food consumption that goes beyond moderation. Learning to de-stress from the job by relying on any activity to excess can result in poorer physical and mental readiness both on and off the job.

Pillar 4: Tactical Safety

Perhaps the most critical aspect of officer safety and wellness is providing our officers with the latest strategies in tactical safety. From the latest techniques for dealing with domestic violence situations to strategies for handling mentally ill individuals, law enforcement leaders that provide on-going training in the best tactical safety techniques are the best stewards of their departments. Officers have a personal responsibility to make themselves aware of the stressors that can directly impact their own well-being. On the job, officers must be sure to follow procedures outlined by their department leadership. Most departments have **mandatory vest wearing** for the obvious reasons. It's important that individual officers make sure they have a properly fitting bulletproof vest and that they wear it. Officers should work with their department leaders to develop excellent **situational awareness** both on and off duty. This is developed through tried and true policing techniques as well as understanding the community in which you patrol. Understanding the community allows officers better able to understand and respond to the various situations in which they may find themselves.

Driving safety is perhaps one of the most overlooked aspects of officer safety and wellness. Driving-related injuries and deaths account for 24% of total officer deaths in 2017 according to National Law Enforcement Officers Memorial Fund. An NHTSA report found that accidents involving law enforcement officer (LEO) fatalities in passenger vehicles occurred more frequently during dark hours (8 p.m. to 4:59 a.m.), while the crashes with LEO fatalities on motorcycles occurred mostly during the daylight hours from noon to 3:59 p.m. Hot pursuit policies and mandatory driving instruction and safety courses have been successful ways to affect officer road safety. One aspect that cannot be overlooked is the impact shift schedules may have on this. Officers were found to be the most alert and reporting the most sleep on 10-hour shift schedules as opposed to 8-hour shift schedules where sleep was often interrupted or did not occur in the necessary amount. While most departments' shift schedules are dictated by the amount of sworn personnel they can hire, leaders are encouraged to first focus on providing quality driving safety instruction to their officers.

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The Four Pillars of Officer Safety and Wellness

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Dealing with Domestic Violence is perhaps the most dreaded call any officer can receive. The emotions involved, and the violence exuded in these situations are emotionally and mentally traumatic to witness as an officer. Combine that stress with the real possibility of physical harm and it is a recipe for officer injury and/or death. Several law-enforcement think tanks and organizations have produced quality checklists on dealing with domestic situations. A few have been listed at the end of this article. Making officers, especially new recruits, aware of the multiple facets of handling a domestic situation is critical to preserving officer wellness and safety.

Dealing with the Mentally Ill - Persons burdened with mental illness can offer some of the most tragic and challenging situations that an officer can find themselves involved in resolving. Most of the general population would agree that police officers see the worst of humanity. Many of the people that commit crimes are either mentally ill, in a chemically-altered state, or circumstantially desperate. In any case, officers must learn to deal in tactically-safe ways with these individuals. Law enforcement leaders are encouraged to provide ongoing information from reputable organizations on the

best practices for handling mentally ill citizens and to offer critical incident training scenarios on a regular basis for their personnel.

Officer safety and wellness are long-standing issues that have become more acute as the reduction in the number of new officers continues to rise. The pressures the career officer faces range from physical stress to mental and emotional fatigue. By considering the four pillars of officer safety and wellness, law enforcement leaders can begin to develop a systematic approach to informing and protecting the officers and departments they lead. After all, it is our warrior guardians that keep all of us safe. We must do what we can to ensure they are the best they can be.

Dean Crisp is an FBI-LEEDA Instructor and author of [Leadership Lessons from the Thin Blue Line](#) and a nationally-known speaker and instructor on law enforcement leadership issues. He travels extensively as an instructor for FBI-LEEDA and his own company, Crisp Consulting Group. Dean is passionate about pursuing and encouraging leadership excellence and recently started a national mentoring program for law enforcement called Leaders Helping Leaders Network to provide mentoring, networking, and information-sharing among law enforcement leaders. You can learn more at www.lhln.org. Dean welcomes your feedback at dcrisp@lhln.org.

2018-2019 FBI-LEEDA Executive Board

Pictured (l to r): John Horsman, Dominic Rizzi, Joe Wellington, Ira Edwards, Jr., Donna McNamara, Thomas Alber, and Charles "Skip" Robb, Jr.



THE MISSION OF FBI-LEEDA

To advance the science and art of law enforcement leadership and promote the exchange of information to improve law enforcement management practices through training, education, and networking among police professionals across the United States and beyond.



Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

... to the Supervisor Leadership Institute course attendees held in November 2018 (Conroe, TX). We would like to thank **Constable Ryan Gable and the Montgomery County Precinct 3 Constable's Office** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in December 2018 (Lafayette, LA). We would like to thank **Chief Toby Aguillard and the Lafayette Police Department** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in January 2019 (Norton, MA). We would like to thank **Chief Christopher Santiago and the Wheaton College Department of Public Safety** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in November 2018 (Orange Park, FL). We would like to thank **Sheriff Darryl Daniels and the Clay County Sheriff's Office** for their hospitality.



Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

... to the Supervisor Leadership Institute course attendees held in January 2019 (Roanoke, VA). We would like to thank **Chief Tim Jones and the Roanoke Police Department** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in November 2018 (San Antonio, TX). We would like to thank **Chief Johnny Siemens and the Castle Hills Police Department** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in November 2018 (San Francisco, CA). We would like to thank **Chief Scott Parsons and the Federal Reserve Bank of San Francisco** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in January 2019 (San Marcos, CA). We would like to thank **Chief Chris Moore and the Palomar College Police Department** for their hospitality.



Course Graduates

SUPERVISOR LEADERSHIP INSTITUTE



Congratulations

... to the Supervisor Leadership Institute course attendees held in January 2019 (Spokane, WA). We would like to thank **Sheriff Ozzie Knezovich and the Spokane County Sheriff's Office** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in December 2018 (Stuart, FL). We would like to thank **Chief David Dyess and the Stuart Police Department** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in January 2019 (Topeka, KS). We would like to thank **Chief Chris Enos and the Washburn University Police Department** for their hospitality.



Congratulations

... to the Supervisor Leadership Institute course attendees held in January 2019 (West Palm Beach, FL). We would like to thank **Sheriff Ric Bradshaw and the Palm Beach County Sheriff's Office** for their hospitality.

Don't Be Victimized by Your Own Security Devices: How to Secure Your Remote Guarding System

— **Justin Feffer**

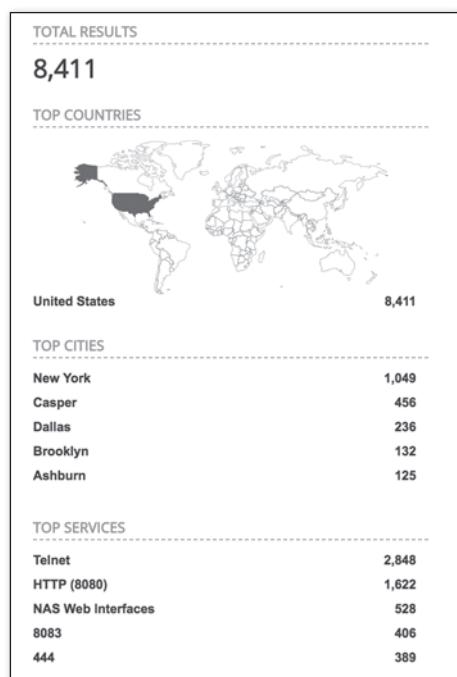


Justin Feffer

Two-thirds of the Washington D.C. Metropolitan Police Department's outdoor surveillance cameras were taken over by Romanian hackers just before the inauguration of President Trump. This attack could have had a catastrophic impact on the security of the 2017 Presidential Inauguration. Fortunately, the attackers used the compromised systems to send spam emails that contained ransomware malware and were apparently uninterested in using the control of the cameras in connection with a physical attack.¹

On October 21, 2016, a massive distributed denial of service (DDOS) attack made Twitter, Netflix, Amazon, and many other online services unavailable for millions of users. The culprit – hundreds of thousands of compromised surveillance cameras that had been taken over by attackers using the Mirai malware. The cameras had been taken over by the attacker who in turn used them to flood major internet sites with junk traffic causing the sites to be overloaded and inaccessible to legitimate users. Attackers often commit these types of attack to demand a ransom payment to allow the sites to return to normal operation.²

Figure 1



These attacks demonstrate the danger of a lack of attention to information technology security during the deployment of security devices intended to enhance physical security. The internet of things ("IoT") is revolutionizing physical security. Remote guarding systems rely upon internet connectivity in order to function. The cameras, sensors, recording devices, and monitoring stations function as a remote guarding system through the use of internet connections and IoT devices. Security cameras that previously operated in isolated environments are now connected to the world. In fact, the name, "closed circuit television" -- CCTV -- contemplates a closed system where viewing was limited to those who had access to the wired cables run from the cameras to the viewing screens. Organizations that want to harness the benefits of remote guarding and other IoT systems designed to enhance physical security assume that these devices are secure and can be deployed without much expertise. It is certainly counter-intuitive to think that security devices may be unsafe if the deployment of the devices is not carefully integrated into a robust overall information technology security strategy. As the previous headline making stories demonstrate, even sophisticated municipal IoT systems can be vulnerable to attack.

The internet is a dangerous place. Any device connected to the internet is subject to remote attack. Legions of cyber criminals scan the internet for vulnerable systems and devices. It is not uncommon for new devices connected to the internet to be under attack within seconds of being first connected. There are a variety of tools used to detect vulnerable IoT devices connected to the internet. For example, the website known as "Shodan" operates as "the search engine for the internet of things." Shodan searches can be used to generate lists of known vulnerable devices that have been discovered on the internet. In preparation for this article I ran a quick scan of Shodan for surveillance cameras that have default credentials. The Shodan report located 8,411 cameras installed in the United States that are operating with default credentials. Figure 1 is a screenshot

of the Shodan report summarizing the details of these devices. To further illustrate the point, I ran a second search of surveillance cameras with the username set to “admin” and the password set to “admin” – a very guessable configuration. Figure 2 demonstrates the summary of the 1,855 devices I found in the United States that fit that profile. An attacker with very little skill could easily access these cameras and take control of them.

Figure 2



Cyber crime journalist Brian Krebs wrote a number of articles about Mirai, and documented how poor security in the implementation of many IoT security devices played a huge role in the magnitude of the attack. He included a spreadsheet of the default credentials of many IoT security cameras, which I have included as Figure 3.³ It is trivially easy for attackers to use these credentials to take control of the devices.

Where do we start?

The purpose of this article is to establish that careful attention to information technology security is a critical component of the deployment of a remote guarding

system. In addition, this article will establish some basic guidelines to use in safely deploying remote guarding systems. Fortunately, there are a number of key factors and tools that can be used to meet this goal. First, be aware of the threat. Second, follow information technology best practices in the deployment of any remote guarding system. Third, check the integration of the system to make sure that it meets well-established standards.

Be aware of the threat

Any time new technology is deployed executives must ask a key question – “what can go wrong?” Surprisingly little thought is given to the consequences of a breach of the security caused by the deployment of a new device or system of devices. Executives and their teams should think carefully about the consequences of a breach of the security of the device. What is at stake? How could this device be used against us or our community? Could an attacker use remote access to this resource to enable or enhance the effectiveness of a physical attack? In most instances attention to these details will demonstrate a need to ensure that the device is properly secured. The counterweight to these considerations is usually convenience. Convenience and security are always in tension with one another.

A quick and basic example of this tension is useful for demonstrating the concept. Should you set a password on your smartphone? Many people do not set a password on their smartphone because they don’t like to be inconvenienced or bothered when they pick up their phone. While people are free to make this (unwise) choice for their own personal security, it is totally unacceptable for a work smartphone. Anyone who finds or steals the device would be able to get instant access to confidential information that may prove devastating to their organization’s operations. This tension between security and convenience plays a role in decisions about implementing technology at all levels of an organization. Think about the smartphone example and apply the same sort of decisions that need to be made about complex systems. In many instances security suffers as a result of decisions made in favor of convenience.

(continued on page 28)

Decision-making: Nobody Said It Would Be Easy

— *Chris Lewis*



Chris Lewis

"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others." — Gen. Douglas MacArthur

Decision-making has never been an easy thing. In doing so, every law enforcement executive since time began has faced unique challenges and considerations as they dealt with the issues of the day, thinking that it simply couldn't get any worse. Although the current decision-making issues are daunting and at times seem so much more complex than those faced by our predecessors, I'm certain this is merely our perspective. The issues the bosses of yesteryear were challenged by decades ago were surely as troubling to them as our issues are to us, now.

“ ... I think
that far too many
leaders are afraid
to make decisions
because they
don't want to
take any
risk ... ”

Too many managers who think that they are actually leaders, focus on their own agendas and what will make "them" look good. They are often not making the right decisions for the right reasons and are not in the best interests of the communities they serve or the people they lead. Why? Because their every decision is based on "What's in it for ME"? Conversely, the true leaders always consider "What's the best thing for THEM." Those who don't live by that mantra are failing their communities and their people.

The need to make ethical decisions under the growing media and public microscope has grown exponentially. It's always been an important issue for

leaders to consider, but errors in judgment seldom go unnoticed or unforgiven in our current environment.

All of our decisions should be ethical. All we have to do is ask ourselves: Is it the right thing to do? Is it the best thing for the communities we serve and our people? Would I be embarrassed if my mom found out or if my decision ended up in a news story? If the answer to all of those questions is no, it sounds like a bad idea.

There are as many "decision-making" models, frameworks, and templates in existence as there are academics. They show a variety of quadrants, considerations, dynamics, and quotients. No disrespect to their authors, but I am an academic or expert. I'm just a small town boy who worked hard, was lucky enough to be in the right place at the perfect time on occasion, treated people well, learned through my many mistakes, and took some risk along my journey.

I am also someone who made decisions in law enforcement for 36 years – some potentially life-altering decisions, many career-limiting decisions, some good – many not. But I accept all of that and take the bad with the good. I'm sure I've learned more from my mistakes than any successes I might have had along the way.

"There is only one way to avoid criticism: do nothing, say nothing and be nothing." — Elbert Hubbard

I think that far too many leaders are afraid to make decisions because they don't want to take any risk, out of fear that an error will jeopardize their career. Instead, they risk their careers by not making decisions!

The most seasoned of employees are not all-knowing or brilliant when they reach a supervisory, management or executive level position. We are all learning each and every day as leaders. Many of our best lessons will be learned as we toil away in these positions. So when time permits, why would we not seek the input of our people?

Sergeants should be seeking the input of patrol officers. Those above should be listening to their Sergeants and so on. If Chiefs are making decisions without all the facts and input to consider, they'll fail.

Although we often quietly questioned decisions made above us when we were rookies, we didn't dare share our thoughts. We'd be branded as a know-it-all, a trouble-maker or worse. But that was then.

We should be "encouraging innovation" in our people. When practical, we should seek the input, thoughts, and ideas of those we lead when making decisions. At times we'll get wonderful ideas from them based on their boots-on-the-ground knowledge of the issues. Our people will feel a sense of satisfaction out of seeing their suggestions put into action. In addition, it will help them grow as members and as leaders themselves. It will also build their trust in us as leaders because of our willingness to listen.

Of course there will be situations where the decision-making will not allow for in-depth discussion and a group-think. Decisions will have to be made and followed.

Decisions need to be consistent and fair, with all personal biases pushed aside. That's not always easy to do, but leadership isn't always easy. "Is it the right thing to do" should always be the question, as opposed to "Do I really like this person?"

Decisions will most often go well and be huge successes. Other decisions will be total train-wrecks unfortunately. The test of the true leader will be the reaction to all of those scenarios.

The real leaders will give credit to those they lead when things go well. When things go bad, the leader will assume responsibility and not pass the blame down. We have all experienced weak-kneed leaders accepting

credit for the efforts of others, as well as them passing blame for their own blunders. Do either of those things even once and it will spread like wildfire. You will lose whatever credibility you may have had, perhaps forever.

An admission of a mistake by a leader resonates greatly. Often because the men and women of the organization have so seldom heard such a declaration from above. Too many leaders view admitting that they are in fact human is a weakness, when in reality it is a strength.

The people you lead also need to understand that as leaders themselves, they won't always get their way and when they don't, they still need to stand shoulder-to-shoulder with you. Too many leaders want to blame the decision that they don't agree with on "the boss," even when at times they truly believe that the decision made was the right one. But because it may be controversial with the troops, they'll roll their eyes and say, "The boss said we have to do this." That's simply the easy way out for pseudo-leaders who are afraid to say "I made the decision, and here's why" when they assume that the decision may not be well-received by those they lead."

Abraham Lincoln once said, "If you have no will to change it, you have no right to criticize it."

I wish that more leaders – as well as their followers, lived by that axiom. None of us can force them to, but we can sure lead by our example. In turn we will be better leaders as a result of considering their advice.

Taken in part from "Never Stop on a Hill".

Chris Lewis is the former Commissioner of the Ontario Provincial Police (OPP), retiring after 36 years of service. Lewis joined the OPP in 1978 and began his career as a Provincial Constable in Kapuskasing. He has served across the province in a variety of front-line, specialized and management positions. Among his accomplishments, Lewis is the first police officer to have been awarded all three levels of the Canadian Order of Merit of the Police Forces, presented by three successive Governors General.



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The Best Leaders Are Also Mentors

— Heidi Scott Giusto, Ph.D.



Heidi Giusto

My experience has shown that people of all ages and in various stages of their careers can be mentors, and this can prove to be of tremendous benefit to the workplace. The traditional mentoring relationship is one in which an older, more experienced worker mentors a younger, less experienced counterpart, but the reverse can work as well: when a younger professional mentors an older one. In these less common scenarios, corporations often have the younger workers educate senior leaders on the perspective of Millennials and new uses of technology. Whatever the situation, the fact is that mentoring has a positive impact on both people in the relationship in a number of ways.

In my experience as a resume writer and career consultant, where I work with senior leaders and middle management, as well as young professionals, I have made some observations about mentoring. I've ultimately come to the conclusion that almost everyone can benefit from a mentoring relationship, and the people who are viewed as the best leaders—those described as "the best boss I've ever had"—are thoughtful mentors.

What Is Mentoring?

Although there are more formal definitions of mentoring, I view mentoring as a mutually beneficial relationship between two professionals in which the mentor of-

fers support, guidance, and (sometimes) opportunities to the mentee. A mentor's help, perspective, and enthusiasm can propel a mentee to success in a field or industry when, without the mentor, they may have a totally different experience. In turn, the mentor benefits in a variety of ways: the personal satisfaction derived from helping someone, the ability to pass along an awareness of their field and concerns to a less experienced colleague, and a renewed sense of energy. I've been told that the "energy" from a mentee is like a "breath of fresh air" and "inspiring." When I was working in the field of college admissions, I read a statement about college essays that stuck with me: If you don't feel you can change the world at the age of 18, when will you ever feel that way?

In practice, mentoring can take many forms. It might be a monthly meeting with a set agenda over lunch, for instance, or a more ad hoc arrangement where one person lets the other know they can be contacted as needed for advice. No matter what form the mentoring takes, both parties should be aware of the relationship. What I mean is that someone might consider one person a mentor, but the "mentor" might be unaware of the positive impact they have made. In my view, there doesn't need to be a formal mentoring agreement, but if someone is having a consistent positive influence on your



“ ... mentoring

life, let them know the ongoing guidance and support is helpful. Many people are surprised to hear that their thoughts are valued and having an influence—and they might welcome the opportunity to play an even larger role in the other person's professional development.

Leaders as Mentors

I already shared that mentoring is mutually beneficial, although on the surface it might seem one-sided in the mentee's favor. In fact, I have found that people who self-identify as mentors love mentoring and consider it an integral part of who they are and enjoy it because of the contribution they make to society. I worked with one Police Commissioner who had a lengthy list of awards that spanned from local to internationally known organizations. He created programs that reduced crime, improved communities, and enhanced law enforcement training. He was accomplished in every sense of the word. When I asked him a common question I ask clients—What are you most proud of?—he didn't focus on any of the more obvious accomplishments that came from public recognition of his service. Rather, his greatest source of pride was his role as a mentor to the next generation of police officers, as well as to youth who came from disadvantaged backgrounds.

The Police Commissioner was like many senior leaders I work with. Yes, they may have resumes that showcase the bottom-line contributions they make, but what often feels absent to them—and what we work together to demonstrate in a new resume—is their ability to positively influence those around them. **My experience suggests that the best leaders are also mentors, and they deeply value their role.**

For example, one of my clients retired from the military after having a very successful career filled with promotion after promotion. His annual evaluations were incredibly impressive, and they highlighted his long-

term potential and successes each year during his twenty-year career, including being responsible for the well-being of more than 100 soldiers in highly active combat zones. When I asked him to describe what he is most proud of, his reply was akin to the Police Commissioner's response to this question. He shared that he is most proud of the fact that soldiers come to him years after their professional relationship ended just to ask for advice. Moreover, he finds younger adults inspiring because they are critical thinkers who keep him on his toes!

Perhaps a bigger reason leaders mentor is because they recognize they have benefited from mentoring themselves, and they want to give back to keep the process going. One Chief Operating Officer who I worked with praised mentors who helped him over the course of his career; as he described previous roles and bosses, he made it a point to call out which ones truly supported his development. One former boss remains a trusted mentor and he still communicates with her regularly even though they are no longer at the same organization. In turn, the COO is a trusted mentor to one of his colleagues, someone who is just a step or two behind him on the career ladder. The mentee shared how the COO invites him to meetings that he would not otherwise be invited to attend, and offers professional support in other capacities as well. In turn, the mentee is a proud mentor to a number of his direct reports and supports them in their professional development. This circle of mentoring continues.

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impact on both

people in the

relationship in

a number

”
of ways.

(continued on page 20)

The Best Leaders Are Also Mentors

(continued)

Takeaway

You don't have to be a Police Commissioner or C-suite executive to be a mentor. Rather, you just have to have the attitude that you want to support another person in their profession or even in their personal life. I have colleagues, friends, and clients who have confided in me that they wish they had a mentor. I firmly believe that if mentoring was more prevalent in workplaces, issues that many organizations face, such as employee churn or low morale, could be alleviated.

So, if you are a leader in your workplace—perhaps especially if you are a leader—consider being a mentor. Your skills and ideas are valuable not only to your own

career, but to others as well, if you allow them the opportunity to learn from you. This is also your opportunity to nurture the next generation of leaders—whether they are adolescents from your community or direct reports. Realize the value of your hard-won wisdom. Your advice and perspective are needed, and **YOU** can make a measurable difference in the lives of those around you.

Heidi Giusto, owner of Career Path Writing Solutions, helps individuals and businesses succeed when the stakes are high by helping them articulate clear and compelling strategic communications. Heidi holds a Ph.D. from Duke University and is a Certified Professional Résumé Writer, a Certified Employment Interview Professional, and a Certified Empowerment and Motivational Coach.



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Authentic Leadership: Rare and Achievable!

— **Larry Barton, Ph.D.**



Larry Barton

There are well over 700 books on amazon.com highlighting the lessons of leadership, but there are few truly exceptional bodies of work that help law enforcement professionals gain a new understanding on how to maximize their potential.

You are aware of the basics: be consistent and objective in all facets of decision making, create synergy and teamwork that yields positive and measurable results for your department and the community, and, above all else, be honest- with yourself, with your officers and with your family. It sounds fundamental, but somehow wonderful people can and do muck it up. That's with an M.

I was raised by my parents to keep lists- lists of projects, birthdays, objectives, words I had misspelled...if you organized an Olympic Games of Lists, I might qualify to carry the torch into the stadium. If people thought that lists would become antiquated with Outlook® and technology, you may be surprised at a study from Northwestern University professor Alan Friedman showing that 87 percent of police commanders consider lists “absolutely essential” to leadership, ranking second only to communication skills. Lists tell us a story about our capacity to identify, track and create a hierarchy of needs—that of our own workload and that of subordinates. Be self-aware, and if you are not particularly good at lists (or rely on subordinates to

“ There is no effective training available on showing empathy because candidly you either have that gift or you don’t. ”

do that for you), you may have a genuine opportunity to revisit your leadership traits as a result.

If organizing priorities is essential to law enforcement leadership (think checklists for pilots, sports coaches, and nurses), the second insight about high impact police leaders is their ability to manage stressful incidents in their department and community with grace under pressure. Each of us has a degree of emotional vulnerability when a critical incident occurs and this is especially acute when the life of an officer is lost in the line of duty or unexpectedly.

There is no effective training available on showing empathy because candidly you either have that gift or you don’t. This is where your PIO can shine with the news media, but when it comes to speaking with your officers, at funerals and elsewhere, take the extra time to rehearse. This is an investment that not only lifts confidence in you, but demonstrating emotion, even appropriate, moderate anger—these are leadership attributes.

A third attribute of leadership in law enforcement surrounds a term we rarely use: innovation. While advancements in crime scene forensics and community surveillance technologies have leaped significantly in the past decade, have we personally demonstrated innovation in how we govern our civilian and sworn personnel? If your days are largely predictable, if the way you recruit and train your rookies is largely the same as it was a dozen years ago, and if the manner in which you offer budget briefings to funding agencies remains largely unchanged.... you’re old school, regardless of age or success.

A few months ago I encouraged a chief who had taken my class at FBI-LEEDA three years ago and she reminded me that I encouraged every chief in the room to spend a day at a local university, arranged through the president’s Office, to listen, rather than lecture—

listen, rather than pontificate—and ask graduate students about their projects in technology, criminal justice, psychology and public affairs.

“I had no idea,” she said. “When we saw the projects these students were working on, we realized that we missed opportunities but could build new bridges with resources in the backyard.” This isn’t majestic risk taking, it’s community collaboration in search of innovation in public safety. You may be surprised by who you meet, where their intellectual curiosity is taking them and—here’s a thought—you may encounter talent worthy of recruiting at a time when the pool of applicants is shrinking in terms of both interest and skill sets.

Consider looking at leadership not based on any personality or performance test where you receive a score, but rather through a penetrating self-examination of job satisfaction as a law enforcement leader. Are you enjoying your work? Do you share that passion, even now, with others throughout your department? Are you truly grooming your potential successors or allowing the next leader to be selected because of political or other reasons? What expectations and training needs, including formal degrees and certifications, have you established for the level below you? Each of us likely can cherish the impact that only one or two people profoundly had on your career development. Become that person for those who will lead in the future.

It doesn’t seem very “police” like, but when asked to lecture on leadership, I strive to select people of courage who understand risk and reward, demonstrate passion by example and who are not hesitant to move defeat and setbacks aside and then apply lessons learned to the welfare of others.

In 1832, Abraham Lincoln was a mess personally and professionally. He was defeated in his first bid for the Illinois Legislature, had a nervous breakdown and remained in his sleeping room for more than four months with only one daily departure for dinner downstairs- he lost two bids for the U.S. Senate, as well as other pursuits, before defeating a Team of Rivals in

his bid for the Presidency. He is known for building consensus with his opponents to unify a broken nation, but he was an innovator, planning a railroad that would like both coasts, meeting and listening to law students and spending massive amounts of time on—lists. Somehow, these factors often play a unique role in the lives of comparable champions of life in sports, the arts, science and yes, in law enforcement.

Before buying another Tony Robbins book or sending your team to an enrichment seminar, consider a personal leadership inventory where you ask:

- *Am I as organized as required by my role, or am I often caught unprepared?*
- *Would my subordinates consider me a person of empathy or a “big hat, no cattle” chief?*
- *Do I pay attention to details and delegate appropriately?*
- *Am I an innovator or sitting on the laurels of service and status? Will the cadets and rookies of today remember me as a change agent who encouraged education and technology as vital to effective police leadership, or that I “was present.” Imagine the difference!*

Larry Barton, Ph.D. is the Distinguished University professor of Crisis Management and Public Safety at the University of Central Florida. He is a top-ranked instructor for The FBI Academy. He can be reached at larry@larrybarton.com



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How to Secure Your Remote Guarding System

(continued from page 12)

Figure 3

| Username/Password | Manufacturer |
|-----------------------|--------------------------------|
| admin/123456 | ACTi IP Camera |
| root/anko | ANKO Products DVR |
| root/pass | Axis IP Camera, et. al |
| root/vizxv | Dahua Camera |
| root/888888 | Dahua DVR |
| root/666666 | Dahua DVR |
| root/7ujMko0vizxv | Dahua IP Camera |
| root/7ujMko0admin | Dahua IP Camera |
| 666666/666666 | Dahua IP Camera |
| root/dreambox | Dreambox TV receiver |
| root/zlxz | EV ZLX Two-way Speaker? |
| root/juantech | Guangzhou Juan Optical |
| root/xc3511 | H.264 - Chinese DVR |
| root/hi3518 | HiSilicon IP Camera |
| root/kv123 | HiSilicon IP Camera |
| root/kv1234 | HiSilicon IP Camera |
| root/jvbzd | HiSilicon IP Camera |
| root/admin | IPX-DDK Network Camera |
| root/system | IQinVision Cameras, et. al |
| admin/meinsm | Mobotix Network Camera |
| root/54321 | Packet8 VOIP Phone, et. al |
| root/00000000 | Panasonic Printer |
| root/realtek | RealTek Routers |
| admin/1111111 | Samsung IP Camera |
| root/xmhdpic | Shenzhen Anran Security Camera |
| admin/smcaadmin | SMC Routers |
| root/ikwb | Toshiba Network Camera |
| ubnt/ubnt | Ubiquiti AirOS Router |
| supervisor/supervisor | VideoIQ |
| root/<none> | Vivotek IP Camera |
| admin/1111 | Xerox printers, et. al |
| root/Zte521 | ZTE Router |

I hope that it is clear that the internet is an extremely dangerous environment and attackers are constantly on the lookout for unsecured or poorly secured resources to attack. Executives need to be wary of the risks posed by the deployment of new technology in this extremely dangerous environment. They also must be aware of the tension between security and convenience and how that tension may influence decisions made in the implementation of new systems.

Use Best Practices to Achieve Defense-in-Depth

The good news is that a tremendous amount of effort and research has been conducted in how to secure resources that communicate over the internet. As a result a number of best practices have been developed that serve as guide for the implementation of any system. The basic concepts behind these best practices help to promote robust security. The key to robust security is defense in depth. Remote guarding systems and other

critical IoT devices should have multiple overlapping security features. This ensures that even if one safeguard should fail, the device will remain secure.

Some familiar examples of best practices include the following:

- *Inventory and control of hardware assets – It is surprising how many organizations lack information about the devices that are installed on their networks. A robust security plan includes keeping a careful inventory and requiring that every device meets the organizations security requirements.*
- *Require multifactor authentication (MFA) – this best practice requires that a user's access to a system needs more than just a password. This provides an extra layer of defense in the case of a stolen password.*
- *Enforce password security – by ensuring that passwords meet complexity requirements and ensuring no weak or default passwords are used. This best practice provides protection against easily guessed, brute forced, or cracked passwords.*
- *Keep devices and software up to date with the latest software and firmware patches.*
- *Use of Virtual Private Networks (VPN) – many organizations utilize VPN technology to ensure that all remote access to a resource occurs over an encrypted connection. In addition, the requirement that devices cannot be remotely accessed without using the VPN prevents outsiders from being able to connect to or even scan the protected assets.*

These deploying IoT security devices are some examples of basic best practices that should be considered when deploying IoT security devices.

Standards Matter

It is often difficult for executives to determine whether newly deployed systems meet the security standards that our organizations expect. In most cases, executives lack the training and experience to determine whether the information technology staff members are using best practices and are implementing a robust information technology security plan. Unfortunately, leaders

typically do not discover that security has been lacking until there is a breach of security.

The answer to this dilemma is the adoption of standards. There are several extremely well-developed standards that can be used to guide an organization towards robust information technology security. I recommend the Center for Internet Security's 20 Critical Security Controls. These controls, which are listed in order of priority, "collectively form a defense-in-depth set of best practices that mitigate most common attacks against systems and networks."⁴ According to several studies, adopting the first five controls will stop 85% of all attacks, while implementing all 20 controls will prevent 97% of attacks.⁵

It is also critical to vet potential vendors to ensure that they meet well established industry standards. Underwriter Laboratories (UL) has issued standards for remote guarding providers. The certification requirements are found in UL 827 and 827B. Elite Interactive Solutions was the first remote guarding provider to be UL certified.

About the Author

Justin Feffer is currently a law enforcement officer commanding the Cyber Crime Investigation Section of a large law enforcement agency in Southern California. He has been assigned to the investigation of cyber crime since 2004.

As a sworn law enforcement officer in Southern California since 1988, and a California attorney since 1994, Justin has instructed thousands of law enforcement officers, prosecutors and public officials throughout the United States and internationally in cyber security, cyber crime and high technology threats.

Justin is a graduate of information technology crimes investigation programs conducted by the SANS Institute, Carnegie Melon's CERT-CC, FBI, HTCIA, and the California Department of Justice. He is also a member of the High Technology Crimes Investigation Association (HTCIA) and is the sole instructor of the FBI-LEEDA Advanced Identity Theft courses. He holds Global Information Assurance Certifications as a Penetration Tester (GPEN), Security Analyst (GSEC), and Forensic Analyst (GCFA). Justin also serves on the Elite Interactive Solutions Law Enforcement Advisory Board ("LEAB"), where his insight and passion for Remote Guarding benefit both Elite's clients and law enforcement partners.

¹ Weiner, Rachel "Romanian hackers took over D.C. surveillance cameras just before presidential inauguration federal prosecutors say" Washington Post, 28 Dec. 2017; see also the Criminal Complaint in *United States v. Isvanca and Cismaru*, United States District Court for the District of Columbia, 11 Dec. 2017.

² Krebs, Brian "Hacked Cameras, DVRs Powered Today's Massive Internet Outage" 21 Oct. 2016, KrebsOnSecurity, krebsonsecurity.com/2016/10/hacked-cameras-dvrs-powered-todays-massive-internet-outage/; see also, Fruhlinger, Josh, "The Mirai botnet explained: How teen scammers and CCTV cameras almost brought down the internet" 9 Mar. 2018, CSO, www.csomagazine.com/article/3258748/security/the-mirai-botnet-explained-how-teen-scammers-and-cctv-cameras-almost-brought-down-the-internet.html

³ Krebs, Brian "Who Makes the IoT Things Under Attack?" 3 Oct. 2016, KrebsOnSecurity, krebsonsecurity.com/2016/10/who-makes-the-iot-things-under-attack/ (The author is grateful to Mr. Krebs for giving permission for the use of the graphic in Figure 3.)

⁴ Center for Internet Security "CIS Controls V7" 19 Mar. 2018, available at www.cisecurity.org/

⁵ See for example: Smith, Travis, "Foundational Controls Work – A 2017 DBIR Review" 1 May 2017, Tripwire, www.tripwire.com/state-of-security/featured/foundational-controls-work-a-2017-dbir-review/; and Perez, Juan C., "Implementing the CIS 20 Critical Security Controls: Slash Risk of Cyber Attacks by 85%" 14 Nov. 2017, Qualys Blog, blog.qualys.com/news/2017/11/14/implementing-the-cis-20-critical-security-controls-slash-risk-of-cyber-attacks-by-85.

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The “Three B’s” of Healthy Leadership

— **Kathleen M. Terry, Ph.D., BCC**



Kathy Terry

Healthy leadership is a journey and not a destination. The great leaders of today are constantly striving, growing, expanding, and stretching rather than resting on current success. The journey is an open invitation towards becoming a better leader at home and at work; as a public servant, parent, friend, business owner or employee. We are all leaders in our own lives and all have the ability to become more. The path to healthy leadership is paved by the “Three B’s”: Boundaries; Balance; and Best Self!

Boundaries:

A separation or dividing line between two things, people, events, etc. Understanding that you exist independently from another allows you to create your own values, beliefs, and way of living. Knowing you are different than another allows your own thoughts, words, emotions, and deeds to create healthy boundaries and lead.

Healthy boundaries allow for the following:

- *Responsibility for our choices, actions, and the resultant consequences. Allowing others to assume their own responsibility and consequence.*
- *Encouraging and supporting growth in ourselves, while allowing others to also grow and change.*
- *Striving towards greater self-awareness and self-care.*
- *Improving communication and social skills, which are critical for any healthy interaction.*

Our ability to understand and maintain boundaries is a component of our emotional intelligence which is comprised of self-awareness, self-management, social awareness, and social skills according to Daniel Goldman. When we are emotionally less than mature and less self-aware, we are functioning and leading at a deficit and are seeking something from others that allows us to feed our own need rather than leading to serve others. We must be self-aware enough to identify when this exists. Sometimes this translates into unhealthy boundary markers such as silencing others, requiring sacrifice from others that we are unwilling to make ourselves, and

distancing from our responsibility in adverse events. Boundaries are necessary in work and in personal life allowing for great leadership: leading with the right intent, right direction, leading to give and enrich others and leading in surplus.

Balance:

Balance is what allows us to be in a state of surplus. Balance can be an elusive target and once achieved must still be watched and honed as it is a dynamic goal which is easy waylaid. In fact, we should expect it to be a continual target throughout our entire lives and something for which we will need to be vigilant. Proper work/leisure, activity/renewal, stretching/comfort states all shift and require adjustments for balance. Instead of going through life skimming, not fully engaged, existing in surface and superficial interactions with “don’t rock the boat” attitudes we should blaze the path towards balance. When we are in balance we happily face challenges and difficult conversations/situations knowing as a leader these situations often bring about the greatest growth for the leader and the student. A balanced life translates into renewable energy sources for physical and mental exercising; choosing good nutrition, making time with friends and family as well as reflection/alone time. Balanced living allows for clear thinking and sufficient resources to support those around you and yourself. Leadership is attained through balanced living.

“When you have balance in your life, work becomes an entirely different experience. There is a passion that moves you to a whole new level of fulfillment and gratitude, and that’s when you can do your best ... for yourself and for others.” – Cara Delevingne

Being your Best Self:

Prepare for and show up with your best self when you lead. Attune to yourself, accept responsibility and keep mindful of how you exercise power. These are paths to leading as your best self. Acknowledge and face your shadows on an ongoing basis as this allows you to bring your best self forward. Your shadows are those parts of

eTrilogy

you that are not ideal and perhaps seek to feed the ego self; with power, fame, and money. Don't minimize this shadow of yourself or the best of who you are may be limited and hidden. There are treasures and gifts in recognizing and learning about ourselves from our shadows. When we know our areas in need of additional work we can strengthen. Remember that who you are matters most – because who you are dictates what you do (in good times and bad).

Good leaders are emotionally healthy and bring their best selves to the table to serve. Leaders ARE called to serve first and foremost. We serve those we lead when we attend to both the internal and external self. Think of the iceberg with only 10% showing and 90% below the surface. Your visible/external self is that 10% but the 90% below the surface is more impactful and significant. You will have to go below the surface to lead so be sure that below the surface is just as healthy and strong as what is above. If you haven't started the journey within, start today. If you are already on the journey, continue and allow the journey to your best self to transform your life. Permeate the 90% and know that what is below the surface is just as strong, stable, and healthy as what is above the surface.

Looking forward to continuing the journey with you where I am privileged to speak with you in person at the FBI-LEEDA 28th Annual Executive Education Conference. Great leaders do not "arrive" but rather are ALWAYS on the journey. See you at the conference as we delve into the five sources of energy in life (and how we can ensure we fill up with energy gainers and avoid energy drainers)!

Dr. Terry is a psychologist, board certified life, career and leadership coach, and owner of Lightning Strategies, LLC. She has worked for a not-for-profit company for 20+ years presenting nationally to large and small audiences, and instructed at the collegiate level since 1991. Her passions include empowering people to be their best, embracing change, and leading with the end in mind. Let me help you or your department on the journey! Dr. Terry can be reached at kterry@lightningstrategies.com www.lightningstrategies.com

FBI-LEEDA recognizes that with various shifts and responsibilities, law enforcement officers cannot always get away to attend a brick-and-mortar school or class. That's why FBI-LEEDA offers three online classes. Although there are hard timelines for assignments, each module can be taken at the student's leisure – any time of day or night.

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<https://fbileeda.org/>

Off-Duty Officers and When to Intervene

— **Eric Daigle, Esq.**



Eric Daigle

Having an effective off-duty policy that provides guidance to officers on their legal responsibilities and required notifications has become essential. With this knowledge comes an important question: what happens if an officer is caught in the middle of a crime while they are off-duty? With current widespread animosity toward the police, officers may question if it is easier to avoid the altercation altogether.

In a 2018, 7th Circuit Case^[ii], Winnebago County (Illinois) Sheriff's Deputy Frank Pobjecky found himself in an unfortunate situation while off-duty; let's look at the court findings to better understand some possible outcomes when you find yourself off-duty, unarmed, and on camera.

“ ... what happens if an officer is caught in the middle of a crime while they are off-duty? ... It is essential to have a strategic plan ahead of time as these high-stress situations can happen at any moment ... ”

FACTS

On a late Saturday evening Deputy Pobjecky, who was off-duty and unarmed, was waiting for a pizza at Marie's Pizzeria in Rockford, Illinois and talking with the manager when four men, Lamar Coates, Brandon Sago, Desmond Bellmon, and Michael Sago, Jr., entered the restaurant. Coates was armed with a revolver and immediately moved towards Pobjecky and the manager, pointing the gun at Pobjecky and the manager demanding money. Bellmon ran to the register and Michael stood by the front door as a lookout. At one-point Coates lowered the revolver which allowed the manager to try and grab it from him, resulting in a struggle with Coates.

Sago and Bellmon joined in the struggle, and Michael started in

from the doorway as Pobjecky, who was aware that the manager carried a concealed handgun, retrieved the manager's gun from his waistband. As Coates was losing the struggle for his revolver, Pobjecky engaged each suspect with the manager's gun as the suspects moved around the restaurant. Coates was shot in the back, Bellmon was shot as he moved from behind the counter, Sago was shot as he was running for the front door and Michael was shot three times in the lower back as he crawled to the door. Michael was able to exit the restaurant and died outside on the sidewalk.

Pobjecky then locked the front door and called 911. At no time did he announce himself as a police officer or give a warning to the suspects. The time stamps on the security cameras showed the entire incident lasted thirty-six seconds from the time the suspects first entered the restaurant until Pobjecky fired the last shot. The three surviving suspects were arrested and treated for their wounds. Aside from Coates, none of the suspects, were carrying a firearm. All three suspects were later convicted of felony murder of Michael Sago Jr.

The Plaintiff – James Horton, as administrator for Michael's estate, brought a Section 1983 action alleging excessive force and failure to provide medical care. The district court granted the Defendants' summary judgment motion, dismissing all claims. Horton then filed this appeal to the 7th Circuit.

Court Findings

The 7th Circuit agreed with the trial court although there were conflicting versions of the events surrounding the incident, reviewing the facts in a light most favorable to the Plaintiff still results in a finding for the defendant officers.

The court first looked at the excessive force claim and was quick to acknowledge the deadly and confusing nature of the circumstances facing off-duty Deputy Pobjecky. The court noted:

Judges view facts from afar, long after the gun smoke clears, and might take months or longer to decide cases that forced police officers to make split-second decisions in life-or-death situations with limited

information. We as judges have minutes, hours, days, weeks, even months to analyze, scrutinize and ponder whether an officer's actions were 'reasonable,' whereas an officer in the line of duty all too frequently has only that split-second to make the crucial decision. The events here unfolded in heart-pounding real time, with lives on the line. Pobjecky lacked our luxury of pausing, rewinding, and playing the videos over and over.

The court went on to affirm the district court's finding that it was not unreasonable for Pobjecky to believe Michael may be armed and posed a threat. The court summarized that Michael entered the store with the other suspects, wore clothes that could easily conceal a weapon, and advanced towards Pobjecky and the manager as they wrestled with Coates for the suspect's gun. "Under immense pressure, and with limited time, Pobjecky responded to the armed siege with reasonable, appropriate and justified force in compliance with the Fourth Amendment."

The court then turned to the claim that Pobjecky failed to provide medical care in a timely manner. Police officers have a constitutional responsibility to provide medical care to the fullest extent possible. The 7th Circuit has established a four-factor test to determine whether an officer's actions regarding medical care were objectively unreasonable. Those factors are:

1. *Whether the officer had notice of the medical need*
2. *The seriousness of the medical need*
3. *The scope of the requested treatment*
4. *The existence of circumstances that might inhibit the officer's ability to provide treatment*

Here, the court determined that Pobjecky was aware of Michael's medical need, but the officer was out of ammunition and did not know if there were additional suspects outside. Based on these factors, it was reasonable for Pobjecky to lock the door, call 911 and wait for reinforcements. "It would be unreasonable," the court opined, "to demand him to venture into the night with an empty gun, risking further onslaught, braving the hazards Michael and the other assailants created, to administer treatment to Michael." The court went on to also dismiss the Monell claim against the Sheriff as well as state law claims.

Takeaways

Certainly, we applaud Deputy Pobjecky's valiant efforts under challenging circumstances. In today's day and age, we never know when we may find ourselves in the middle of an off-duty "incident". Now may be a good time to review a couple of important questions such as:

- *What is your agency's policy and state law concerning your authority and civil protections if you find yourself involved in an off-duty incident?*
- *What measures can you take to assure that, if you are involved in an off-duty incident, responding officers don't mistake you for a suspect?*

It is essential to have a strategic plan ahead of time as these high-stress situations can happen at any moment and you may not have the luxury of thinking out your actions. You can also be sure that wherever you go someone or something will be filming you; in this case it was beneficial to Pobjecky that there was a camera involved as it helped him prove that his actions were the right ones and that his retelling of the events and facts surrounding the robbery were fact and not fiction. So before your next slice, make sure you consider all of your options should you be called to action in the heat of the moment without your badge or weapon.

ⁱⁱ *Horton v Pobjecky, 2018 U.S. App LEXIS 4885 (7th Cir 2018)*

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Attorney Daigle practices civil litigation in federal and state court, with an emphasis on municipalities and public officials. His area of focus is civil rights actions, including police misconduct litigation and employment actions. He is an FBI-LEEDA instructor and serves as its General Counsel.

FBI-LEEDA Regional Representative Program Update

— **Mark Sullivan**, Program Coordinator, FBI-LEEDA



FBI-LEEDA's Regional Representatives serve as ambassadors for our great organization, and each year they make visits to over two dozen regional command colleges around the country. Many of the FBI field offices offer an in-service training opportunity, in the form of a command college, leadership development seminar, or "mini-LEEDS" program. These sessions offer training to the top cops of the thousands of smaller agencies who do not have the opportunity to attend the LEEDS session at Quantico. During their visits to the sessions, our Regional Reps introduce FBI-LEEDA and share details of our leadership and educational opportunities.

So far this year, our Regional Reps have visited sessions in Washington, Oregon, South Carolina, Maine, California, and Maryland, with many more to go this year! But you don't have to be a regional rep to spread the word about the great line-up of FBI-LEEDA courses ... tell a friend so they can benefit from our top-shelf training and enhance their career!! And judging from the huge increase in the number of courses offered in recent years, it seems like the word is out! FBI-LEEDA has emerged as a premier law enforcement training organization!

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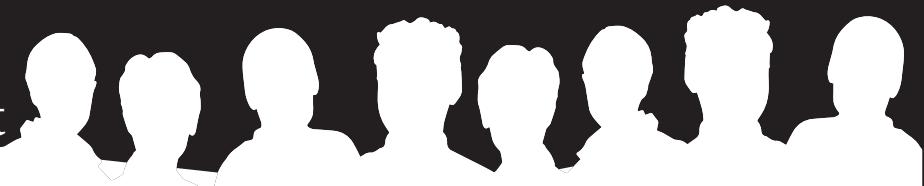
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FBI-LEEDA Members' Spotlight



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FBI-LEEDA's Trilogy program is a series of three core education programs that provide mid to upper-level leaders, intensive training in the latest management concepts and practices faced by today's law enforcement professionals. These dynamic, cutting-edge courses are taught by executive level law enforcement experts with extensive leadership experience that help engage and prepare participants for leadership positions. POST and state certification for continuing education credit is available for most states. For more information please contact FBI-LEEDA by email at info@fbileeda.org

1



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Sessions start every thirty (30) days.

The registration fee for Basic Supervisory Liability class is \$350.

Phase II – Advanced Supervisory Liability

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Sessions start every sixty (60) days.

The registration fee for Advanced Supervisory Liability class is \$350.

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FBI-LEEDA presents *Ethics*, an on-line distance learning program that focuses on the importance of ethics, integrity and procedural justice to the daily operation of law enforcement agencies. Law enforcement officers are held to a high standard and require a level of public trust, commonly known as police legitimacy. When officers display conduct unbecoming, public trust is eroded and the image of an agency is tarnished. This program will provide lessons in reasoning that lead officers to appropriate decisions and resolutions.

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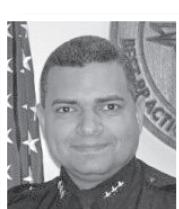
A.C. Roper



Stephanie Slater



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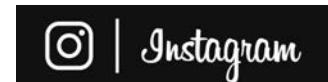
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Purdue University Global

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 Tel: (210) 632-2699
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University of Oklahoma

For more information about the OU program, contact
Dr. Todd Wuestewald, Assistant Professor of Criminal Justice
(former chief of the Broken Arrow Police Department)
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| State/Class | SLI | CLI | ELI | IA | MPR | RLI | DLSL | DLASL | EPJ | LI | KEY |
|---|-----|-----|-----|----|-----|-----|------|-------|-----|----|----------|
| Alabama Peace Officers Standards & Training Commission | X | X | X | X | X | | | | | | ATA |
| Alaska Police Standards Council | X | X | X | X | X | X | X | X | X | X | |
| Arizona Peace Officer Standards & Training Board | X | X | X | X | | | | | | X | ATA |
| Arkansas Commission on Law Enforcement Standards & Training | X | X | X | | | | | | | | |
| California Commission on Peace Officer Standards & Training | X | X | X | X | X | X | X | X | X | X | CPT only |
| Colorado Peace Officer Standards & Training Board | X | X | X | X | X | | | | | X | ATA |
| Connecticut Police Officer Standards & Training Council | X | X | X | X | X | X | | | | X | ATA |
| Delaware Council on Policing Training | X | X | X | X | X | X | X | X | X | X | ATA |
| District of Columbia Police Officers Standards & Training Board | | | | | | | | | | | |
| Florida Criminal Justice Standards & Training Commission | X | X | X | X | X | X | X | X | X | X | ATA |
| Georgia Peace Officers Standards & Training Council | X | X | X | X | X | X | | | | X | ATA |
| Hawaii | X | | | | | | | | | | ATA |
| Idaho Peace Officer Standards & Training | X | X | X | X | X | | X | X | | X | ATA |
| Illinois Law Enforcement Training & Standards Board | X | | | | | X | | | | | ATA |
| Indiana Law Enforcement Academy | X | X | X | X | X | X | X | X | X | X | ATA |
| Iowa Law Enforcement Academy | X | X | X | X | X | X | X | X | | | ATA |
| Kansas Commission on Peace Officers' Standards & Training | X | X | X | X | X | X | X | X | X | X | ATA |
| Kentucky Law Enforcement Council | X | | | X | X | | | | | | |
| Louisiana Peace Officer Standards & Training Council | X | X | X | X | X | | | | | | ATA |
| Maine Criminal Justice Academy | X | X | X | X | X | X | X | X | X | X | ATA |
| Maryland Police & Correctional Training Commissions | | | | | | | | | | | |
| Massachusetts Municipal Police Training Committee | X | X | X | X | X | | | | | | ATA |
| Michigan Commission on Law Enforcement Standards | X | X | X | X | X | | X | X | X | X | |
| Minnesota Board of Peace Officer Standards & Training | X | X | X | X | X | | | | | X | ATA |
| Mississippi Office of Standards and Training | X | X | X | X | X | | X | X | | | |
| Missouri Peace Officer Standards & Training | X | X | X | X | X | | X | X | X | X | *** |
| Montana Public Safety Officer Standards & Training | X | X | X | X | X | X | X | X | X | X | ATA |
| Nebraska Police Standard Advisory Council | | | | | | | | | | | |
| Nevada Peace Officers' Standards & Training | | | | | | | | | | | |
| New Hampshire Police Standards & Training Council | X | X | X | X | X | | | | | X | ATA |
| New Jersey Police Training Commission | X | X | X | X | X | X | X | X | X | X | ATA |
| New Mexico Law Enforcement Academy Board | X | X | X | X | X | X | X | X | X | X | |
| New York Municipal Police Training Council | X | X | X | X | X | X | X | X | X | X | ATA |
| North Carolina Law Enforcement Training & Standards | X | X | X | X | X | X | X | X | X | X | ATA |
| North Dakota Peace Officer Standards & Training | X | X | X | X | X | | X | X | X | X | |
| Ohio Peace Officer Training Commission | X | X | X | X | X | | | | | | ATA |
| Oklahoma Council on Law Enforcement Education & Training | X | X | X | X | X | X | X | X | X | X | ATA |
| Oregon Department of Public Safety Standards & Training Certification | X | X | X | X | X | X | X | X | X | X | ATA |
| Pennsylvania Municipal Police Officers' Education & Training Commission | X | X | X | X | X | | X | X | | P | ATA |
| Rhode Island Police Officers Commission on Standards & Training | | | | | | | | | | | |
| South Carolina Law Enforcement Training Council | X | X | X | X | X | | | | | | |
| South Dakota Law Enforcement Officers Standards & Training Commission | | | | | | | | | | | |
| Tennessee Peace Officers Standards & Training | X | X | X | X | X | X | X | X | | X | ATA |
| Texas Commission on Law Enforcement | X | X | X | X | X | X | X | X | X | X | ATA |
| Utah Peace Officer Standards & Training | | | | | | | | | | | |
| Vermont Criminal Justice Training Council | | | | | | | | | | | |
| Virginia Department of Criminal Justice Services Standards & Training | X | X | X | X | X | X | N/A | N/A | N/A | P | ATA |
| Washington State Criminal Justice Training Commission | X | X | X | X | X | X | X | X | | X | ATA |
| West Virginia Law Enforcement Professional Standards | | | | | | | | | | | |
| Wisconsin Law Enforcement Standards Board | X | X | X | X | X | X | X | X | X | X | ATA |
| Wyoming Peace Officers Standards & Training Commission | | | | | | | | | | | |

ATA = Apply Through Agency; X = Approved; P = Approval pending; N/A = Not available for credit

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Issue II – Spring 2019



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