From The General Chairman

Recently, I have had several opportunities to discuss technology and the role technology is playing in Intelligence and Analysis. It seems as though most of these discussions ended in a pro or con discussion with someone supporting the broad use of technology and another arguing the need for limits to the use of technology.

I find it both humorous and disconcerting how easily I find myself on both sides of the argument. The analytical, law enforcement side of me is overjoyed with the mind boggling volume and depth of data available and the speed at which that data can be manipulated. When you add analysis to the equation, information is becoming intelligence faster and with much more depth and detail than ever before. I guess you could call this my pro technology side. However, just as quick as I start down this line of thinking, my conservative and maybe even pessimistic side says “not so fast.” Certainly, technology can be helpful, but it can also be invasive, overreaching, inaccurate and dangerous.

I read articles quite often regarding License Plate Readers (LPRs), Facial Recognition Databases, Web Crawlers and Social Media Monitoring systems that provide astonishing examples of technology assisting in solving cases. These systems provide links and matches of data much faster than the human mind can even process the concept of doing so. At the same time, I have been made aware of simple items such as printers and thumb drives being sold with malware being embedded during the manufacturing process. I’m aware of large national banks losing millions of dollars through cyber attacks and young children being exploited and victimized through their social media accounts on a daily basis.

I wanted to highlight this particular issue and discuss my own personal struggle with this particular topic in order to make a point. I believe we can all agree, “Technology” is just “technology.” It doesn’t understand the history of a country or the protections of individual’s “rights”. It certainly doesn’t know the difference between good or bad. It is the person or group that is utilizing the technology that determines if it is being used properly. For those of us on the “good” side, it is imperative that we understand the boundaries and adhere to rules and regulations that ensure we use technology appropriately. We should push the capabilities of the technology while always remaining cognizant of protections and rights that not only we have but everyone in this country has.

I believe the Association of Law Enforcement Intelligence Units (LEIU) provides the guidance and training to ensure that people and agencies understand the fine line between what they can do and what they should do. My hope, as General Chairman of LEIU is that we strive to be the clear voice in a room full of gray discussions and we help our members remain on the side of being efficient and effective while at the same time remaining compliant.

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Communication, Perspectives, Backgrounds and Roles

Author Dr. Adrian Wolfberg

In the July 2014 issue, I introduced the challenges of communicating information to executives. As a reminder, I am not talking about the mechanics of presentations. Examples of the challenges I mean include a misunderstanding or creating confusion, and result from the fact that you and executive have different roles, backgrounds and perspectives. These challenges are derived from the interpersonal differences between you and the executive. Overcoming these challenges involves how these differences are considered when creating, shaping and framing the information so the executive gets what he or she needs for their purpose.

How do you overcome these challenges to be successful?

In the July issue, I mentioned that there are three stages you must go through: how you prepare for the interaction between you and executive; how you interact with the executive when you present the information; and how you reflect on how the interaction went. In this issue, I will just talk about the first stage: how do you prepare for a meeting with an executive?

Dr. Adrian Wolfberg has over 30 years experience as an intelligence professional, first as a naval flight officer aboard the carrier-based EA-3B seven-man reconnaissance aircraft conducting real-time intelligence collection and analytical fusion, as a naval intelligence officer assigned to the Joint Chiefs of Staff in the Pentagon, as a naval reserve intelligence officer assigned to the Office of Naval Intelligence, and most recently as a civilian with the Defense Intelligence Agency where he has served in a variety of roles from counterdrug analyst, collection manager, production manager, organizational change manager, strategic planner and policy officer. He has always been interested in the challenges analysts have communicating their results to decision makers. This interest began when as a navy lieutenant assigned to the Pentagon, Adrian detected a threat to a U.S. operation underway and was asked to convey the threat in a face-to-face ad hoc meeting with the Chairman of the Joint Chiefs of Staff, the most senior military leader in the United States. He was led into his office and successfully explained the highly technical results in 60 seconds in a way the Chairman could understand. Later in his career, Adrian was asked by a cabinet officer to travel to Latin America to meet with a non-English native speaking South American president to explain very technical conclusions to convince the president to change his policy towards the United States, which he did using one Power Point slide. These and many other experiences led Adrian to formally research how people who work with technical information communicate with decision makers who are not technical, and resulted in Adrian earning a Ph.D. from Case Western Reserve University’s Weatherhead School of Management. His doctoral work included research into intelligence analysts who brief the most senior policy makers in the United States such as the president, vice-president and cabinet officers, as well as law enforcement intelligence analysts who communicate their results to police chiefs and other law enforcement managers in city, state and federal agencies in both the United States and Canada. Adrian has a B.A. in the Transformation of Modern Culture from York University, Toronto, and a M.S. in National Security Strategy from the National War College, Washington D.C.
Before I go through this first stage, I want to introduce a very important topic about interpersonal relations, whether it is in professional relationships in the workplace or personal relationships with friends and family. This dynamic is your ability to see the world through the eyes of the other person, what organizational scientists call “perspective taking.” The reason I bring this up is because when you communicate information to an executive, you are in fact engaging in an interpersonal relationship and it is through this interaction that the information you feel is important to them is communicated. Interaction with executives therefore includes both the knowledge piece of the communication as well as the personal piece of the interpersonal relationship. You are in charge of the knowledge piece and it is through taking the perspective of the executive that you gain insight into the interpersonal piece.

Now to our question, how do you prepare yourself for presenting information to an executive? There are five basic steps: establish baseline knowledge; search for information; anticipate what the executive will ask; design emphasis points to draw the executive’s attention; and a final check. These steps are not exactly linear. This is not a prescription per se. These steps involve a cycling back and forth. I’ll go through each one of these to explain.

The first step is establishing the baseline knowledge of the topic you are communicating with the executive. At any cost, you must find out whom the executive is you are meeting with. Normally, this is not a mystery but I just point this out because it is incredibly important. Why? Because you must do the best you can to figure out what your audience already knows, what they are familiar with, and what they are not. If you are lucky, you know the executive well and therefore already have such insight because of experiences interacting with him or her. But, quite often it is the case you do not know the executive. So what do you do in this case? You need to talk with people who do know the executive. Those people might be in your organization or they might not be, but regardless, however many connections are needed, make the contacts to get as close as you can
to determine what the executive knows and does not know, what the executive expects and does not expect. This first step is about taking the perspective of the executive to identify the information needs of your audience.

The second step is searching for information to fill the information needs of the executive. You will have a deadline, a day that the meeting will take place. So you have this time constraint imposed on you. You have to figure out how to manage that time and the bulk of that time will be spent on gathering information for consideration to include in the presentation. We all face the double-edged sword of the blessing and curse of having too many sources of information available to use. Here, the sources I am mainly talking about are databases and the Internet, but also your personal network of work and external colleagues. Taking the insight of what you gathered from the first step has to be translated into a search strategy using these sources of information. This is not trivial, as you know. The customized knowledge you need for your executive is rarely presented exactly as what you need when searching for keywords or titles of articles, reports, etc. It’s a time management trade-off but the better insight you have into the perspective of the executive the more productive this search step will be.

The third step is anticipating what the executive will ask based on the results of the search you made in the second step. Whatever information you feel is relevant from your knowledge search you will now process in a narrative or graphic. Regardless of the mechanical form of presentation, you have identified the information content you feel is going to be useful to the executive. Rarely is there a perfect match between what the executive needs and the knowledge you as an expert possess. So, I will address the majority of cases where this is not so, when I as the analyst or police officer do not know everything equally well or in depth as the executive needs. Here, you have to be honest with yourself and identify what knowledge – of the information you have identified from your search – you do not have a sufficient understanding to answer intelligently a question about the topic from the executive. This means you also must be able to use the perspective of the executive to anticipate what his or her probing questions may be based on when you are presenting. The solution is not to disregard this information that you may be weak on but that may be useful to the executive, rather it is to plan or make sufficient time to fill in your own knowledge gaps by seeking out experts or knowledge sources.

The fourth step is the design of the knowledge content that you will include in your communication. Here, I am not primarily talking about mechanics of presentation; it is about the content, the meaning that you want to convey. But there is an art involved in this step that includes both content and to a lesser degree, presentation. You have decided the kinds of information you want the executive to know based on understanding their perspective, your knowledge search, and your preparations to ensure you have filled in your own knowledge gaps. Now, you must develop a strategy of what key pieces of information you want to bring to the forefront for the executive. Why is this important? Here is where the connection with the mechanics of presentation fits in, whether the presentation is a formal or informal oral delivery without slides, a formal or informal oral delivery with slides, a written narrative
read by the executive either in front of you or not, or some combination of the above. You have got to identify in your mind those key messaging points, which are going to be based on your perspective taking of the executive, in order to manage the number of important things and kinds of important things the executive needs to know. This step is also important in case the meeting you eventually have is reduced in time and you have less time than expected to present your information.

The fifth and last step is what I call the final check but this is much different than your grammar and edit check, important things to do, but there is a much more important aspect. After you have got your information packaged in whatever form you have, you must be able to mentally step back and review the information from the executive’s point of view. Missing this step can be disastrous, and it will take practice. Of course, being able to review the information from the executive’s viewpoint means you have taken the time and care to seek out his or her perspective the best you can. But, on top of that perspective, you have to now take time and mentally disengage from yourself and read or listen to what you have prepared from an outsider’s view. Now, it helps to get others to read or listen to what you have prepared but ultimately only you are going to be able to do the best job at determining if your presentation is on target because you have invested the time and energy to understanding the perspective of the executive. This means planning for quiet time and intentionally assuming a different role while you review the material. You then reduce the chances of embarrassment during delivery.

And this is where I will end this issue’s discussion of how to prepare for communicating with an executive. In the next issue, I will talk about being in the moment of the communication when you are in the presence of the executive and you are interacting with him or her.
Why We Need Social Media Intelligence Today
Recently we have been witness to tragedies that have had social media form a material component. Since Sandy Hook in December 2012, there have been nearly another 100 school shootings. Several of these followed warning signs online in advance of the event. There have been countless other examples where telltale signs and red flags were posted on various social media sites prior to the incident. Most recently an assailant posted his intentions to Instagram in the morning prior to shooting two NYPD officers later that day.

Regardless of the crime, there is a growing trend for perpetrators to boast of their plans or actions online. There is public information available on social media that can assist police in their efforts to track and disrupt criminal activity. It is, however, unstructured data that oftentimes seems random, without purpose and difficult to find amongst the thousands of posts. Many police agencies recognize this and use social media regularly, but are filtering the data manually. This is an exhaustive and time consuming process that eats up enormous resources and person hours. Fortunately, there is technology to automate this process and instantly alert law enforcement about posts of interest made on the social channels using defined areas and specific words or phrases.

As social media grows, it evolves and morphs between what is hot today and what will be hot next month. Currently, there are over 1.35 billion Facebook users and over 500 million tweets per day. Instagram is the preferred photo-sharing site while Yik-Yak is the up and coming University campus social platform. How do you stay on top of all this?

Let’s start with a clear distinction between “pushing your message on social media” vs. “using social media for intelligence and investigative purposes”. Many solutions that allow you to push your message through social media are designed for marketing purposes to grow brand presence and customer base. A solution more useful for law enforcement allows you to monitor all social media channels for threat detection and intelligence gathering for investigations. A good social media intelligence solution will not only allow you to monitor specific locations but also reference keywords. Getting the 5,000 posts that were made in your jurisdiction over the course of an afternoon isn’t meaningful. Having those 5,000 refined into 35 that match your exact search criteria is actionable intelligence.

When further investigation of threatening posts or criminal activity is warranted, there are tools available to identify the author of the post, and automatically capture their historical and ongoing social activity. An example of this is LifeRaft’s “Person of Interest” (POI) feature. It allows you to drill down into a specific individual’s profile while capturing any new posts they make. If there’s suspected criminal activity you can uncover and explore known associates providing a better understanding of the individual’s on-line connections.

Having a historical search engine or “Time-Machine” is a great asset for investigators and analysts allowing one to re-create an event from a social perspective as if you had known it was going to happen. The capture of social media posts within a specific timeframe in a specific geographic area is a tremendous tool that helps identify potential witnesses or accomplices that you might otherwise not have known.

Breadth of coverage is another important factor when considering a social intelligence platform. It is important to note the number of available channels that a solution covers as well as how much data is actually being pulled from those sources. For example, you should have access to the full Twitter Firehose. This provides the complete database of every single tweet, more than 500 million per day, an incredible amount of data. Without the right tool
it is time-consuming to separate useful information from the chatter.

Another important factor to keep in mind is that not all social media posts contain location data. To capture these posts you need added functionality to be able to search for content that infers location. Having algorithms that can infer location of the post or subject matter provides significantly more useful information. Less is better but relevant missed posts must be minimized.

Social media has evolved to be a fact of life and therefore investigators and analysts will be integrating them into the investigative processes. Using technology is the only way to accomplish this task in an organized and efficient manner. The Georgia Bureau of Investigation stated; “Social Media Intelligence tools might save investigators and analysts thousands of hours of work”. We can simply no longer ignore them.

Sources:

1. Feinblatt, John (2014-12-13). “The number of school shootings since Sandy Hook is higher than you think”. MSNBC. Retrieved 2015-01-19

2. A copy of the GBI social media policy entitled “Guidelines for the Use of Social Media by the Investigative Division” is attached as Appendix B to the Global Justice Information Sharing Initiative, Developing a Policy on the Use of Social Media in Intelligence and Investigative Activities: Guidance and Recommendations (February 2013), 29–35
LEIU/IALEIA

LEIU membership is agency-based. If you would like information on joining please contact Executive Director Bob Morehouse at bob.morehouse@doj.ca.gov or contact LEIU at 916-263-1178.

IALEIA is an individual-based membership. If you are not a member and would like to join or receive information on joining please visit the IALEIA website @ www.ialeia.org

LEIU membership is agency-based. If you would like information on joining please contact Executive Director Bob Morehouse at bob.morehouse@doj.ca.gov or contact LEIU at 916-263-1178.

Let LEIU be “Your voice at the national level!”

For more information on the training event please visit the LEIU website at: www.leiu.org

Continue to visit this site for training event update information.

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How did your company get started in this business?
Social Navigator Inc., the platform being LifeRaft, was conceptualized in late 2013 and development started right away on our Social Media Intelligence solution. The co-founding partners of the company came from the software development and social media monitoring space and all recognized an opportunity in the market that wasn’t presently being met.

What is it about your software and or your company that sets it apart from the competition?
There is a long list of functionality built into our solution that doesn’t exist elsewhere. Without getting too granular, it is everything from an intuitive design and user interface, to law enforcement centric focus, to several features allowing police and other intelligence staff to better manage social data. One such piece of functionality is the LifeRaft “Time Machine” which can recreate the social media scene going as far back as 2011. The competitive value in that comes when trying to identify potential together witnesses to a crime scene or help connect the dots in an investigation. It allows investigators to not miss any leads from possible witnesses or people involved in the event and doesn’t require a vast ongoing query that would quickly become expensive.
How would someone external describe your software?
“Social Media Monitoring” is how it is best described but it’s a whole lot more than that. We do monitor social media and provide a proactive threat monitoring but I would say the way we make sense of all the vast amount of social data. We provide the functionality law enforcement professionals beyond monitoring and allow them to gather actionable intelligence on the persons of interest the platform uncovers. What gets us most excited is seeing LifeRaft in action providing an enhanced capability to our users. It’s a lot more about Social Media “Intelligence” than “monitoring”, but that doesn’t stop a lot of people from describing us that way until they actually see a live demo.

Is there a customer experience you are most proud of?
One in particular that quickly comes to mind is the end result of meetings and demos we completed with a certain intelligence agency.

At the end of it all, their comment was “what you just did in five minutes would have taken us six months, sleeping in vehicles, attaching GPS devices to vehicles and a court order!”.

What are some of your greatest challenges in your business?
I would have to say budgetary issues. Getting the acceptance of the decision makers and their recognition of the value the LifeRaft solution provides isn’t the issue. Either finding budget allocation for a new platform within the agency or having to work through the general procurement procedures can sometimes slow down the process and sales cycle. Sometimes the position may stay unfilled until months later. In another example, an agency’s project manager leaves the job right before the completion of the implementation of our system, and we needed to work with the new project manager from scratch when he is assigned the position months later.
If there is one thing you would like intelligence officers, analysts and administrators to know about your company and the services it provides what would it be?

Definately, the fact that we are constantly being told by some of the largest intelligence organizations out there that we have the best solution in the marketplace!

Why do your customers decide to purchase software from your company?

Simple, it makes their jobs a lot easier. We hear over and over how LifeRaft, by virtue of consolidating much of the social data into one easy-to-use platform, makes their jobs so much easier. There’s definately an ROI from a time management perspective but there is also a very clear benefit to gaining further intelligence and solving crimes. Understandably, with millions of social media posts today, and the increase in gang and terrorism related activities on social, the law enforcement and intelligence communities have to stay ahead of this and use technology and solutions that are available to them.

How does your leadership impact your company?

I can only guess as to the true effectiveness of that question. My approach is to “get things done” and never stop moving forward. I want my leadership and words translate to action within our team. I tell people what I’m going to do and then I do it, I can only hope that is noticed by others and it helps to cultivate reciprocity within the company. I try to compliment that by aligning myself with strong partners, management and key employees, which I think I have done so far with LifeRaft.

What do you see for the future?

I see our company continuing to grow very quickly and constantly evolve to stay a leader in the market. Perhaps a vacation on a nice beach in the very near future as well!
Many agencies want to migrate from paper intelligence files or their outdated non 28CFR 23.20 compliant system to an affordable fully functioning intelligence database. The problem always seems to be cost.

One vendor, GeoSpatial Technologies, has tackled this problem with the creation of a new Intelligence Database called IntelNexus.

IntelNexus is an advanced database management system designed specifically for law enforcement agencies to safely and efficiently collate, organize, maintain and analyze their sensitive information about criminals, organizations and their activities.

IntelNexus users have the ability to create programs and reports pertaining to subjects, events, and organizations. Based on your user access level, you can easily and effectively search and retrieve specific sets of information from the database to create new reports or edit existing ones as well.

IntelNexus has a robust security mechanism in place. One nice feature requires the approval of system administrators for any new or edited reports to be accepted into the database. Before these reports are approved they are held in limbo and only viewable by the author and the administrator. The system administrator may audit detailed end-user activities in retrieving information from the database at any time. When a report file nears its required purging date, e-mail notifications are automatically generated to alert the designated personnel.

Files of any type can be attached to reports and stored securely in the database for quick retrieval.

If you want a spatial component to your Intelligence data, IntelNexus is supported with an add-on module utilizing either Microsoft© Bing Maps with national map coverage, or an agency’s own GIS data with detailed local information. The mapping module enables the user to validate any address and plot its location on the map. The spatial searching features enable the user to validate any address and find all the subjects, events, and organizations within a specified distance.

IntelNexus databases can also be linked to GST CrimeMap to utilize its powerful functionality in crime analysis.

If you want more information about IntelNexus contact GST at (714) 861-7033.
If you believe in the power of shared ideas, or that ideas can change the world and inspiration comes to us from a variety of people and places, the 20/20 is the training conference for you.

In short form presentation style, (similar to TED Talks), 20 Speakers are given anywhere from 5 minutes to 20 minutes to share a topic they are passionate about. No long drawn out presentations and with so many topics, there is something for everyone.

These presentations are meant to be thoughtful, informal and can include the use of slides and visuals, if desired. We are seeking out the idea generators out there – you know who you are. You are the ones with experience to share and a lesson or two to teach. You are the ones who see a new way of doing things, but lack a forum to present your idea (or receptive ears to hear it). Some of you may have ideas and insightful observations you have come across that merit development, but have not had the means to expand and share them. This is your platform to do just that! If you attended in the past three years you know exactly what I am talking about. This is an event like no other.

If what I have described excites you, and you wish to participate on the front lines of the 20/20, we want to hear from you. LEIU is currently seeking submissions for a select group of presenters. You don’t need to work in law enforcement, but will have to speak on a topic that relates to the profession or applies to the skills in it.

Note: Training registration fees will be waived for speakers and support staff, however speakers will have to arrange and cover their own per diem and accommodations, if required.

If you are interested in sponsoring our event or if you have any questions about the 20/20 in general, please contact Brian Gray at email: BrianCGray@mac.com or by phone 714 595-5750.

Application to Speak:  http://www.leiu2020.org  Select the “I Want To Speak” tab and submit your application to speak. Selection of speakers will take place on or before August 31, 2015.
On February 11, 2015, the LEIU Secure Portal will migrate to a newer version of SharePoint software. This migration will allow us to create a more robust and useful secure location for our members. We will also be changing the appearance of the secure site so it has the look and feel of a webpage—making our members more familiar with navigating the site. Additionally, the site will now be called the LEIU Secure Portal (as opposed to the current CAL JRIES url) and will have a url of https://leiuportal.doj.ca.gov. A sample screen shot is provided below (remember—this is a sample and is only provided to give our members a concept of the plans).

Currently, the Secure Portal has:

- The LEIU membership roster
- The LEIU Gaming Index
- All administrative documents including Executive Board meeting minutes, Bulletins, and background information—including the LEIU Constitution & Bylaws, History and Purpose, File Guidelines, etc.
- Newsletters and Research including research reports on topics like Transnational Organized Crime, LEIU Criminal Intelligence Unit Guidelines for First Amendment Demonstrations, Unmanned Aerial Vehicles: Issues for State and Local Public Safety Agencies, Developing a Policy on the Use of Social Media in Intelligence and Investigations, and much more.
- Training Announcements

We intend to include the capabilities for:

- Secure E-mail for members’ use
- A secure collaboration tool where members can discuss similar cases and interests and can invite participants
- An area where members can sign up for “communities of interests” so we can create sub-groups allowing our membership to reach out to others who may be able to assist in investigatory/intelligence issues.
This migration will also require us to go to a three-level system of authentication. This will now require a user name, a password (that you designate), and a randomly generated number from a digital token or from an application on your Smartphone called MobilePass.

In order to access this site you must apply for access, fill out the LEIU Security Card, and download an application to your Smartphone (or have a digital token). For information on this process, please communicate with LEIU Executive Director Bob Morehouse at bob.morehouse@doj.ca.gov.
THE INVESTIGATIVE MANAGEMENT SOLUTION

Existing investigative systems suffer from decentralized, largely paper-based memo-and-memory processes that rapidly overload and break down. As a result, investigators grope through incomplete information and must rely on intuition and subjectivity. Without a standardized investigative methodology and a centralized information repository, manual systems have outlived their usefulness.

In spite of all good intentions, today’s investigation managers are a vulnerable target. While the subjects of their investigations grow ever more difficult and complex, they struggle with restrictive budgets and resources. At the same time, the public and press respond to perceived carelessness, delays, failures and excuses with increasingly strident cries for better, faster, more certain results. Investigation managers need a helping and reliable hand.

Times have changed, and everyone is watching. There is no more margin for error, and we cannot count on luck. Quite simply, the way we initiate and conduct an investigation will determine the outcome of that investigation.

Organizations such as the following are feeling the pressure like never before:

- Law Enforcement
- Financial Services
- Homeland Security
- Insurance Industry
- Intelligence Agencies
- Healthcare
- Public Health
- Public Inquiries
- Investigative Consultancies
- Humanitarian and Peacekeeping Agencies
- Environmental Agencies

All these interests share an essential common requirement: a coherent investigative system that inherently drives activities toward success.

XANALYS PowerCase —
Ensuring effective investigative management.

War. Terrorism. Epidemics. Murder. Fraud. Corruption. As incident after incident tears at our society and public fears noisily escalate, the clamor for better investigative results is increasing exponentially. And not just for after the fact results, but also for preventive results. Public confidence is reinforced by investigations having clear and uncompromising outcomes.
XANALYS PowerCase supports both manual and automatic indexing of documents. Indexing is the process of identifying relevant information in raw documents, such as notes, memos and investigation reports, so it can be organized for integration with the structured database.

Because manual indexing is labor intensive, XANALYS PowerCase provides XANALYS Indexer to automatically translate unstructured data into meaningful structured information. XANALYS Indexer uses Xanalys’ patented natural-language processing capability to analyze documents, mark up text, and extract meaningful entities and attributes. With a structured database, research and analysis can proceed with speed and accuracy.

DOCUMENTATION AND REPORTING

In the political and professional pressure-cooker that is today’s investigative setting, careers can hang in the balance of investigation outcomes. Regardless of the type of investigation — criminal, scientific, political, business or financial — the accuracy and completeness of case documentation significantly affects everyone involved.

Investigation managers need the latest information on a daily or even hourly basis. XANALYS PowerCase puts up-to-date, accurate information concerning all investigative activities, the status of actions and deployment of resources at the fingertips of the investigation team and management at any time.

SEARCHING

XANALYS PowerCase can search and find key information on the current case or across multiple cases (including archived cases) that could turn up the essential fragment that resolves a case. This puts an end to dependencies on memory, misplaced memos, or recalling cases from the past.

Investigation teams working on separate cases have little opportunity to compare notes and ideas.

XANALYS Indexer automatically translates unstructured data into meaningful structured information called an Index Plan.
Everything has been documented in XANALYS PowerCase, linked back to its origins — who, what, where, when and why, and available for electronic access or printing for the court or senior management. Such thoroughness is difficult, if not impossible, to be undermined by the closest scrutiny of the most ardent critic of the evidence.

**WORKFLOW AND ACTION MANAGEMENT**

Because investigations never stand still, rapid and accurate action management generates a distinct tactical advantage for investigation managers by being able to put the right people in the right place at the right time. Priorities and workload balancing is comprehensively supported, enabling investigations to move forward more efficiently and effectively. Actions allocated to team members can be reviewed, prioritized and monitored by managers.

XANALYS PowerCase’s internal workflow controls the flow of documents through every stage of information processing. It determines what tasks need doing and to which task lists they belong based on the status of actions and documents. And XANALYS PowerCase automatically alerts users when documents and actions require their attention.

XANALYS PowerCase integrates seamlessly with XANALYS Link Explorer, which provides powerful link analysis capabilities that can rapidly reveal the links between people and events.

**XANALYS investigative software solutions:**

- XANALYS PowerCase®
- XANALYS Link Explorer
- XANALYS Indexer

An innovative investigative approach:

Xanalsy provides a dependable suite of software solutions that enable you to rapidly collect, manage, analyze and share actionable, proven investigative intelligence. Every bit of data capable of helping your team to accurately and efficiently solve its case is quickly refined and distilled into crystal-clear intelligence. You miss nothing. No case will ever be compromised.
Congratulations to the Law Enforcement Intelligence Unit Foundation for 13 years of service!

Founded in 2002 by the Executive Board of the Association of Law Enforcement Intelligence Units (LEIU), the Law Enforcement Intelligence Unit Foundation (LEIUF) serves to support the good works of LEIU. Prior to the events of September 11, 2001 L.E.I.U. had contemplated establishing a foundation to assist LEIU. September 11, 2001 clearly demonstrated the need to transform the concept into reality. In 2002, the Executive Board appointed the original board of directors with a charge of creating a viable non-profit organization to advance the interests of professional law enforcement intelligence and aid in establishing and maintaining partnerships with our citizens and the business community interested in making a difference.

Since our early days, the LEIUF has worked to achieve the original vision of the LEIU Executive Board. Successful fundraising efforts have provided support for international training events, Foundations of Intelligence Analysis Training (FIAT), the National Gambling Intelligence Sharing Group, LEIU training, the LEIU 20/20 as well as scholarships.

Law Enforcement Intelligence Unit Foundation, Inc. Board of Directors

The Law Enforcement Intelligence Unit Foundation Board of Directors and our legal advisor serve as volunteers. We recognize the public is better served when we work together and leverage our collective strengths and expertise.

President – Christine Roark, CA
Chief Financial Officer – Chris Mason, CA
Secretary – Bing Hojlo, CA
Legal Advisor – Paul Coble, CA
Director - Ken Staub, FL
Director - Angelo Woodhouse, VA
Director - Adam Rubin, FL

Mailing address: Attention: Chief Financial Officer, Chris Mason
Law Enforcement Intelligence Unit Foundation, Inc.
P.O. BOX 70495 Riverside, CA 92513
Telephone (714) 803-8165
Email address: LEIUFoundation@outlook.com

How Can You Help?

Add the LEIUF to your annual planned giving. Examine our information on the LEIU website at www.leiu.org. Click on the LEIU Foundation tab near the top of the page and you will be directed to the Foundation page. From there you can click on a “Donate” button (donations through PayPal) or you can download a manual donation form. Donations are tax deductible. Consider the L.E.I.U.F. 501(c)(3) non-profit organization as your agencies partner on grant applications
Refer individuals, businesses, corporations, faith-based and academic organizations interested in becoming partners
Refer benefactors interested in making financial and in-kind donations of goods, services, and expertise

Contact the Law Enforcement Intelligence Unit Executive Board if you have further questions.

The LEIUF Board of Directors and our Legal Advisor thank you for the opportunity to serve. We thank you for your dedicated service and your commitment to professional standards. You are making a difference!

Sincerely,

Christine Roark, President
Law Enforcement Intelligence Unit Foundation
Tel. (909) 573-7021
If you do not have an LEIU Challenge Coin in your collection, or you want to purchase one as a gift, here is your chance. LEIU members can purchase these coins for only $6.00 each. The Lapel Pin pictured on the bottom is also for sale for $4.00 each.

To place an order by credit card please contact CCA Secretary Michele Panages at (916) 263-1187 or by email at michele.panages@doj.ca.gov.

Checks should be made out to “LEIU” and mailed to:

California Department of Justice
Attention: Bob Morehouse
LEIU, 1825 Bell Street, Suite 205
Sacramento, CA 95825

**Criminal Intelligence for the 21st Century—A guide for Intelligence Professionals** is now available for purchase through LEIU.

This guide has been several years in the making and was jointly published by LEIU & IALEIA and the 27 articles/chapters were authored by a group of 25 experts with experience in the field of intelligence.

Topics include: The Role of Intelligence, Legal Issues in U.S. Criminal Intelligence, Staffing the Intelligence Unit, Managing the Intelligence Unit, Planning and Direction, Collection, Collation, Analysis, Dissemination, and Report Writing Principles, Intelligence Led Policing, Fusion Centers, Corrections Intelligence, Evaluating Effectiveness, Training, Security, Software, Networks and Organizations, Challenges Facing Law Enforcement Intelligence and the ever so important Intelligence Guidelines.

**Organized Crime**
- Narcotics
- Terrorism
- Gambling
- Financial
- Gangs
- SARS

**Publication Cost**
- $35.00 LEIU Members
- $50.00 Non-Members

To place an order by credit card please contact CCA Secretary Michele Panages at (916) 263-1187 or by email at michele.panages@doj.ca.gov.

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Sacramento, CA 95825
ROSTER UPDATE ON THE LEIU SECURE PORTAL

More and more we are communicating non-sensitive information via agency e-mail. For this reason, it is extremely important that we keep our contact information up-to-date. The LEIU roster, where you can obtain member contact information, is kept and maintained on a secure website at the California Department of Justice/CCA. The website is the LEIU Secure Portal (although the URL now says CAL JRIES—it will soon change). The roster is the backbone for our member contact (not only from us to you—but between members). Utilizing the LEIU Secure Portal, you can edit your information in the roster. We automatically give permission for the representative and the alternate representative (the first two names on the roster) to make roster edits, as long as they have LEIU Secure Portal access. If you want to designate someone else in your agency to have this capability, please advise LEIU Executive Director Bob Morehouse at bob.morehouse@doj.ca.gov and we will add those permissions to that person after they have obtained access. The LEIU Secure Portal will also allow you access to the LEIU Gaming Index and the LEIU Intelligence Database. The LEIU Intelligence Database requires a security card to be filed, after which we will issue a digital token. Please contact Executive Director Bob Morehouse at the e-mail above to obtain a security card (if you already have a digital token no need to contact us). Additionally, we use the LEIU Secure Portal to post many other items including Executive Board meeting minutes, the Constitution & Bylaws, and a Representative Responsibilities document. We also post many criminal intelligence-related documents and publications for your review and education. There is also a section on the LEIU site for the LEIU National Gambling Intelligence Sharing Group (NGISG). Given all the above, it is critical that you and your personnel sign up for access to the site.

Only LEIU members have access to the LEIU Secure Portal. To apply for access to the LEIU Secure Portal, please enter: https://clix-reg.doj.ca.gov/LEIURegistration/default.aspx into your browser. After gaining access, please confirm all of the information for your agency is correct (people, addresses, phones, etc.).
LEIU MEMBERS & CORPORATE PARTNERS

Who is eligible to be an LEIU member?
A municipal, county, state, or federal law enforcement agency having a criminal intelligence function which meet all other criteria of a Member Agency as established by the Executive Board. Exceptions must be approved by the Executive Board. An individual federal agency member may be appointed by the General Chairperson to represent federal agencies on the Executive Board. Only municipal county and state agency members are eligible to hold other Association offices.

What is an Associate Membership?
Associates - Associate status is available to individuals in the below listed categories. Any person who meets the specified criteria can apply to become an associate. Exceptions must be approved by the Executive Board. Applicants in category 1 must provide a documented supervisory recommendation from their employing agency to apply for membership. Category 2 applicants must provide an endorsement from their former agency to apply. Associates do not have voting rights and cannot hold elected Association office. Associates do not have access to information contained in the LEIU confidential database and must identify their Associate standing when communicating with employees of a member agency.

- Individuals assigned to National Intelligence functions – This category includes individual law enforcement and non-law enforcement federal employees assigned to national security details whose employing agency is not a member agency.
- Retired LEIU Representatives – Retired, former law enforcement personnel who have served as an LEIU primary representative or who represented a LEIU member agency at two (2) or more National or Bi-Zone training seminars.

Who are Corporate Partners?
As in 1956, when law enforcement agencies from around the world first came together to fight the far reaching effects of organized crime, partnerships prove to be the instrument by which progress is made. Today we offer corporations an opportunity to join these partnerships as we proceed into the 21st century.

Who do I contact for more information about LEIU?
If you want more information about LEIU or a membership application, please contact your zone chairman (on the following page, locate your region and corresponding chairman). You can also access general information on our website: www.leiu.org
GET PLUGGED INTO LEIU!

The LEIU annual conference provides certificated training and the opportunity for intelligence professionals to network with other members and their associates. LEIU also provides its members with evaluation and technical assistance in the formation and organization of their agency’s intelligence function. In addition, LEIU provides timely publications and appropriate advocacy for professional criminal intelligence standards on the national level. LEIU is an agency-based membership.

If your agency is not a member and would like to join or receive information on joining, please contact the LEIU Central Coordinating Agency at leiu@doj.ca.gov or call LEIU at 916-263-1187.
Let LEIU be “Your Voice at the National Level!”

www.leiu.org