



STEPHANIE TOOTHAKER  
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December 10, 2014

**Via E-Mail**

Lee R. Feldman  
City Manager  
City of Fort Lauderdale  
100 N. Andrews Avenue  
Fort Lauderdale, FL 33301

***Re: Thor Gallery at Beach Place, LLC (“Beach Place”) – Request for  
Extension of Friday Deadline to Submit Modified Security Plan***

Dear Lee:

As you are aware, we represent Thor Gallery at Beach Place, LLC, the owner of The Gallery at Beach Place located at 17 South Fort Lauderdale Beach Boulevard (“Beach Place”).

We are in receipt of your letter dated November 7, 2014 regarding the security plan items and your requirement that Beach Place submit a modified security plan before close of business on Friday, December 4, 2014. As we discussed last week we did not receive the response to the Public Records Request in sufficient time to prepare a new security plan within the time frame set.

In addition to engaging Allied Barton, Beach Place has also engaged Jon Groussman, President and COO of CAP INDEX, INC., a well know security firm that provides crime forecasting for 81 of the top Fortune 100 Companies in the United States. I have attached information about CAP INDEX and Mr. Groussman’s Curriculum Vitae for your consideration.

Mr. Groussman is currently in contact with the City of Fort Lauderdale Police Department as well as analyzing the City’s Incident Reports and the existing conditions at Beach Place to determine not only what the primary issues to be addressed are, but to determine how best to address those issues in a reasonable and thoughtful manner.

We hope to submit a new security plan by Friday December 19, 2014 that not only addresses the upcoming holidays but the future of security at Beach Place. As such, we are respectfully requesting an extension of time to submit the new security plan and an extension of the City Commission hearing until Tuesday January 20, 2015.

110 Southeast Sixth Street, Fifteenth Floor • Fort Lauderdale, Florida 33301  
Post Office Box 14245 • Fort Lauderdale, Florida 33302

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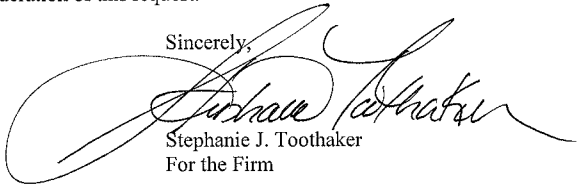
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Fort Lauderdale • lalahassee

EX 2  
Page 1 of 13

Thank you for your consideration of this request.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephanie J. Toothaker". The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail that extends to the right.

Stephanie J. Toothaker  
For the Firm

Cc: Justin Xenitelis, Esq., General Counsel  
Samuel Polese, Executive Vice President  
James A. Scott, Esq.

# ABOUT CAP Index®



## The Leader in Crime Forecasting

### Who We Are

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Since 1988, CAP Index has provided innovative solutions for companies and government agencies looking to minimize a broad range of losses, including shrink, general liability, fraud, lawsuits and crimes against persons and property.

### Our Products

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CAP Index's CRIMECAST® products are derived from an advanced evaluation system designed to identify the risk of personal and property crimes at any location in the United States, the United Kingdom and Canada. Address-specific CRIMECAST Reports assist clients in ranking and comparing multiple locations, site selection, security resource allocation, litigation and underwriting.

### What We Do

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CAP Index provides actionable crime forecasting data and maps, as well as loss mitigation solutions to 81 of the top Fortune® 100 Companies and other leading retailers, financial institutions, insurance companies and quick-service restaurant (QSR) chains in the U.S., the U.K. and Canada.

### Our Services

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Going beyond CRIMECAST Scores, CAP's team of consultants can analyze external CAP information in tandem with your internal company-specific data in order to create an objective, operationally feasible, cost-effective and fully customized risk identification model. CAP Index can also assist with litigation support, risk matrix development and security management optimization.

### Contact Us

Contact CAP Index today to learn more about our innovative products and services!

WEB [capIndex.com](http://capIndex.com) PHONE 800-227-7475 ADDRESS 150 John Robert Thomas Drive, Exton, PA 19341

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CAM 14-1613

EX 2

Page 3 of 13

**Jon David Groussman, J.D.**  
**5704 Hammock Isles Drive**  
**Naples, FL 34119**  
**(239) 514-8684**

## **PROFESSIONAL EXPERIENCE**

**CAP INDEX, INC.**  
**President and COO**

**Exton, PA**  
**2002 - Present**

The world leader in crime forecasting, CAP Index's proprietary CRIMECAST reports provide crime statistics for any location- analyzing loss and security data at the local, regional and national levels, and helping security professionals make informed decisions regarding loss prevention investments

As President and COO, Jon Groussman leads CAP Index's management and consulting services on a wide range of security, loss, risk and liability-related issues. The company's services are available to the public and private sectors, including retailers, schools systems, municipalities, colleges, hospitals, hotels, insurance companies, law firms, shopping centers, office parks, manufacturing, multi-family residential and commercial property owners and managers.

Currently, CAP Index provides crime forecasting models for

- 81 of the Top U S 100 Fortune Companies
- 8 of the Top 10 Retailers
- 8 of the Top 10 Financial Institutions
- 8 of the Top 10 Insurance Companies
- 7 of the Top 10 QSR/Restaurant Companies

Jon specializes in the following areas

### *Consulting*

Retained to evaluate security and loss prevention programs, loss reduction strategies, risks of workplace violence, crime and risk analysis, risk and liability prevention measures, development of company policies and response to crisis situations

### *Educational Programs*

Programs are provided to individual businesses and their trade associations on crime-related liability problems, communication skills, the handling of crime victims, workplace violence, legal limits of investigations, negligent hiring and pre-employment screening, inadequate security and premises liability, employee privacy rights in the workplace and response to criminal incidents and other loss scenarios

ASIS (American Society for Industrial Security) – Instructor 1994-2002 Certified Protection Professional (CPP) Annual Review Program education credits

IREM (Institute of Real Estate Management) - Certified Instructor C P M (Certified Property Manager) for continuing education credits

*Expert Witness Services/Case Evaluation*

Provides expert services through case analysis in civil actions involving claims of inadequate security or security misconduct Has actively participated in the evaluation and analysis of over 600 premises liability/inadequate security cases nationwide

*Research*

Provides research data and analysis in liability problems, crime and loss trends, and national and community standards

**LIABILITY CONSULTANTS, INC.**  
**Vice President, Principal Consultant**  
**Senior Consultant**

**Sudbury, MA**  
**1996 to 2002**  
**1991 to 1996**

As Vice President and Principal Consultant, provided security and liability consulting services, as well as training, seminars and expert forensic services, to corporations and other institutions throughout the United States

**NORTHEASTERN UNIVERSITY**  
**College of Criminal Justice and University College**  
**Adjunct Faculty**

**Boston, MA**  
**1995 to 2001**

Instructor in variety of undergraduate courses, including

- Civil Liability in Criminal Justice
- Legal Aspects of Security Management and Operations

**SAKS FIFTH AVENUE**  
**Loss Prevention Investigator**

**Boston, MA**  
**1989 to 1990**

Investigated external and internal theft and loss Assisted in the apprehension and prosecution of shoplifters Maintained records of store shortages and assisted in the Loss Prevention training of new employees

**CALDWELL, WILEY & ASSOCIATES**  
**Investigations - Marketing Representative**

**Denver, CO**  
**1988 to 1989**

Coordinated investigations. Conducted pre-employment screening for area corporations Interviewed potential employees of corporate clients and assisted in report analysis of applicant Participated in the development of company marketing plan and corporate pre-employment screening strategies

**MAY COMPANY DEPARTMENT STORES**  
**Investigations Associate**

**Denver, CO**  
**1988 to 1989**

Conducted investigations of internal and external theft and loss, assisted in apprehension and prosecution of shoplifters and tracked store shortages Assisted with Loss Prevention training for new employees

**DEPARTMENT OF THE TREASURY, U.S. CUSTOMS SERVICE**  
**Internal Affairs Investigation**

**Boston, MA**  
**1986**

Conducted a six-month undercover investigation involving the sale of illegal narcotics and gambling by a Customs official

**U.S. DEPT. OF JUSTICE, DRUG ENFORCEMENT ADMINISTRATION  
Investigative Aide**

**NY and Boston  
1985 to 1988**

Assisted criminal investigators by searching for original records and files to obtain information on suspects or defendants to be used in the development of cases. Interviewed defendants with investigators to acquire post-arrest information. Prepared reports for criminal history information and subscriber checks. Assisted in the preparation for trial. Contacted federal, state and local law enforcement agencies by phone and in person to acquire intelligence information.

**LEGISLATION**

Victims' Rights - Crime of Stalking Testified and assisted in drafting legislation in Massachusetts, relative to the Crime of Stalking, which enhanced the rights of victims. House Bill #1898, January, 1999. Passed by Senate, 2000.

**RESEARCH AND PUBLICATIONS**

*"Premises Security Liability: Reasoned Behavior Trumps Perfection"*, LP Magazine, July-August 2012, Jon D Groussman, J.D & Constantine "Dean" Nickas, J.D.

*"Measure Crime and Liability Risk Management Performance"*, Views, Nov. 2011, Jon D Groussman, J D

*"Loss Forecasting and ROI"*, Security Magazine, May 2008, Jon D Groussman, J D.

*"Scene of the Crime"*, TheDeal.com, December 2007, Jon D Groussman, J D

*"Visit with the Shrink"*, Security Products, March 2007, Jon D Groussman, J D and Steven K. Aurand

*"Those Risks You Never Anticipate"*, Security Magazine, May 2006, Jon D Groussman, J D & Robert M Figlio, Ph D

Security Director News, December 2004, Guest Commentary. *"Corporate Dashboard Aligning Security Operations"*

*"Premises Security Liability in Commercial Property"*, Handling Security and Risk Issues for Commercial Building -- Issues Relating to Commercial Real Estate Ownership and Management Following September 11, 2001: A Paradigm Shift Toward a "New Normalcy." MCLE (Mass Continuing Legal Education), Boston, MA, December, 2001

*"An Expert Perspective: What Works and the Biggest Mistakes to Avoid,"* ATLA (Association of Trial Lawyers of America) 2000 Convention, Chicago, IL, July 31, 2000

*"More Wins for Defendants in Premises Liability Cases,"* Security Management, February 2000  
Jon Groussman, Norman D Bates, Co-Authors

You're Hired - A Management Guide to Screening New Employees, Jon Groussman, Co-Author,  
Butterworth Publishers, New, MA 2002 projected publication date

*"Effective and Protective Employment Screening Methods,"* Condo Management, November, 1999

*"Are You Liable: Preparing a Background Check,"* Condo Management, October 1999

*"Are You Liable: To Screen or Not to Screen. Hiring Employees,"* Security Q&A, Condo Management,  
September 1999

Major Developments in Premises Security Liability II, 1999, Norman D Bates & Jon D Groussman, Co-Authors, Liability Consultants, Inc., Sudbury, MA

Inkeeper's Laws of Massachusetts, Norman D. Bates, Esq , Jon D Groussman, J D , Framingham, MA, 1995 Revised 1999 Now includes Restaurants' Laws

"Video Surveillance: Balancing Employee Privacy Rights", Jon D Groussman, J D , Security Management Magazine, January 1995

Employee Background Investigations A Guide for Employers, Norman D. Bates, Esq , Jon D Groussman, J D , and Michelle A Lucini, 1994

**EDITORIAL REVIEW & ASSISTANCE**

Shopping Center Management Insider, Brownstone Publishers, New York, NY

Professional Apartment Management, Brownstone Publishers, New York, NY

School Policy Legal Insider, Brownstone Publishers, New York, NY

**MEDIA**

Quoted and interviewed *WHDH TV, and FOX News*, Boston, *New England Cable News, San Antonio/Houston/Dallas Radio Station.*

Regular Contributor/Columnist Condo Management Magazine, 1999

Quoted in numerous newspapers, trade journals and publications including, but not limited to *MetroWest Daily News, Boston Sunday Herald, Quincy Patriot Ledger, Security Management Magazine, Plants Sites & Parks, Facilities Manager, Shopping Center Management Insider, Professional Apartment Management, and School Policy Legal Insider*

**EDUCATION**

**Suffolk University Law School** **Boston, MA**  
Juris Doctor Degree **1993**

**Northeastern University** **Boston, MA**  
Bachelor of Science in Criminal Justice **1988**

**Massachusetts Continuing Legal Education** **Boston, MA**  
Professional legal seminars on a variety of issues

**American Society for Industrial Security** **National & Local**

**PROFESSIONAL ORGANIZATIONS**

Former Educational Program Chairman, ASIS Boston Chapter

American Society for Industrial Security

Association of Residential Security Directors

International Association of Crime Analysts

National Food Service Security Council

Loss Prevention Research Council

**PROFESSIONAL SEMINARS & TRAINING PROGRAMS PRESENTED**

November, 2014 *"Litigation – How to Prepare?"*  
Tyco Financial Security Symposium  
Aventura, FL

August, 2014 *"Premises Security Liability – Experts Perspective"*  
Engle Martin & Associates – Claims Meeting  
Ft Lauderdale, FL

September, 2013 *"Prevent, Mitigate and Manage Litigation Against Security"*  
ASIS (American Society for Industrial Security)  
Chicago, IL

March, 2013 *"Violent Crime and Liability Exposure A Reality Check"*  
Food Market Institute Asset Protection Conference  
Phoenix, AZ

February, 2012 *"Workplace Safety, Crime and Security Measures"*  
National Restaurant Association Risk & Safety Managers 2012 Winter Meeting  
Las Vegas, NV

September, 2011 *"Preparing for Court Testimony"*  
Bank Security Risk Mitigation Seminar – ASIS International Conference  
Orlando, FL

April, 2011 *"Reducing the Risk of Workplace Violence"*  
ABA Risk Management Conference  
Denver, CO

March, 2011 *"Litigation Hot Seat. Are You Prepared for Testimony?"*  
Food Market Institute – Asset Protection Conference  
Orlando, FL

January, 2010 *"Risk Assessment Techniques How "Reasonable" is Your Program?"*  
NRA Risk and Safety Managers Meeting  
Anaheim, CA

December, 2009 *"Impact of Economic Downturn on Crime"*  
ISO Security Roundtable  
Jersey City, NJ

October, 2009 *"A Unique Tool for Managing Risk"*  
ATM Security Forum  
Denver, CO

October, 2009 *"Managing Crime and Workplace Violence"*  
ABA Bank Security Best Practices Symposium  
Washington, DC

October, 2009 *"Managing Violent Crime: From Prevention to Litigation"*  
Webinar  
Memphis, TN

July, 2009 *"Premises Security Liability. How "Reasonable" is Your Program?"*  
National Food Service Security Council Conference  
New Orleans, LA

April, 2009 *"Physical Security Considerations for Designated Security Officers"*  
ABA Risk Management Conference  
Savannah, GA

May, 2008 *"Risk Assessment Strategies The Essential Variables for Your Program"*  
ASIS International Toronto – 15<sup>th</sup> Annual Best Practices Seminar  
Toronto, ON

March, 2008 *"Risk Matrix Development The Essential Variables for Your Program"*  
Jewelers Security Alliance  
Ft Lauderdale, FL

January, 2008 *"Risk Assessment Practices and Strategies How to Articulate Your Organizational Plan"*  
IAHSS (International Association for Healthcare Security & Safety)  
Orlando, FL



- May, 2007            "*Crime Risk Analysis*"  
Cohen Defining and Managing Retail Risks  
Birmingham, England
- February, 2007       "*Acing Security Risk Assessments*"  
Strafford Security Teleconferences  
Industry Teleconference
- October, 2006        "*Data-Driven Security Creating and Objective Risk Matrix*"  
Eye for Retail – Europe  
London, England
- September, 2006     "*Developing a Risk Assessment Strategy*"  
RIMS  
Memphis, TN
- May, 2006            "*Preventing Crime at your Property*"  
Webinar
- March, 2006         "*Qualifying Non-Scientific Experts*"  
*A Tennessee Lawyers Assistance Program Seminar*,  
Nashville, TN
- April, 2005          "*Crime and Risk Mitigation through Data Analysis and Mapping*"  
Georgia Bankers Association-2005 Bank Security Conference,  
Pine Mountain, GA
- October, 2003        "*An Intro to Premises Security Liability*"  
American Board of Vocational Experts  
St Thomas, VI
- September 16, 2003  "*Prevention Strategies for Workplace Violence*"  
ASIS (American Society for Industrial Security)  
New Orleans, LA
- September 15, 2003  "*Aligning Security-Multi-functional Planning and Operations Coordination*"  
ASIS (American Society for Industrial Security)  
New Orleans, LA
- July 23, 2003        "*Crime & Risk Mapping Strategies*"  
GOVSEC (Government Security Expo & Conference)  
Washington, D C
- June 3, 2003         "*Shrink Analytics Case Study*"  
NRF (National Retail Federation)  
San Antonio, TX
- January, 2003        "*Conducting an Effective Security Survey*"  
Sheriff Departments & Court Officers Meeting, State of New Jersey  
Trenton, NJ
- April 24, 2002       "*Premises Security Liability Trends & Solutions in Healthcare*"  
IAHSS (International Association for Healthcare Security & Safety)  
Charlestown, MA
- April 11, 2002        "*Pro-Active Security Solutions to Fit the Way You Do Business*"  
9<sup>th</sup> Annual Governor's Conference on Tourism  
Connecticut Office of Tourism, Groton, CT
- March 14, 2002       "*Crime and Liability Prevention in Multi-Family Housing*"  
Fogelman Management Group, 2002 Management Conference  
Tunica, MI

March 6, 2002            "*Property Management in the Wake of September 11, 2001*"  
IREM (Institute of Real Estate Management), Quincy, MA

February 7, 2002        "*Premises Security & Liability,*"  
Team AVS, Providence, RI

December 13, 2001     "*Handling Security and Risk Issues for Commercial Buildings*"  
MCLE (Mass Continuing Legal Education), Boston, MA

November 27, 2001     "*Liability for Violence in the Workplace*"  
American Society of Safety Engineers, NE Chapters, Warwick, RI

November 6, 2001      "*Terrorism & High Rise Security*"  
Panel Discussion, BOMA (Building Owners' & Managers' Assoc)  
Boston, MA

October 31, 2001        "*Staying on Top of Premises Security*"  
Boston Aging Concerns, Boston, MA

October 18, 2001        "*Resident Rage: Managing Aggressive Individuals  
and the Legal Consequences if you Don't!*"  
Wingate Management Company, Needham, MA

June 25, 2001            "*Violence in the Workplace: Prevention and Response Techniques*"  
The Boston Land Company, Waltham, MA

June 22, 2001            "*The Nuts & Bolts of Negligent Security Litigation*"  
National Crime Victim Bar Association & MA Academy of Trial Attorneys  
Westford, MA

June 14, 2001            "*Resident Rage: Managing Aggressive Individuals and the Legal  
Consequences if You Don't!*"  
National Apartment Association, Las Vegas, NV

May 8, 2001             "*Violence in the Workplace*"  
In-House Training for all hotel staff, Le Meridien Hotel, Boston, MA

May 1, 2001              "*Trends in Premises Security Liability*"  
RIMS (Risk & Insurance Management Society) Conference, Atlanta, GA

April 20, 2001            "*Crime & Workplace Violence: Prevention & Response Techniques*"  
Western Wireless Company, Dallas, TX

April 18, 2001            "*Premises Security Liability: Top 10 Reasons for Lawsuits*"  
American Alarm & Communications, Inc., Waltham, MA

November 30, 2000      "*The Role of Standards, Practices, and Statutes in Negligent Security Litigation,*"  
MCLE (Massachusetts Continuing Legal Education), Boston, MA

November 13, 2000      "*Resident Rage: De-Escalation Techniques and the Legal/Operational  
Consequences if You Don't!*"  
MNPHA (Mass Non-Profit Housing Association)  
Annual Training Conference, Holy Cross College, Worcester, MA

November 4, 2000        "*Personal Security & Liaison*"  
ASIS (American Society for Industrial Security) Boston Chapter  
18<sup>th</sup> Annual CPP (Certified Protection Professional) Review Course

November 2, 2000        *Security Officer Training*  
Nahanton Woods Condominium Trust, Needham, MA

October 25, 2000        "*Staying on Top of Premises Security*"  
MHFA (MA Housing Finance Agency)  
TAP (Tenant Assistant Program), Boston, MA

- September 8, 2000 *"Workplace Violence Prevention and Response Trends and Techniques for Employers"*  
Marriott International Regional Meeting, New York, NY
- July 31, 2000 Inadequate Security Litigation Group *"An Expert Perspective: What Works and the Biggest Mistakes to Avoid"*  
2000 ATLA (Association of Trial Lawyers of America) Convention  
Chicago, IL
- June 8, 2000 *"Workplace Violence Prevention & Response - Techniques for Employers"*  
Human Resource Directors Group for Massachusetts State & Community  
Colleges, Massachusetts Maritime Academy, Buzzards Bay, MA
- May 5, 2000 *"Resident Rage: De-Escalation Techniques & the Legal Consequences if You Don't!"*  
IREM (Institute of Real Estate Management) ARCH Committee  
Boston Metropolitan Chapter, Boston, MA
- May 1-2, 2000 *"Contracting with your Guard Service Provider Reducing Risk & Managing Services"*  
RIMS (Risk Insurance Management Society) Conference, San Francisco, CA
- April 12, 2000 *"Legal Issues in Security"* Mock Trial Educational Seminar  
ASIS (American Society for Industrial Security) Boston Chapter  
State Street Training Institute, Quincy, MA
- April 5, 2000 *"Major Developments in Premises Security Liability"*  
Security Seminar & Technology Showcase  
Wyndham Garden Hotel, Waltham, MA
- March 16, 2000 *"Premises Security Liability, A Unique Approach"*  
CAP Index, Inc , Philadelphia, PA
- February 23, 2000 *"The Latest Trends in Premises Security Liability and What You can do to Minimize Your Exposure"*  
BOMA, (Building Owners & Managers Association) Newark, NJ
- November 4-5, 1999 *"Technology & Liability"*  
AVS 1999 President's Advisory Council Meeting  
(Atlantic Video Services), Ocean Edge Resort & Golf Club, Brewster, MA
- September 15, 1999 *"Legal Issues and Communication Skills for Security Officers"*  
Nahanton Woods Condominium, Needham, MA
- July 27, 1999 *"Harassment, Hostility & Horror!" - a Comprehensive Approach to Managing Hostility in the Workplace, with Norman D. Bates, J D & Gerald Lewis, Ph.D (of COMPASS), Boston Copley Marriott, Boston, MA*
- June 28, 1999 *"Premises Security Liability: A Unique Approach"*  
IAHSS (Int Assoc. for Healthcare Security & Safety)  
General Membership Meeting & Seminar, Portland, ME
- June 16, 1999 *"Top 10 Reasons for Lawsuits"*  
Security Seminar & Technology Showcase  
American Alarm & Communications, Inc , Waltham, MA
- June 8, 1999 *"Resident Rage - De-Escalation Techniques and the Legal Consequences if you Don't!"*  
Association of Residential Security Directors, Harbor Point, Dorchester, MA
- May 20, 1999 *"Top Ten Reasons for Inadequate Security Premises Liability Lawsuits"*  
BOMA (Building Owners & Managers' Assoc ) Boston, MA  
MHFA (The Massachusetts Housing & Finance Agency) Boston, MA

- April 12, 1999 *"Violent Crimes and Crisis Management in the Hospitality Industry"*  
RIMS Conference, Dallas, TX
- April 10, 1999 *"Evaluating Your Security Program Top Ten Reasons for Premises Security Liability"*  
ARCH (Association for Resident Control of Housing) 3<sup>rd</sup> Annual Spring Conference, Boston, MA
- April 9, 1999 *"Evaluating Your Security Program: Top Ten Reasons for Premises Security Liability"*  
IREM (Institute of Real Estate Management) Randolph, MA
- April 1, 1999 *Crime and Condominium Associations : "Are you Prepared?"*  
IREM (Institute of Real Estate Management) Randolph, MA
- November 13, 1998 *"Operating Safe and Secure Housing"*  
*"Premises Security Liability Top 10 Reasons for Lawsuits"*
- August 26, 1998 *"Legal Issues for Security Officers"*  
Lowell High School, Lowell, MA
- May 28, 1998 *"Loss Prevention Training"*  
Westbrook Factory Stores, Westbrook, CT
- February 9, 1998 *"Powerful Communication Skills for Security Personnel"*  
Summerfield Suites Hotel, Waltham, MA
- November 7, 1997 *"Crime Does Not Pay You do Minimizing Liability through Cost-Effective Solutions"*  
IAHSS & ASIS Expo 1997, Lewiston, ME
- October 10, 1997 *"Premises Security Liability Issues & Solution"*  
Massachusetts Housing Finance Agency, Boston, MA
- August 19, 1997 *"Workplace Crime Management"*  
National Safety Training Institute, Bethesda, MD
- August 13, 1997 *"Legal Issues for Security Officers"*  
Security Dept Church Park Apartments, Boston, MA
- March 13, 1997 *"Premises Security Liability"*  
Charter Oak Partners, Foley, AL
- November 26, 1996 *"Legal Issues in Security Legal Limits of Investigations of Employee Misconduct"*  
ASIS Boston 1996 Seminar, Boston, MA
- October 31, 1996 *"Premises Security Liability"*  
National Safety Training Institute, Dallas, TX
- August 29, 1996 *"Avoiding Liability in Fraud Examination"*  
Association of Certified Fraud Examiners, Boston, MA
- May 9, 1996 *"Safety and Security Issues for Today Marketing and Misrepresentation"*  
Rental Housing Association, Dedham, MA
- April 1, 1996 *"Reducing the Risk of Liability through Proper Investigative Techniques, Report Writing and Understanding Victim Psychology"*  
The Flatley Company, Braintree, MA
- July 25, 1995 *"Legal Issues in Hotel Security"*  
The Flatley Company, Framingham, MA

- June 13, 1995            "*Legal Issues for Hotel Security Officers*"  
International Lodging Safety and Security Association, Boston, MA
- April 28, 1995           "*Marketing and Security Issues for Property Managers*"  
27th Annual Multi-Housing World Conference, New Orleans, LA
- April 27, 1995           "*Legal Limits on Investigations*"  
Boston Park Plaza Hotel - Security Department, Boston, MA
- October 14, 1994        "*Legal Limits on Investigations*"  
The Pine Tree Chapters of IAHS & ASIS  
Maine Security Expo 1994, Portland, ME

Revised November 10, 2014