Glenn Fueston
Agree 100% | The 300th Episode

Mindy: [00:00:00] Welcome to Analyst Talk with Jason Elder. It's like coffee with an analyst, or it could be whiskey with an analyst reading a spreadsheet, linking crime events, identifying a series, and getting the latest scoop on association news and training. So please don't beat that analyst and join us as we define the law enforcement analysis profession one episode at time.

Jason: Thank you for joining me. I hope many aspects of your life are progressing. My name is Jason Elder, and today our guest has 17 years of law enforcement analysis experience with 26 years overall of supporting law enforcement. He went from trainer to associate, deputy director of the Washington Baltimore HIDTA.

He also worked as the executive director for the Governor's Office of Crime Control in Maryland. He is currently the director of Public Safety Capture for LexiNexis, and he holds a master's in human Resources Development from Towson University. Here to celebrate the podcast 300th episode. Please welcome my former manager, Glen [00:01:00] Sten.

Glen, how we doing? Doing great, Jason, how are you? Very good. So it's great to hear from you. It's been a while since we worked together and I thought this would be a great opportunity to bring you on kind of in the same spirit, maybe you did, maybe folks did with their parents when they're like 25 years old and you kind of have that statue of limitations has passed us.

We can kinda let air out some dirty laundry as things we did when we were together and, and get each other's different perspectives when we did work together.

Glenn: Oh, yeah. I'm really excited about it. It sounds, it sounds like a great time and interested to hear all the times you guys used to sneak out

Jason: and go golfing, right?

Yeah, that's right. So let's get, let's just figure out from the beginning, how did you discover the law enforcement analysis profession?

Glenn: Well, yeah, I kind, kind of stumbled into it in a way. I was doing computer training work in dc I was hating my commute. It took me an hour, hour and a half to get into the office.

I saw [00:02:00] this HIA advertisement for a, job and I applied for a training position over the Washington Baltimore, HIDTA started in the training world and I remember being really nervous. 'cause my first training class was in a Microsoft Excel class and it was full of law enforcement. And at the time I was like, what in the world can I teach law enforcement?

They know everything. That was my, my perception. And during the class, this guy stood up and he showed me these index cards and he said, so I can put these index cards in that machine and I can search 'em. And I knew I had found a police. So, I'm sorry, go ahead. No, no, I was laughing. Go ahead. And I just, I think that that started the, this kind of career path of, this was in 99, which sounds like a day or two ago for probably you and I.

But it was actually a good, good bit of time ago. But it started this career progression on how computers and and technology could assist us in law enforcement and especially in intelligence analysis. And I started training more sophisticated programs. The intelligence process and [00:03:00] had the opportunity to take over the investigative sports center and the rest is history.

Jason: Yeah. Well, I think we too, and with law enforcement, 17,000 different. Police departments here in the United States, and they're all at different levels and all different technologies, all at different stages on multiple levels. So yeah, you might have somebody where, yeah, they've had com in 1999. Yeah, we've had computers for a decade or better, and then there's others that just got 'em yesterday.

Glenn: Yeah, a hundred percent. I mean, in terms of technology then the utilization, and remember that back then, I mean, we were still working with people that would pick up the mice and use 'em as a remote control up in the air. They didn't know how they worked.

Jason: Yeah. No, and even I, I'm, what comes to mind is mapping.

Yeah, I remember, I remember there were still units literally doing the pin maps on the, on the wall in 1999.

Glenn: Yeah. I mean, I think that we had such a, a forward thinking boss and Tom Carr with, with the mapping unit that, that you were heavily [00:04:00]

engaged in and, we were all engaged in, you're right. I mean, they were literally putting push pins in and we were able to automate a lot of that work.

Jason: Yeah. So it. I think it's interesting you came along into HIDTA in 1999. I came in in 2001, and I started officially working for HIDTA two weeks, exactly two weeks before nine 11. Yeah. But for you as a trainer, you had that two years of experience pre nine 11. Does you kind of go into that a little bit that time versus obviously the big change that happened after?

Glenn: Yeah. I mean, I think that prior to 99 we were still kind of struggling with information sharing and the like. I think that that's one of the big things that I've always appreciated about the height of the height of. Was created to bring together federal, state, and local law enforcement and to help them share information.

But it was still a struggle at that time, you know? And then when nine 11 happened, I think that the world started to realize that we need to share information. We, we had the answers, we had the clues that [00:05:00] could have prevented a nine 11 in our data. We just simply didn't have it all connected and didn't have the analysis in order to identify it in time.

Jason: Yeah, I mean, and then I guess in terms of you and training, I mean, I, that's the big explosion of training. I, I, I have trouble articulating to people now that have gone through all this training, but there was so much training. After nine 11. It was, there was a ton of money thrown in into it. There was training everywhere, learning as much as you could.

I mean, I get, I ended up having like the CV of like 10 pages because it was just, there was just so much training. Whereas, I don't know if it was maybe, again, I only know like two weeks prior, but from what I've talked to other people, it was just a huge explosion in training after nine 11.

Glenn: Well, it certainly was 'cause I think that not only did we, we realize that there had to be more information sharing out there, but I think we realized that maybe that information [00:06:00] sharing was being focused, but it wasn't being focused between federal, state, and local.

And I think that's where a lot of this training came along, both in the computer world, but also just in the data world. How can we share data better between that state or local law enforcement officer with the federal agents or the federal agents really need that data, that boots on the ground data from the locals.

In order to share that data. And again, at that time we were still a little untrusting of these fancy computer systems. Yeah, they've been around for 10 years or so, but a lot of people didn't really trust it. So I think we had to change the paradigm in a way. And I think we did that through training.

Jason: Yeah.

And then, and from your perspective as as a trainer though, I mean, one of the beauties of the HIDTAs is that they can associate with multiple agencies across the board. So as you mentioned, city, state, and county was all on the radar for HIDTA in terms of. Alternative training, but [00:07:00] as I mentioned before, because you have different jurisdictions and different levels of technology, I'm guessing the training was a challenge to try to get everybody in the classroom all on the same page.

Glenn: Oh yeah. That was one of the biggest problems that we had. I mean, you would do a class when you remember some of the tools that we had, like Analyst notebook that did link charting and pen link that did telephone toll analysis. I mean, we would have people in those classes that are pretty advanced that literally didn't know how to turn the computer on.

So you would have to be teaching to all levels within one class. So that was really a challenge for us. And then there was the challenge of did the students have the technology that they were learning back at their office? So the HIDTA actually started paying for some of this technology, paying for computers, paying for Microsoft Office even, and some of the advanced programs back in their parent agencies.

Jason: Well, yeah, the big, the big program that comes to mind, the big database that comes to mind [00:08:00] with HIDTA is Case Explorer. Of course. Yeah.

Glenn: Love hate relationship with case four. Right.

Jason: I was gonna say, some people that know that system, it's like the fax machine in, in office space or some people said like, Hey, this actually gives me, got, got me, I got good data at out of this.

But I think it just depends on if you were the data entry person or not.

Glenn: It's, it's funny you mention that. I mean, even to this day, 26, later years later, when I go into other departments and I talk about my experience and I, I, I

mentioned the height is, and I I say I'm one of the guys that, that brought Case Explorer and they're either not listening to you or love you at that point because that was a heartache for a lot of people.

Jason: Yeah. Yeah. And it of course, it went through so many different iterations as it was trying to kind of got caught in between different technologies and database technology and it certainly grew. Yeah. Grew over the years,

Glenn: but what a four, again, another forward link thinking concept that the, the [00:09:00] primary purpose in case explorer.

Sure. It was an information analysis tool, but you'll remember it grew out of that system spin and it was a deconfliction tool. It was really meant, yeah. To make sure that agencies knew that they were both working the same person, and then eventually at the same location, so that it was a, it was really a lifesaving

Jason: tool.

Yeah. I, I. That was another advantage to, for HIDTA, again, because it was building the network, building all these relationships with different jurisdictions that it, it could then make sure that hey, we're all not on knocking on the same house at the same time, as you mentioned.

Glenn: Yeah, exactly. And it was kind of impartial.

Third party HIDTA in and of itself isn't law enforcement, but it's made up of law enforcement and that's, I think that was a really good thing that people could trust the HIDTA and the, the, the folks at the, the HIDTA, including yourself, to do things that were in an unbiased manner. So we weren't involved in the, the politics of whose case is this or anything along those [00:10:00] lines.

Jason: Yeah. Which is kind of amazing because for those that don't know, the HIDTA program is actually a program out of the White House.

Glenn: Yeah, yeah, exactly. Right, exactly. With no law enforcement authority.

Jason: Yeah. So, so I, I think also too. This some. This is kind of the early stages because you have different jurisdictions coming together.

You have a multi-jurisdictional office space, if you will, and you're getting into deconfliction, you're getting into this center type aspect of this. This eventually

is a little bit of a platform to what we see today with fusion centers and real time crime centers.

Glenn: Oh, yeah, a hundred percent. I think that the, he is kind of started that, that, that trend of bringing data together in one place.

Why? Why have all these different agencies that are out there in the world all trying to go get the same data and bring it back and creating this huge spider web of mm-hmm. Information sharing [00:11:00] agreements and data sharing agreements and the like. Instead, centralize that into one place, make an agreement at the HIDTA and.

And you can start sharing the data. And then I think that's the same model that you see in some of the OCF centers, the UI centers and, and the like.

Jason: So it's from here as I, as I mentioned, you got, you went from trainer here and then you get investigative support center program manager. So this is I think where you and I start working together.

Glenn: Yeah, I think so. I mean, I think we crossed paths a little bit when I was in that training world, but yeah, then when I took over the investigative support center after several years of doing the training and, and learning more about that and really progressing what intelligence analysis was, but, and as you and I have talked, that was new as well, right?

The, the concept of intelligence versus information versus data was still fairly new at this time. And, but yeah, I think that's when we really crossed paths and started to get to know each other.

Jason: And so, and I think too, with, again, just like a lot of different things, you had [00:12:00] analysts working at the Washington, Baltimore, HIDTA, but they weren't necessarily centralized.

Like I, I was stationed in, in Baltimore for a time being and then in Alex City for a time being, but then we ha you, you have analysts spread out all over the place. Greenbelt was headquarters and you had a couple of analysts there, but you were really taking over a group that was, that was spread out a little bit.

Glenn: Yeah, it was, it was definitely a challenge. I mean, I think that we, the original concept was this distributed model where we had the analysts, as you said, kind of embedded in different strategic areas in Baltimore supporting multiple units or some supporting all of Baltimore Police Department or. As

you said, the the Elk City Elkridge location, that would support several of our initiatives.

But I think as this time started to progress and after nine 11 and after this growth of what data intelligence could do, we wanted to start to centralize [00:13:00] that a little bit more and, and I had the unfortunate or fortunate job of trying to bring that centralization back into the headquarters. And, and really trying to create this professionalism among the intelligence analysis world.

Jason: Yeah, and I, and I think that's where I definitely want to elaborate on, on this because it's, it's during this time and, and we talked a little bit about this in the prep call yesterday, that there's the old adage it's, it's easier to start out strict and then loosen up with the group than to have them loose and then trying to tighten down later.

I always, I always think of like football coaches, you get one that's real strict and trying to clean up the locker rooms. There's obviously a lot of tension there as you're transitioning through, and so obviously there is. Some tension going through with the analyst and you as, as the manager coming in with, with the goal.

So I guess what I kind of wanna start there is like, yeah, as you and [00:14:00] Tom are, are talking about the goals of the position. Like what, what are some of the, you mentioned professionalism, but were, were some of the other goals that you, that you were trying to accomplish?

Glenn: I think that what we were trying to do, I mean certainly there was professionalism, and I don't mean to, to say that in a, in a way that the analysts weren't professional.

They certainly, they were very professional and very skilled and very well liked by the, the, the folks that they were supporting. I think that what we were really trying to do is get more support for the analyst to allow them to learn from one another, learn skills from one another. And kind of spread out across all of the initiatives to provide that support.

And we also wanted to start moving things to a proactive level, if you remember. I mean, we, we really were doing a lot of case support at that time, kind of the operational boots on the ground. Someone's working a case. Let me do some toll analysis. Let me do some mapping for them. And one of the things that Tom really wanted to focus on, and I agreed, was the [00:15:00] strategic side of that.

How do we go proactive here? How do we start looking at trends and patterns to start being forecasting? Tom would, would, would kill me if I said predicting, but forecasting. Where things were gonna happen then. Yeah. And I, and I think that that's one of the things we wanted to do is bring that together and, and feed off of everybody's skills and education and expertise.

Jason: Yeah. And it, so at the time, you know that, that, and I think you're being a, you're being a little bit kind in terms of whether we were professional or not. Because we definitely had, we definitely had our moments. Right. But I do, I do feel like look the, for those that, just to paint the picture for the audience a little bit, I mean, the majority of us were in our mid twenties, maybe our late twenties.

This analyst job was our first career job. And some of, some people had got accustomed to wearing blue jeans and maybe some open toed shoes to the [00:16:00] office or, and kind of coming and going as, as you wish without, it's not like you disappeared for three days, but it wasn't, it wasn't necessarily something that was being well tracked.

And so we were obviously accustomed to. Our day at the office a certain way. And so again, coming, you coming in trying to standardize things and you get into documentation and you get into stuff. That all, all I know from my vantage point is like, man, I gotta do all this extra BS work. Like what the heck is all this stuff?

I don't, I don't see the benefit of this. Just like, just like analyze when you ask a patrol person to do something extra, if they don't see the benefit, they're gonna be like WTF.

Glenn: Right. No, I agree with you a hundred percent. I mean, I think that there was a way, but I think the, the blind side on my part was not realizing, mean you guys were, yeah, sure you would, you would blow off some steam and do some things, but you were getting the job done.

I mean, and, and that they think that was the important part. And may something that I didn't see as [00:17:00] directly. And I think that in, in honesty, I, it wasn't like a get catch you kind of thing. It was mm-hmm. More trying to document, to show the administration and, our board, these guys and guys are working really hard mm-hmm.

And they deserve to blow some time off. Right. I mean, you're, you're working on some hard, high level things. Mm-hmm. I think that there's, there's a, there's a balance there.

Jason: Yeah. Yeah. And I think that's another thing that in my forties, looking back, I see a little bit more than in my twenties. Right, right.

And sometimes in my, obviously sometimes you're only looking what's directly in front of you. But there were times where we would go through some lean financial times at HIDTA. You go through budget cuts and, and then it's like everybody. You talk about that documentation, then everybody's trying to make their case of why their, their budget should be cut the least, basically.

Glenn: Right? I mean, remember that time there was a span there of two, three years where, I mean, we were really getting hit from the budgets from the, the federal side, [00:18:00] from the top level, from Congress, and I mean, we spent two, three years literally just trying to justify what the height is did. And, and that was tough.

And because you're right, we were kind of this lackadaisical, or it looked lackadaisical because we didn't have that documentation. We didn't have the outcomes and the outputs and the, the, the measures of how many cases did you support and those kind of things in play. But when we went through those, that three year process, which was really kind of tough as you, as you pointed out, I think that that's what saved the Heida program.

At, at one level, we were able to show the return on investment. For every dollar that the Congress put in to that heida program, they got exponential return on that investment coming out of it.

Jason: I think it's interesting that you mentioned strategic and and forecasting and, because that's another thing as I look back at my career, there's certain things that I was like, you know what?

I, I wasn't, I wasn't necessarily a very good analyst, and I think there was a lot of times where I was tied to the data and didn't get out from under my desk to [00:19:00] really understand what was going on, on out in the real world. And so this, this idea of trying to come up with a strategic product when I'm just comfortable staying where I'm comfortable with the data and not really going out there and asking a bunch of questions, getting a bunch of different perspectives, I mean, I think really, really hurt me in the long run.

Glenn: Well, I mean, I think it was tough. Again, we were all learning at that point. I mean the, mm-hmm. That whole concept was, it was new to the, the height of program as, as a whole, and. I always liked the data side of it, and I think you and I always shared that love of the data because there's always an answer, right?

Mm-hmm. Two plus two is always four, and if, if one phone number called another phone number and we could, we could show that then there's some kind of connection there is there wasn't a lot of risk. I think on the strategic side. You really had to kind of put yourself out there, right? I mean, you had to do research.

True research to say, in my professional opinion, I feel this is going to occur. Yeah. That's, that's hard work. You know, and as you said, we are [00:20:00] young and it was still new and, and it's a lot harder than just saying these two numbers called each other.

Jason: Yeah. And, and I, and I, and another thing that fits into this pretty well is I don't like to read.

Right. Right. And so I, it is just one of those things that I think you're really, if you're going to get into some strategic analysis, you're gonna have to read a lot, a lot of documents, right. To start, start, to start getting a, a better picture of what's out there.

Glenn: Yeah. Well, and I think that that's something else that we started to do at the HIDTA.

If you remember, we started shifting things around and we kind of had this tactical operational and strategic component, or at least we tried to, with the resources that we had to kinda find the, the right people to fit into those molds. Who's, who's the best suited to do strategic analysis, because some people just love reading when they retain it and they can summarize it and conceptualize it and produce a report where other people are, are much more skilled at the data [00:21:00] side of that and, and, and very technical, such as yourself.

And then other people are very good at the tactical side. They know what's gonna happen immediately and, and how to get to that data very quickly.

Jason: Yeah. No, I remember now I'm starting to, starting to think back at some of the stuff that we're doing. 'cause we, this is, this is middle, middle aughts here, 2005, 2007 timeframe here.

And for the listeners that may be young, I mean we're, we're doing a lot of data cleanup. We are getting telephone toll records via paper mail to us, and we're having to scan them in and then try to digitize them so then we can even. Get to the point where we can do count counts and the analysis. So it's a good part of our day is just data cleanup.

Data management.

Glenn: A hundred percent. You know, I mean it's, it's one of the things that we talked about the 80 20 rule, right? I mean, 80% of your [00:22:00] time was probably just cleaning data, and as you said, for the younger audience members, this is back in the time when OCR just started. So you would OCR and you'd maybe get what Jason like.

50% accuracy and that you had to go through and do it by end for the rest. Yeah, 50% and literally like typing phone number over phone number, over phone number and, and, and, and those types of things. And I think that that was tough when any mistake is, it's a big

Jason: mistake from this. 'cause I, I, I think again, we, we've kind of hit on it a a little bit, so you're trying to, you're trying to bring more professionalism, trying to bring more documentation into that.

And I think what I want to kind of drive home to this too is like, because I think when it comes to the relationship between analyst and manager, that. It seems like you either get a, a manager that leaves you alone or that you get a, a manager that is a micromanager, right? Mm-hmm. Does, if you talk to people, either they had a, they had a good boss, they just, he or she left me [00:23:00] alone, or it's like, no, I had this boss that there's micro micromanaged the whole time and not we, there's obviously not just two, but I feel that that's what people put it in, that two, those two categories there.

Sure. So I get, obviously for, from our point of view, again, we were coming in, I was like, man, he's micro managing us. Yeah. Right. And that was, so there was some Mike bro jokes going around. Yep. You know? Yep. As though from our point of point of view, bringing to light, again from your vantage point, given what you and Tom had given you as a goal, trying to, bring kind of balance to the force a little bit.

Glenn: Yeah. Well, I mean, I think that, again, I, I can certainly see where it seemed like a micromanager. And I think that, I think at that time, maybe, maybe it was micromanagement, but it was really digging in to see what is

being done and what could I, I, I'm always been a process person. And then let's face it, I mean, the, the, the supervision that you had before that was the 180 degree opposite, [00:24:00] right?

Mm-hmm.

of that. But you guys were really self-led in a way. Mm-hmm. And still did amazing work. But again, I think in the time, and probably if we had to do things differently, and I think I, I certainly don't wanna speak for Tom, but I, you know mm-hmm. Had we communicated better that this is what's happening to the height of program here, we need to justify everything that we're doing.

Mm-hmm. This was also a time, if you remember, that they were talking about does the H of do intel or do they just do case support and mm-hmm. And all of these types of things. So I think that the job that I had was really to come in and, and defend. What was happening. And I can certainly see where there would've been a lot of micro jokes, but I think at the same time, years later, I think there's things for me to learn.

And I think, I hope that there's things that the analyst, including yourself, learned from that experience.

Jason: Oh yeah. I mean, again, I, as I look back now, I, I, it would, so Tom Carr retired last year. Was it last year or maybe the year before? Right. I found out and I sent him an email and I said, Hey, by the way, sorry for being a turd.[00:25:00]

Glenn: I don't think you ever were a turd, but you certainly had opinions, which is good, right? I mean, we needed that. We needed the opinions. I mean, you taught me a lot about the culture that was happening there at the HIDTA during that time, and I think that that was necessary.

Jason: Yeah. Yeah. I mean, you just, you know, it's funny, it's just when you get into your twenties and I, I, again, I think some of the stuff I just saw what was in front of me.

Didn't necessarily read the room very well. I re, I remember, I remember, I think Tom, Tom, I think you're in this meeting. Tom, Tom offered me a, like a management role, but I didn't wanna take it because I would've lo lost my

clearance. Oh. And I was worried about losing that clearance, but then at the same time I was asking him to give me a raise.

So it's like, it's like I just gave you a promotion opportunity that you kind of sced at, and now you're asking me for a raise. Like, I remember that

Glenn: meeting. I remember that very well. Yeah. [00:26:00] Well, I think what, you're right, right? I mean, we were in our twenties and we were all focused on ourselves at that point.

And I think that's something that, that learns from maturity. So. Yeah.

Jason: Yeah. And I, it is interesting. As I look at team building, as I said, we were, we were all about the same age. I mean there was, there was probably, I don't know, seven, seven of us that are just, I mean we were all within two years apart.

Again, first career job. And I think as I look at situations in team building, I mean you really need to look at having a balance across the board. You can take risk on people that might be outside of the norm if you would, or whatever it is, but if you have a good nucleus. But I think if you have so many people that are new and fresh, it really, again, based on what we just said about going from like no management to then management it, it really it.

That was really, I think, what kind of made it tough. I think if we had a variety of [00:27:00] skillset, a variety of ages, it probably would've went a little better.

Glenn: Yeah, that's a really good point. And I thought about not exactly that, but at at one point. But I mean, if you think about, you guys were also extremely close.

Like all seven of you, it seemed like you were like best friends. Yeah. Which, which was great in terms of a team environment and getting things done, but it coming in and trying to change that paradigm of mm-hmm. Of the workplace,

Jason: that was tough. Yeah. Because I, and I've, I've mentored analysts or people who want to get in an analyst role.

And recently I mentored an older person and it took him two plus years to find an analyst job. And it, he kept getting that he wasn't a good fit. That was when he would ask why, why he didn't get selected. They, they kept saying that he

wasn't a good fit and he was mid fifties. Right, right. And it always made me think, I was like, you know what?

That, that variety is, is good. Right. I don't think you want [00:28:00] everybody thinking alike with all, all the same skillset, maybe all the same age. From my vantage point, any office would benefit from having somebody older with a different perspective.

Glenn: Sure. Yeah. I mean, I, I think you're a hundred percent right and especially in our field.

And then you go back to that. I mean, remember, I mean very few. I mean, remind me, Jason, how many do you think had a degree in intelligence analysis?

Jason: And I don't even know if they had degrees in intelligence. That's

Glenn: what I was trying to think. I mean, I, I. Maybe it started to come, come about, but I mean, it was all this kinda self-taught and.

And those kind of things. And if you're all taught the same exact way, you're thinking the same way. Yeah. That's a really tough environment to, to try to get things done.

Jason: Yeah. I I think another thing that played a role in, in what we were talking about too, is I think one of the, the way analysis is developed here in the states over time is analysts are mostly civilian and they [00:29:00] have a lot of autonomy to kind of move around the agency.

So they can go from talking all the way from the patrol all the way up to the chief. One of the luxuries I think that they have is they can kind of choose their own path in a lot of ways, right? Right. They can get into stuff that they like and kind of ignore stuff that they don't like. And I think in terms of like, you talk about strategic, and I mean, I think it, you, some people will just kind of scoff at like the idea strategic.

It's just like, oh, you're like, no, I'd rather be an assistant investigator, like working these cases. This is, this is like, that's the meat right there. I don't want to be sitting there writing strategic reports and doing all that stuff. If, if I have the choice, I'm not doing that. Right. Right. I think that, and that becomes, I mean, difficult too because as a team, as a unit, as a department.

Strategic is the benefit that product is useful.

Glenn: Yeah, a hundred percent. And [00:30:00] if you go into these departments today, it's the, it's the same challenges that you and I had back in the day. Everybody is saying, we don't have enough resources in order to address what we need to do. We have to do things smarter, not harder.

I mean, it's the same, the same buzz lines that we're talking about, but yet strategic intelligence and analysis just, it still hasn't grown that more that much. And I think there's a lot of kind of political issues around that that need to be addressed. I mean. The data's out there to be very surgical about things, but how are you gonna handle the privacy, the issues that come along with that?

And I think those are big discussions that people need to have.

Jason: Yeah. Yeah. That is, that's a, that's a big meaty meatball right there.

Glenn: Yeah, it is. That's a huge one. Right.

Jason: All right. Before, before we leave this, I just, I just actually thought of something and I hope you remember it. So back in, back in this time, the, there was a.

A bunch of us would get together for lunches and the guys in the group [00:31:00] would would always talk about eating two Chipotle burritos.

Glenn: Oh, I remember. I was gonna bring this up. I still can do it. Jason, go ahead. Tell the story. And

Jason: the one day I secretly did it, I just ordered two Chipotle burritos standing in line in Chipotle, and they didn't realize that I did it.

And so I like quickly ate the first one. And like in hindsight, people were like, what is wrong with Jason? Why is he eating so fast? And then I just reached into my bag and then like dropped the Chipotle burrito. On the table and everybody's eyes like blew up. And so I ended up finishing two. Well, then you heard about me eating two and you were like, well, if Jason can eat two, I can eat three.

Yep. And so we, we ended up, it was so funny going back and forth. We ended up like, I, I probably still don't have it, but I we'd like to buy the contract.

Glenn: Yep. I just ran into this the other day. Jason, I should have pulled it out. Go ahead. Do you, do you have it? I think I do somewhere. I'll have to send it to you.

I, [00:32:00] I just ran across it, I mean, just within the last few months. But I remember very well and I think I can still do it. That's

Jason: impressive. That's impressive. At our age, if you

Glenn: could do it at our age, that's impressive. I mean, I'm not gonna be comfortable about it. There's no, there's nothing say in there, but I think certainly back in the day, I could have done that.

Jason: I remember putting in that you had to like walk out of the restaurant for it to count. That's right. Like if you, if you threw out before walking out of the restaurant, it didn't count. That's right. I remember putting that stipulation in there, but it was like a one page document of like, I can't remember what you got if you did it.

I just can't. I just remember we wrote up a contract.

Glenn: Yeah. I don't even know if there was anything. I think it was just kind of bragging rights, but I kept that on my, my bulletin board for years. I mean, I, I had it, I know we're gonna talk about next phases of life, but I had it, I took it with me to the, the governor's office.

Oh, I still had it then.

Jason: [00:33:00] Oh, that's awesome. That's awesome. Yeah. Well if you end up finding it, we'll put it in the show notes. So yeah, definitely. I'll find that. I'm really glad that you remembered that. 'cause I like my memory's a little quirky sometimes and I really hate when I remember something, but the other person doesn't remember it.

Glenn: No, no. I remember it very clearly.

Shannon: My name is Shannon Kale. Please stop clipping your fingernails in the office. The sound is annoying and no one wants a fingernail to come flying into their workspace. Keep the grooming routine in your home. Keep the workspace clean and free of fingernail debris. Thank you. I approve this message.

Matt: Hi, this is Matthew Smith and I have a public service announcement.

When you're walking in a building and somebody's coming behind you, please hold a door for them. Give them that common courtesy. At the same time, if somebody is holding the [00:34:00] door for you, just say thank you. It just drives me crazy when people don't say thanks. It's, it's one of my pet peeves, and I think if we all just got along and, and said, please and thank you, we would get a lot further in this society.

Thank you very much.

Jennifer: This is Jennifer Loper. When you wear too much cologne, it stays in the elevator forever.

Jason: So from here, then I left HIDTA in about 2008 and you eventually become Associate Deputy director of HIDTA. Yeah. So obviously we went our separate ways from there, but just the time span, what did you get into and what were you able to accomplish?

Glenn: Well, I think that what happened after that is, and and, and you mentioned Case Explorer earlier and, and, and the like, I think that we always had this kind of, this challenge between the knock you remember the knock right?

Our kind of our technology component that did all the help desk services, but also [00:35:00] did all the computer programming and database searches. 'cause if you remember back those days, we kind of had to go to a professional IT person to have a search done for us. Mm-hmm. and the, the intel section and, and it was, it was always this kind of challenge, like where the resources fall, can we do it this way?

Can't we do it this way? And. I remember talking to Tom a lot about that there's always this kind of friction that would be in play, right? That if the, the knock didn't want to do something, they didn't have to do it because they would just say no resources or it can't be done technically.

Mm-hmm.

And one of the things that we had when there was some turnover at the, the head of the network operations center, I spoke to Tom about what if we merged the two under one unit that you had the IT and the intel.

All reporting to one person. Mm-hmm. So that that one person could kind of be this impartial judge of, no, we are going to do this in a technology way [00:36:00] versus a non-technology way, or something along those lines. And that's where that position came about, this associate deputy director. So at that point, I took over both the IT side of the house as well as the intel side of the house.

And I think we did a lot of positive things there.

Jason: Very good. All right. Anything else before we go on to the governor's office?

Glenn: No, I think that was it. I mean, what a great experience the HIDTA was and it's a program I still continue to support and, and love.

Jason: Yeah. Yeah. It is, it is interesting. One of the things that we, I do see it as almost like a little bit in the same vein as memories that I have either in high school or college.

Like that has the same kind of the same feel. Right. You just kind of have a little soft spot in your heart for the HIDTA. A

Glenn: hundred

Jason: percent. Yeah. So. Cur, I'm always on the show. I'm always interested in people's transition, people's decisions to transfer to, to go out. And so get into the idea of how this you got on to be [00:37:00] the executive director of the Governor's Office of Crime Control.

Glenn: Yes. It was really interesting. So I've been at Kada for 17 years. Mm-hmm. Tom Carr, the director there, was a great mentor, a great friend to me, and I had no plans on leaving ever. I, I finally got into this position where it was underneath me, and which I think gave some, I've always been an IT focused person, but I think that helped give cred credibility to my career.

And I had no intentions on leaving. And I gave a, a talk one day at a executive board meeting, and I was, I was complaining actually about data and how hard it was to get data, especially out of the state of Maryland. And little did I know I gave that, that talk. And about a week or so later, I got a telephone call and it was someone from the governor's office saying that the, governor and team wanted to, to speak with me and about those challenges in the, like, so I, I started talking to them and essentially they said, you're complaining about it.

Do you want to come fix it?

Jason: Wow.

Glenn: [00:38:00] Yeah. So I said, yeah, I, I do. And it would, it only, the perfect job would've taken me out of the, the HIDTA and, and an opportunity to grow and really try to give back to the HIDTA in a way so that, yeah, that's how that transition happened.

Jason: So was. The governor actually in the audience.

Glenn: I can't remember. I think that the governor was in the audience for that one, or one of his team was. Mm-hmm. I can't, I can't remember directly if he was in the audience for that briefing, but we certainly met with the governor many times and talked about the challenges and he asked me if I wanted to solve that problem.

Jason: All right. So then I guess just go into that, then add, how did you solve the problem?

Glenn: Yeah. Well, I didn't, so let's start there. But no, we did in some ways. I mean, I think that some of the ways that we helped facilitate that, I think one of the things that I, I was particularly proud about is after I left, or as I was leaving the traded a program called OD Map that was tracking the heroin problem and the overdoses and the Narcan distributions, and one of the [00:39:00] problems that we were having.

And, and it was actually one of the problems that I was complaining about was getting that data from the state. Why, if the state was collecting the data on Narcan administrations, why couldn't we get that data, put it on a map and compare it to where we're seeing drug trafficking and doing some of that strategic analysis?

And we were able to actually, to get that done. I think that the state of Maryland was one of the first to contribute statewide information to OD MAP so that they had that data at the height of now on Narcan administrations. So I was particularly proud of that.

Jason: Yeah, and I mean that's, and that's something again, that for our lifetime.

Has really developed the in for, in a good way, right? Because you have this idea that it's not just law enforcement on their own, that you, it takes a village to

get some of this stuff done and to get other parts of government involved, get their data, get them on board [00:40:00] to be able to really help serve the public.

Y

Glenn: Yeah, I certainly agree. And again, I, I go back to, to the HIDTA and we had the, the treatment side of the house as well. Mm-hmm. As the law enforcement side, if you remember that. And that was a unique thing. I think only three or four HIDTAs had that. Within them. And then when I went to the governor's office, something I, I, I found very inspiring and inspirational from the governor is by the time we left, we had the governor's office crime control in there, which had, had always been in there and had been primarily kind of a coordinating.

Component to con to coordinate crime prevention, crime control efforts. But we also added the Governor's office for victims into that office, and we also added the Governor's office for children into that office. So by the time I left, it was the Governor's Office of Crime Control, victim Services and Children.

Wow. Yeah. And, and, and it kind of really hits on that point that you said that it, it's a multifaceted problem. And I think that we need to look at it from that standpoint of, [00:41:00] yes, there's a, there's a crime problem that's out there and that crime occurs and we need to address that, that crime and, and however we're going to reform that person or, punish that person or whatever.

Mm-hmm. You wanna believe that in, in, in that sense. But there's also a victim out there and, and what are we gonna do to help that victim? Of that crime. Human trafficking comes to mind specifically. 'cause back in the day we were arresting the victims of the crime as prostitutes a lot. And then we learned, no, this is a victim, we need to give this person help.

Yes, they may have been committing a crime, but it was, you know, of coerced victim. And then the same thing with kids. These kids grow up around crime. All their lives. You know, there's something out there called ACEs, adverse childhood experiences that I learned about and they, they can almost forecast what's gonna happen in a child's life.

And we need to, we need to treat that as a system, in my opinion.

Jason: Yeah. And it's same thing with the drugs, you know, drug use. Yeah. Drug treatment [00:42:00] over, over jail time type of thing. So you mentioned

how this unit grew by the end, how many employees were you responsible for? How many were under your umbrella?

Glenn: I think there was close to 150, 200 that were under that because we took over this, the whole victim services side. We took care, took in a lot of the compensation boards for victims' restitution and, and those kind of things. So all of that folded under us. And, and I think that we're able to really make some, some progress on how those three components should work together in order to reduce crime in a long term fashion.

'cause we also had things like the Justice Reinvestment Act that Governor Hogan pushed forward in 2016, where we started looking at what, what is justice and how are we going to address crime in Maryland? It's, it's going to jail. It's really supposed to be restitutional, right? You're supposed to go in and you're supposed to be reformed and, and come out a better person, not [00:43:00] necessarily just punitive.

And, and it, it took this group, I think to really a long time to look at that.

Jason: As I look at the progression of folks' careers and those. Obviously starting out as analysts, maybe you get to manager managing analysts and you're maybe in that middle management role, but taking that extra step up of being director.

I mean, you really go from team building to getting way closer to world building. As you, as you mentioned, you're taking on, you're now developing several groups, not just, not just one or two.

Glenn: Yeah, a hundred percent. I, I think that the thing that I was, was happy about there was able to kind of being at the practitioner level, and when I look at my career, I kind look at, at HIDTA and, and I eventually made it into management, like kinda like what you said, middle management at HIDTA, but we were still all operational, kind of tactical.

It was always about producing. Mm-hmm. End product here. Let's, let's create this intelligence piece and let's give it to [00:44:00] somebody and let's hope that they use it. Let's create this software and hopefully they'll, they'll use it. And by the time I got to the governor's office now, it turned to more of a, a, a policy making kind of role.

Mm-hmm. and maybe not the exact right word, but almost that strategic level that we were talking about. We were coming up with programs. So for example,

we created a harrowing coordinator program that we partnered with the HIDTA, that there's now a harrowing coordinator in each of the counties across the state of Maryland.

We created the Maryland Criminal Intelligence Network, which was a, a data sharing platform across all the counties. And this time we had money backing us. By the time I left the Governor's Office of Crime Control, we were overseeing about $350 million in grants every year. So we used those grants to set policy that were consistent with what Governor Hogan wanted us to do, and the legislator wanted, legislators wanted us to do.

To develop programs and then fund them. And that was really interesting.

Jason: Yeah. 'cause I mean, at, at that point when [00:45:00] you're overseeing 150 people, and this is get, this is getting more into philosophical delegation becomes key. You really have to have the right people in there that you trust to say, okay, go do this.

'cause I can't sit there and, and go with you and check every box with you. This is an idea. You need to just go with it again, from going from middle management to somebody that's overseeing a hundred people. Do you agree with that?

Glenn: Oh yeah, a hundred percent. I think that there's two philosophies in there.

I mean, I think there's the philosophy of you kind of clean house and bring new people in, or do you keep some of, keep the old and, and learn from them. And I, I, I hope that I kind of did a blend of both. Mm-hmm. where I learned from a lot of the folks that were still there and then brought in some new, because you're right, I mean, we are so big, $350 million.

That we were responsible for you, you had to have people you trust to carry out your vision too, and do it in such a way that you, you trust that they're doing it correctly.

Jason: Yeah, the, the grant thing is always interesting to me [00:46:00] because o obviously most analysts don't typically get grants or even deal with grants, even though that there's probably opportunities there that if an analyst wants to do something, doesn't have the funding, there might be a grant out there for him or her.

When I think of Grant, there's always that either the. Earmark. Like, what is this? Mm-hmm. What, like what's, how do we apply this? And you're always kind of boxed in in some form or fashion. You can't just spend it how ne however you want to, unless you wanna get yourself into trouble. Of course. Right. And I'm not saying saying you do that, but it does seem when you have grants and you have multiple grants, I mean, each one of them is gonna have their set of restrictions.

Sure. So I, I would think, again, from that vantage point, not only is it $300 million, but you're dealing with a whole series of rules with each grant as well.

Glenn: Yeah, certainly on two stances on that, you know, just to kind of tie it back into our experience together at the, I have that there's probably a lot of people at [00:47:00] the, the governor's office that also called me a micromanager because we were, we were in the process of changing how those grants were going out and making sure that we were measuring their impact.

And I think that that was something that was really important, right? I mean, we have, again, $350 million. How do we show that they actually did something? So we got very detailed into starting to collect performance data on the outcomes of these grants. Did they in fact do their intended purpose? Mm-hmm.

but to your point, yes, so I, I think that there's some restrictions, but I think that this is where I really learned that you can use these to kind of guide and control change as well. That if there's a philosophy that is particularly. Good that people want to implement the money can help make that possible.

So it's, I think when I first started looking at grants, which if you think about it, thought HIDTA was a grant program that was created by Congress in order to reduce drug trafficking. And that was the philosophy [00:48:00] behind that. So at the governor's office, we had other grant programs that helped us implement philosophy and we, we could see the strategic nature of that.

So for example, one of the grant programs was a performance instead of grant fund that we would take savings. Out of reducing the prison population. So if the prison population dropped by a thousand people or 10,000 people in the state of Maryland, there's a savings there. And then we reinvested that money into programs that would prevent crime or reduce crime in general so that you would see this kind of spinning up.

So I think that they're, they are restrictive to get to your point, but I think they're not as restrictive as some people think they are. If you come up with an idea and

you can influence what you're trying to accomplish, I think that you can, you really open some doors. Yeah.

Jason: Did you get through your second point on that?

I think so

too. Okay.

Glenn: Yeah, yeah, yeah. I think, yeah, the general point being that you're able to to, to influence that change, and that's what we were able to do at the governor's [00:49:00] office. Like when we get a grant like B jg, which a lot of people are familiar with, burn Justice Assistance grant, I was able to go to the governor and say, okay, we've got three point something million dollars.

What, what do we want to accomplish? With this grant, and then we were able to write the restrictions that you were talking about.

Jason: So then, as I mentioned in your intro, you are now working for LexiNexis. So I guess just talk about that transition.

Glenn: Yeah, so that transition, I mean, that really happened with Governor Hogan's exit, from office.

Mm-hmm. Obviously being a part of his executive team, there's gonna be a transition there. so started looking kind of back into my, my world, and it's kinda a full circle thing for me now that now I work with Lexi Nexus and, and certain people have different beliefs of what Lexi Nexus is. Mm-hmm. A lot of people will think of Lexi Nexus as the, the law people where can do law research, which we certainly can, but that's a component of us.

But I work for a component called Risk Solutions, which is more the government side of that. And then I [00:50:00] focus specifically on law enforcement. And what LexisNexis does is we, we compile data. So if you go back to the beginning, Jason, where you and I started, where we were manually. Collecting collating data.

Mm-hmm.

LexisNexis has 10,000 different data sources that we collect and collate data from. Plus another 2000 plus law enforcement agencies that we collect and collate data from. We put it all together and then we utilize that to, to help law

enforcement in general. How do we locate an individual, how do we contact an individual or something along those lines.

And, and some of the beauty of it is to see what, what technology has done. The fact that we're able to resolve an identity at LexisNexis with 99.99% precis. We know that Glen Houston is the same person as Virgil Houston is the same person as VG Houston is amazing. And then thinking about what you and I had to do back in the [00:51:00] day when you ran across that name.

Jason: Yeah. Well that would've been like four different entities on my I two chart.

Glenn: That's exactly right. Exactly.

Jason: I think, I think they're all brothers.

Glenn: Yeah, exactly. That's what I think. They are

Jason: all at the same address. Right? Exactly.

Glenn: Yeah. So yeah, so Lexus is really, and that's one of the things that I'm working on at LexiNexis is, is showing that, yeah, our magic is in the data that we have.

We have really solid data. We have the largest repository of residential data in the world for law enforcement. We, we've got it. So if you want to know information about a person, there's good likelihood that we have information on that person where their address is their telephone number and the like.

But what we really do really, really, really well is we do that entity resolution down into that level of precision. And that's something that I think that the country needs to see. 'cause we're bringing data together. Back to our original point about fusion centers and the like. [00:52:00] If we can bring that data together and know that Glen Houston and Bob Futon are really the same person as an alias.

That's huge for law enforcement.

Jason: In terms of your specific goals as director of public safety capture, I mean, you're looking into securing new business opportunities, right? So what, get into that a little bit and what your, your personal mission is.

Glenn: Yeah. So my, my personal mission there is, is really to certainly capture new business.

It's a, it's a profitable business, but I, I tell you, one of the, the things I was concerned about coming from government to private industry was this kind of sell, sell, sell mentality. Mm-hmm. And Lexus doesn't have that. Certainly we need to sell, it's a profitable making business. We have to sell in order to stay in business, but they really want to do what's best for our customer and our customers.

The government, in my case, the, the federal government and state and local law enforcement. So my goal is to go out and hear what law enforcement's problems are, utilize my prior experience to know that. I know [00:53:00] one of their problems is bringing data together. Mm-hmm. Right? I mean, when I was in the state of Maryland, in order to, to bring together a UCR report, it took a long time.

The data at CI was was delayed because we had to go in and manually massage that data. Well, there's ways to do that in an automated fashion now that we can do that would be higher level position and more accurate and more actionable and deliver that to the customer. So that's my goal is to kind of help people understand what LexisNexis really is.

Then bring that service to the federal, state, and local law enforcement.

Jason: Yeah. Yeah. And I see are, are you remote as well?

Glenn: I am, yeah. Which is, which is, which is great, Jason, but then I think I joked with you, I mean, my dog at times is like, dude, you gotta get outta the house,

Jason: Don. No, I, I feel when we talk about it a lot on this show, I mean, really the, the private industry is really making it hard for having analysts have a long public service [00:54:00] career.

Because I just think with some of the things that they get into, maybe some of the pay, some of the, some of the travel, and now those people that don't want to travel, now you're, you get into more remote possibilities, whereas the private industry's really accepting. Of remote work that I've heard from a lot of different people.

The, the law enforcement community is, is really fighting it.

Glenn: Yeah. But I think that, I'm starting to see a little kind of hint here or there that some more of these private agency or entities are, are starting to, wanting to bring people back into. Mm-hmm. I think that's gonna be a really hard transition now that people are used to it.

But I, I see that starting to happen a little bit. I wish there was kind of a, a good hybrid mix there. Right. To get in and, and our company does a really good job of having events in the office and mm-hmm. Certain meetings to come into the office when, when necessary.

Jason: Right. Very good. Well, I wanna move on, get to a couple different topics here before we finish.

We talked a little bit yesterday about [00:55:00] AI and obviously that's the, the big topic. I wanna get your perspective on AI as it stands today, because I think with a lot of analysts and a lot of other, maybe even the media, everybody seems to jump to that extreme of like, oh, it's going to be totally taken over.

Everybody, all analysts are gonna be replaced. We're gonna have that singularity. Any day now, I, I don't know when that singularity day is gonna get here, but I I, I kind of seen that it's not gonna be anytime soon. So, but I want to get your perspective again, AI analysis as it stands today.

Glenn: Yeah, I, I, I think you pointed out, Jason, I think it is really astute observation that I think that AI in the intel world is gonna really help change that paradigm, that 80 20 rule that we talked about before, where we're spending 80% of our time massaging cleaning data and only 20% of it analyzing it.

I see that a AI is really gonna help us do that. Massaging of the data already. And then allow [00:56:00] analysts to take a deeper dive into the analysis side. I mean, yeah, we're, we're already seeing that, I'm seeing people use AI on the same way that we talked about how the, the network operations center used to have to write queries for the analyst to do deep searches.

Well, now the analysts just go to ai, ask it to do the search, and it's done, and then you can spend the time analyzing it. So I, I think it's gonna be a force multiplier.

Jason: Yeah. I, I definitely think it should be seen as a tool, not a competitor. Yeah. Not only do I not like to read, I don't consider myself a good writer either.

So, to me, stuff like Jet GPT is, I'm not, I don't wanna sit there and worry about whether I got the right sentence structure and all this other stuff. I just need to get the email or message out for me to plug it into something like chat GPT and just to clean it up for me. I'd rather spend my time doing.

Higher level, front burner type stuff than to worry about my, my email that is, is going out, right?

Glenn: Yeah, a hundred [00:57:00] percent. I mean, and for, for things like that, I think it's, it's, it's amazing, right? Write me a report in this, this format and this voice and it just does it. I think it's incredible.

Jason: And I and I, yeah, I definitely think that is the way, and it's gonna be interesting how law enforcement, how accepting of it it's going to be.

I mean, normally I think as we talked about, is usually, usually law enforcement's on the tail end of some technology. It is. It is interesting. Certain police departments will be cutting edge on like one thing and then they'll be like behind on a bunch of other stuff. But it does seem like overall law enforcement is gonna be a little bit behind the curve.

So it's gonna be interesting to see where, where AI fits.

Glenn: Well certainly, I mean, I think, I think we're starting to see it already, right? I mean, you go back a year ago, and I think you saw at least in federal law enforcement space, there was prohibitions of using ai. You can't use ai, you can't do this. Well now everybody's coming out and everything I'm reading is [00:58:00] must include, AI must do this.

Mm-hmm. And I think that there's a happy medium there. Right? Yeah. And I think from the privacy standpoint and, and from multiple standpoints, I think that one of the things that AI should really keep in mind are those that are implementing ai. Is a robust audit log of how did AI come up with these decision trees and what can you do with this decision tree, right?

Yeah. I don't think you should go kick in a door because AI told you to do that. I think it's very similar to the intelligence analysis that we all did, that this is my best guess. In a way, you should confirm this. Through verifiable sources and go from there.

Jason: Yeah. Well, I, I think I just saw a couple of headlines recently from the Brown University shooting how Flock was able to run in terms of all the video surveillance there and help identify the suspect.

Glenn: Right. And that, that's a big decision too. I mean, we go back to maybe it's a whole nother episode on privacy concerns and, and the like, but how are you gonna address it? Because I [00:59:00] think there's a lot of very positive things that can come out of facial recognition and, and those types of things. There's also people that are concerned about their privacy and I think rightfully so on some of those issues.

But I think you have to, you have to really kind of think about the positive and the negatives there.

Jason: Yeah, I do. And, and that's a good one. So I, I may take you up on your offer, have you up, up on a deep dive for privacy. 'cause that's, yeah, I think that's a really good topic. But I, I did have a second question I did want to talk to you about, and this, and this gets into the idea of what you were able to do at Height.

And that's a building analyst IT division. If you were hired on at, at a, at a city police department and you're given the keys to IT analysis division and with, with ai and you even, we didn't even get into the idea of like large language models and, and graph databases, all this other new stuff that's coming out.

I, I'm always amazed with how much analysts are asked to do and [01:00:00] having to learn and different wear different hats. But I'm curious if you were in that situation where you're division chief of analyst it, what are some things that you're gonna be looking to implement?

Glenn: Yeah, so, so I think that probably the biggest thing and your biggest resource, I think is the people that you have, right?

And I mm-hmm. There's a, there's a book out there about Jim Collins called Good to Great Love this book, would recommend it to anybody and it talks about. This concept of how you're gonna staff your team. Mm-hmm. And essentially what it talks about is getting the right people on a bus. I don't think about how the bus is going to get to the destination.

Just get the right people on a bus and put 'em in the right seats on that bus. Kind of like what you and I talked about with the, the strategic thinking and the operational thinking and the like. And then let them let these really solid people

kind of control how the bus gets to the end goal. So let's say if I was in charge of that, and a violent crime is one of our biggest [01:01:00] thing, I think one of the things I would do is make sure that I'm getting the, the right people on the team and then getting them in the right seats, and then let them drive the bus.

You know, and to back to your earlier points, I think that's maybe something I could have done better at at HIDTA at one point. But I think that the other thing is at the core is data. Mm-hmm. And I go back to what's happening now with LexisNexis. One of the things that we can do really well is help people validate current data.

And I'd love to get your perspective too, but a lot of times when I was doing analysis. In a department, they're we're utilizing data that they collected from field interviews and the like, that are 10 years old. They're like, if you're investigating Glen Houston, well, 10 years ago, this is where I had an interaction with him.

Mm-hmm.

Well, in order to utilize AI and utilize some of these intelligence techniques. We have to have a solid bedrock of core data. And I think that that's where I would really put a lot of my resources is how do I take all the data [01:02:00] that I have within this department? Even some of the data that isn't, might not seem so relevant.

how do I get it all collated into one spot? How do I make sure it's the most timely and accurate, and then turn this group of really good analysts onto that data and help produce product.

Jason: Good. All right. Well, let's finish up with personal interests. And you, you have a boat. You're a big boater.

Glenn: I am. I, I, that's, that's my thing.

I love getting out on the water. I can walk down to the water. The Chesapeake Bay is, uh mm-hmm. Always calls my name. I say I fish and I do, I have fishing poles and I could care less if I catch a fish or not. I just wanna be out on the water, cruising around on the bay. Such a beautiful area. How, how big's your, your boat?

I've got a 27 foot Boston Whaler. Mm-hmm. so a good sized boat handles the Bay. Well, we can cruise into Annapolis Cruise across the, the Bay to the Eastern shore and, and the like. And it's, it's fun to get out there.

Jason: Now. Now,

Glenn: do you ever stay out overnight or anything? My boat doesn't allow for that. Yeah.[01:03:00]

I'll stay out pretty late. Yeah. Just, I mean, there's no better place to watch the stars or some of these meteor showers that we've had recently, or even these occasional instances to see the Northern Lights.

Yeah.

But it's, it's beautiful too. We get out there on the water even into the evening.

Jason: Yeah. Now, I can't remember, were you, were you, did you learn about boating at a early age or is this something that you took on later in life?

Glenn: No, I've been around boats since I was three, four years old. Okay. I remember my father turning me loose on the South River that we live on when I was very young, just rolling around out there and. It's been great. And then I grew up going up to a lake up in upstate New York on one of the Finger Lakes and to learning how to boat up there.

Very

Jason: good. All right, Glenn. Hey. Well this has been fun. It's been, as I said, it's a little bit of like, Hey, statute of limitations are over. Let's, let's have that conversation with our parents type of thing. But it was, this is really interesting. Great catching up with you for the listeners. Glenn is a great follow.

So if Glenn, you do put a lot of stuff out there [01:04:00] on social media, what, what should, if somebody wants to contact you, what's the best way to get ahold of you?

Glenn: I'd say LinkedIn is the, the best way. Just follow me on there. Mm-hmm. Or, reach out from there.

Jason: Okay. And we'll put the link to his LinkedIn account again.

He's a great follow, he you for that, that research piece that well, well, you seem well read, I guess is what I'm trying to get at, which was something that I know I didn't do, but I, you do put a lot of great information out there. Great perspective out there, so you're a great follow.

Glenn: Well, I appreciate it, Jason.

I really love your podcast. I love catching up with you. We've always had some really great talks and congratulations on your 300 episode and that's a, a, a real goal and a. A real testament to how well your podcast is doing.

Jason: All right, very good. Let's finish up with words to the world then, and this is where you can promote any idea that you wish.

Glen, what are your words to the world?

Glenn: Words to the world? I just say that we, we all need to sit down and we need to think about things from a different perspective. Sometimes I think that I always talk to my kids [01:05:00] about, I'd rather be in a room of people that disagree with me than a room of people that all agree with me.

I think we can learn from one another better that way, understand people's perspective, and I think by talking we can set up a better world of community and in a workplace.

Jason: Very good. Will I leave every guest with, you've given me just enough to talk bad about you later. Sounds good. I do appreciate you being on the show, Glen.

Thank you so much and you be safe.

Mindy: Thank you for making it to the end of another episode of Analyst Talk with Jason Elder. You can show your support by sharing this and other episodes found on our website@www.podcasts.com. If you have a topic you would like us to cover or have a suggestion for our next guest, please send us an email at Elliot podcasts@gmail.com.

Till next time, analysts, keep talking.