



WINDSOR POLICE DEPARTMENT
56 EAST WINDSOR BOULEVARD, P.O. BOX 307, WINDSOR, VIRGINIA 23487
PHONE: 757.242.6799 FAX: 757.242.0328



To: William Saunders, Town Manager
Honorable Mayor, Glyn Willis and Members of the Town Council

From: Chief R.D. Riddle

Date: 4/19/2021

Ref: Moving Forward to Build Bridges, Improving Police Services and Community Confidence.

In light of the recent event involving the Town of Windsor, Windsor Police Department and the profound impact that it has had on our department and the most importantly the community as a whole we are working quickly to make changes to enhance officer and citizen safety.

1. Policy and Procedure:

We need to address policies as they stand currently within the department. Policies change rapidly as case law unfolds in the courts, as the legislator makes changes to the laws and policies need to be reviewed regularly especially by attorneys. In addition in the near future it is likely that access to state and federal funding to police departments will be tied to accreditation. LEXIPOL has offered us a phenomenal opportunity to come on board and with their policy manual program. In addition to the policy aspect they also provide enhanced online training for our officers. The attached quote will provide additional information.

2. Training:

Our officers rely heavily on their training as the basis for responding to the incidents' they encounter while serving the community. While the COVID19 pandemic has greatly reduced training opportunities over the last year we have again been offered the opportunity to obtain to excellent training in both De-escalation and Citizen Encounters in person and at a reduced cost. We have also already started with some online training provided by the VACP at no cost.

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- A. All WPD Officers have been assigned to complete the VACP online course for Implicit Bias, this 4 hours module must be completed by all officers before April, 30th 2021.
- B. In partnership with the VACP we contacted Command Presence a training company based out of Georgia. Command Presence has recently completed training the Georgia State Police on De-escalation: Strategies for Best Possible Outcomes and Dynamics of Officer/Citizen Encounters. This training is highly sought after and they have agreed to come to Windsor on May 26th and 27th to provide those courses to Windsor PD at no cost, other than the travel costs. We are working to enroll officers from other localities to help cover the expense for the company. I have attached fliers for both courses.
- C. Auxiliary Sgt. Givens is working on developing an in service for all employees that will address arrest control techniques for traffic stops and use of force in the arrest of traffic violators.

3. Hiring

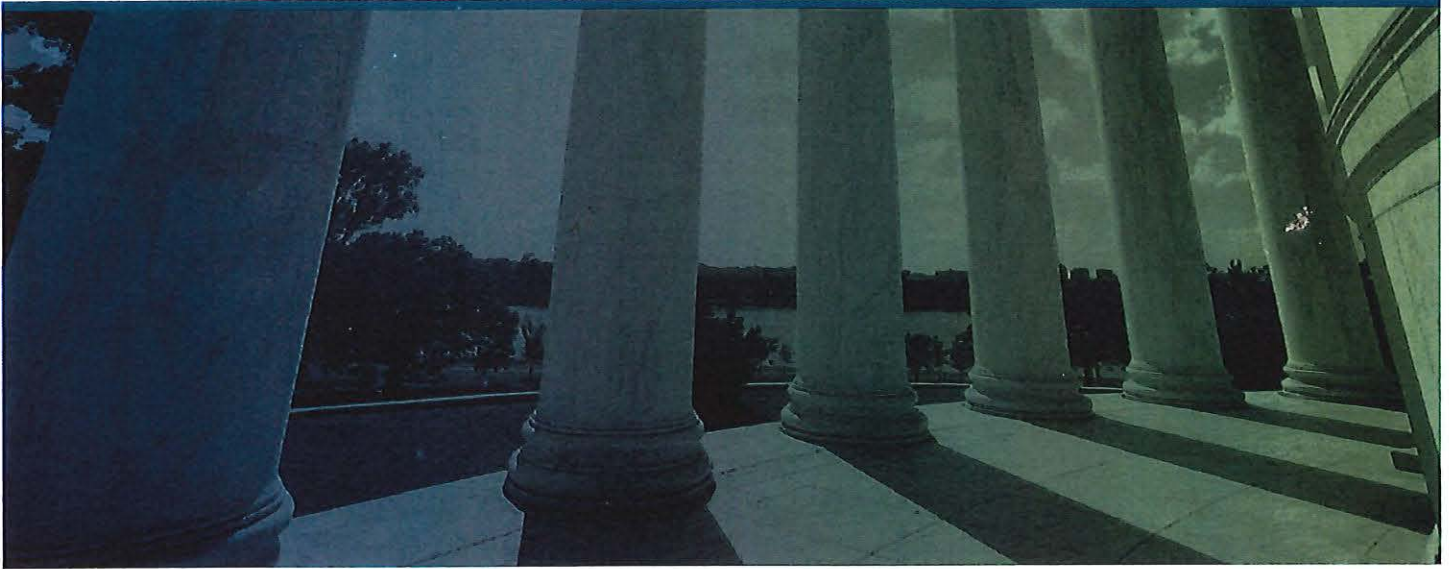
- A. Creating a new interview panel that is comprised of two Windsor Police Department personnel, two citizens from the community and one member of the town council. The new panel interview method will allow the community members and other leaders to provide their perspective on possible applicants and assist the department in identifying the best possible candidates.

4. Reduced Traffic Enforcement, Increased Community Policing Efforts

- A. Investing in speed measurement devices to place along Route 460 to help eliminate the need for police based traffic enforcement of speed violators. This would not eliminate police based enforcement efforts but would assist in slowing traffic while reducing police and citizen contacts. Devices should be fitted with data recording to record data and help direct enforcement efforts to peak violation times. The reduction in focus on traffic enforcement would allow officers to focus more on law enforcement operations and community based policing efforts.



SOLUTIONS PROPOSAL



PREPARED FOR:

Windsor Police Department
Chief Rodney D Riddle
rriddle@windsor-va.gov
757-242-6799

PREPARED BY:

Dunnagan Motta
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Executive Summary

Public safety agencies and local government organizations today face challenges of keeping personnel safe and healthy, reducing risk and maintaining a positive reputation. Add to that the dynamically changing legislative landscape and evolving best practices, and even the most progressive, forward-thinking departments can struggle to keep up.

Lexipol's solutions are designed to save you time and money while protecting your personnel and your community. Our team consists of professionals with expertise in public safety law, policy, training, mental health and grants. We continually monitor changes and trends in legislation, case law and best practices and use this knowledge to create policies, training, wellness resources and funding services that minimize risk and help you effectively serve your community.

THE LEXIPOL ADVANTAGE

Lexipol was founded by public safety experts who saw a need for a better, safer way to run a public safety agency. Since the company launch in 2003, Lexipol has grown to form an entire risk management solution for public safety and local government. Today, we serve more than 8,100 agencies and municipalities and 2 million public safety and government professionals with a range of informational and technological solutions to meet the challenges facing these dynamic industries. In addition to providing policy management, online training, wellness resources, and grant assistance, we provide 24/7 industry news and analysis through the digital communities Police1, FireRescue1, Corrections1, EMS1 and Gov1.

Our customers choose Lexipol to make an investment in the safety and security of their personnel, their agencies and their communities. We help agencies address issues that create substantial risk, including:

- Inconsistent and outdated policies
- Lack of technology to easily update and issue policies and training electronically
- Unchecked mental health needs of staff
- Difficulty keeping up with new and changing legislation and practices
- Inability to produce policy acknowledgment and training documentation
- Unfamiliarity of city legal resources with the intricacies of public safety law
- The need to secure grant funding for critical equipment, infrastructure and personnel

Lexipol is backed by the expertise of 320 employees with more than 2,075 years of combined experience in constitutional law, civil rights, ADA and discrimination, mental health, psychology, labor negotiations, Internal Affairs, use of force, hazmat, instructional design, federal and state grants and a whole lot more. That means no more trying to figure out policy, develop training or wellness content or secure funding on your own. You can draw on the experience of our dedicated team members who have researched, taught and lived these issues.

We look forward to working with Windsor Police Department to address your unique challenges.

Scope of Services

Policy Manual

Constitutionally sound, up-to-date policies are the foundation for consistent, safe public safety operations and are key to reducing risk and enhancing personnel and community safety. Lexipol's comprehensive policy manual covers all aspects of your agency's operations.

- More than 155 policies researched and written by public safety attorneys and subject matter experts
- Policies based on State and federal laws and regulations as well as nationwide best practices
- Content customized to reflect your agency's terminology and structure

Daily Training Bulletins (DTBs)

Even the best policy manual lacks effectiveness if it's not backed by training. Lexipol's Daily Training Bulletins are designed to help your personnel learn and apply your agency's policy content through 2-minute training exercises.

- Scenario-based training ties policy to real-world applications
- Understanding and retention of policy content is improved via a singular focus on one distinct aspect of the policy
- Each Daily Training Bulletin concludes with a question that confirms the user understood the training objective
- Daily Training Bulletins can be completed via computers or from smartphones, tablets or other mobile devices
- Reports show completion of Daily Training Bulletins by agency member and topic

Policy Updates

Lexipol's legal and content development teams continuously review state and federal laws and regulations, court decisions and evolving best practices. When needed, we create new and updated policies and provide them to your agency, making it simple and efficient to keep your policy content up to date.

- Updates delivered to you through Lexipol's web-based content delivery platform
- Changes presented in side-by-side comparison against existing policy so you can easily identify modifications/improvements
- Your agency can accept, reject or customize each update

Web-Based Delivery Platform and Mobile App (Knowledge Management System)

Lexipol's online content delivery platform, called KMS, provides secure storage and easy access to all your policy and training content, and our KMS mobile app facilitates staff use of policies and training completion.

- Ability to edit and customize content to reflect your agency's mission and philosophy
- Efficient distribution of policies, updates and training to staff
- Archival and easy retrieval of all versions of your agency's policy manual
- Mobile app provides in-the-field access to policy and training materials

Reports

Lexipol's Knowledge Management System provides intuitive reporting capabilities and easy-to-read reports that enhance command staff meetings and strategic planning.

- Track and report when your personnel have acknowledged policies and policy updates
- Produce reports showing completion of Daily Training Bulletins
- Sort reports by agency member, topic and other subgroups (e.g., shift, assignment)
- Reduce the time your supervisors spend verifying policy acknowledgement and training completion

Supplemental Publication Service

Lexipol's Supplemental Publication Service (SPS) streamlines the storage of your agency's content, giving you one place to access procedures, guidelines, general orders, training guides or secondary policy manuals.

- Electronically links department-specific procedural or supplemental content to your policy manual
- Provides electronic issuance and tracking for your agency's procedural or supplemental content
- Allows you to create Daily Training Bulletins against your procedural content
- Designed for standard operating guidelines, procedures, general orders or field guides

Accreditation Workbench - Basic

Managing the agency accreditation process is a complex task that requires intimate knowledge of policy and extreme attention to detail. Lexipol's Accreditation Workbench Basic provides your agency's Accreditation Manager access to content that significantly reduce the time and effort required to successfully prepare for and execute an accreditation assessment.

- Current standards for supported accreditation programs are preloaded and viewable
- Lexipol policies are pre-tagged to many applicable standards and your Accreditation Manager can easily add or modify tagging to meet your specific program needs

Law Enforcement Operations Procedures

To ensure consistent, effective and safe operations, a law enforcement agency's procedures should align with its policies and be accessible in an easy-to-understand format. Lexipol's Law Enforcement Procedure Guide and Framework, based on national best practices, gives you the guidance and a template to build such a procedure manual.

- More than 40 procedure guides designed to help you ensure your procedures follow important policy requirements and national best practices
- Each procedure provides an editable template to conveniently author new content and merge existing agency content
- Procedures are aligned with Lexipol policy requirements to address the most important operations of a law enforcement agency
- Well-structured and policy-aligned procedures enhance preparation for accreditation assessments

Full Implementation

Lexipol's Full Implementation Service is individually tailored for agencies who want a start-to-finish, comprehensive policy adoption assistance. Lexipol's experienced Professional Services staff will:

- Streamline the process of policy adoption
- Assist your agency in developing a policy manual that meets your unique needs, philosophy and project timeline
- Integrate pre-existing agency content into appropriate sections within the policy manual
- Use a proven structure of policy editing and content merging, which will provide a framework to expedite subsequent policy updates and Daily Training Bulletin administration

GrantFinder <http://app.grantfinder.com>

GrantFinder is a real-time database of federal, state, and private grant opportunities tailored to municipalities, nonprofits, educational institutions, and public safety organizations. The simplicity and efficiency of our service will result in identifying grant applications intelligently tailored to your needs; greatly improving the chance your organization will ultimately be funded.

Currently tracking over 10,000 grants, GrantFinder monitors more than 4,300 grant websites to update and keep communities aware of the universe of funding. GrantFinder is being used by more than 8,000 individual users spread across 800 cities and organizations like yours.

The accompanying proposal outlines the functions of Lexipol's GrantFinder service and what would be provided.

GrantFinder includes:

- Access to Federal, State, Corporate & Foundation grants programs in once place with summaries, links to applications, guidelines and much more
- 10+ search filters including geographic coverage, program area, keyword, deadline, matching funds, etc.
- Save and download grant listings + track deadlines
- Custom grant email alerts tailored to user preference
- Application and performance tracking
- Document and application upload + storage
- Ongoing dedicated account management support + user-based training

Exhibit A

SUBSCRIPTIONS BEING PURCHASED AND SUBSCRIPTION FEES

Agency is purchasing the following:

Annual Subscription Fee

| QTY | DESCRIPTION | UNIT PRICE | DISC | DISC AMT | EXTENDED |
|------------|--|-------------------|-------------|--|-------------------|
| 1 | Annual Law Enforcement Policy Manual & Daily Training Bulletins w/Supplemental Publication Service w/ Procedures w/ GrantFinder w/Accreditation Workbench (Start: 5/1/2021 End: 6/30/2021) | USD 1,068.00 | 15% | USD 160.20 | USD 907.80 |
| 7 | PoliceOne Academy Annual Rate Per User (Start: 5/1/2021 End: 6/30/2021) | USD 14.67 | 15% | USD 15.40 | USD 87.29 |
| | Subscription Line Items Total | | | USD 175.60 | USD 995.09 |
| | | | | USD 175.60 | USD 995.09 |
| | | | | Annual Subscription Fee Discount: | USD 175.60 |
| | | | | Annual Subscription Fee TOTAL: | USD 995.09 |

One-Time Fee for Professional Services Project

| QTY | DESCRIPTION | UNIT PRICE | DISC | DISC AMT | EXTENDED |
|------------|-------------------------------------|-------------------|-------------|---|----------------------|
| 1 | Law Enforcement Full Implementation | USD 22,098.00 | 15% | USD 3,314.70 | USD 18,783.30 |
| | One-Time Line Items Total | | | USD 3,314.70 | USD 18,783.30 |
| | | | | USD 3,314.70 | USD 18,783.30 |
| | | | | One-Time Fee for Professional Services Project Discount: | USD 3,314.70 |
| | | | | One-Time Fee for Professional Services Project TOTAL: | USD 18,783.30 |

Annual Subscription Fee

| QTY | DESCRIPTION | UNIT PRICE | DISC | DISC AMT | EXTENDED |
|------------|--|-------------------|-------------|--|---------------------|
| 1 | Annual Law Enforcement Policy Manual & Daily Training Bulletins w/Supplemental Publication Service w/ Procedures w/ GrantFinder w/Accreditation Workbench (Start: 7/1/2021 End: 6/30/2022) | USD 6,408.00 | 15% | USD 961.20 | USD 5,446.80 |
| 7 | PoliceOne Academy Annual Rate Per User (Start: 7/1/2021 End: 6/30/2022) | USD 88.00 | 15% | USD 92.40 | USD 523.60 |
| | Subscription Line Items Total | | | USD 1,053.60 | USD 5,970.40 |
| | | | | USD 1,053.60 | USD 5,970.40 |
| | | | | Annual Subscription Fee Discount: | USD 1,053.60 |
| | | | | Annual Subscription Fee TOTAL: | USD 5,970.40 |

POLICY MANAGEMENT, DEVELOPMENT AND UPDATING PROCESSES

Lexipol provides fully developed, state-specific policies researched and written by subject matter experts and vetted by attorneys. We provide more than 2 million first responders and local government officials with policies, training, wellness support and grant assistance.

Our policies are based on nationwide standards and best practices while also incorporating state and federal laws and regulations where appropriate.

POLICY MANAGEMENT

Lexipol's comprehensive policy solution streamlines policy maintenance, issuance, acknowledgment and training, freeing up your time to focus on serving your community.

How Do We Help You Manage Your Policies?



POLICY & UPDATES

Our legal and policy content development teams monitor thousands of pieces of new legislation, statutes and case law on the state and federal levels, looking for anything that impacts policy content. These experts author policies and updates using a 5-step process of analysis, development, testing, release and maintenance.



TRAINING

Our Daily Training Bulletins use a proven system of solid, realistic, ongoing and verifiable training to help personnel learn to apply policies and improve their ability to make well-reasoned decisions. Each training takes just minutes to complete and includes a test question to measure comprehension.



ONLINE & MOBILE PLATFORM

Our online Knowledge Management System (KMS) provides electronic policy acknowledgment tracking, automatic archiving of policy versions and efficient distribution of policies and training to staff. Additionally, our web-based platform and mobile app provides 24/7 access to your policies.



PROFESSIONAL SERVICES

We help you complete your policy manual 5 times faster than if you were to go it alone. With Lexipol, you obtain customized policy implementation assistance from professionals who average 35 years of experience in public safety.



DOCUMENT STORAGE

Lexipol's Supplemental Publication Service (SPS) stores your procedures, training manuals and other documents and integrates them with your agency's policies, creating one platform for easy reference of all your policy-related documentation.



ACCREDITATION SUPPORT

Lexipol's Accreditation Workbench significantly reduces the time and effort needed to successfully prepare for and execute an accreditation assessment. The Accreditation Workbench links Lexipol policy content to standards, typically addressing 85 to 95% of the policy-related standards, and provides a robust tool set to help you manage the accreditation process.

What Is Our Policy Updating Process?

When laws change, your policies need to change, too. Trusted by more than 4,500 public safety agencies and municipalities, Lexipol's policy solutions provide constitutionally sound policies that comply with all federal and state laws while also ensuring they are regularly updated in response to changes.

Here's how we make it happen:



Discover why Lexipol is the best risk management solution to protect your community. Visit www.lexipol.com or email info@lexipol.com.

GETTING STARTED

SELECTING YOUR PROJECT MANAGER

At Lexipol, we often get asked what qualities make an effective project manager (also called the agency administrator)—the person who will lead the implementation of your agency’s new policy manual. Although each agency is different, our experience working with thousands of agencies, big and small, has provided some insight into the qualities you should consider—and some you might want to avoid.

Sometimes, it’s immediately obvious who should lead the project. But if you’re hesitating when it comes to choosing your project leader, the following list might help.

Qualities that can help the project move forward efficiently and successfully:



1. Commitment to Support the Project

Your project manager should be someone who has wholeheartedly accepted the assignment and is a committed advocate for the project. Put simply: They want the job! In addition, they should be able to motivate others to care about policy and the process of producing good policy. And they should not be afraid to challenge the status quo.



2. Facilitation Skills

The policy implementation project involves bringing together various stakeholders and their differing perspectives and opinions. Therefore, your project manager should be an open-minded individual who can facilitate productive conversations to produce consensus. This includes someone with good listening and communication skills, who is not afraid to explore other views or ways of accomplishing things. The project manager should be willing to (respectfully) ask difficult questions and work to find the answers.



3. Detailed & Organized

There are idea people and then there are people who can work to implement big ideas. Your policy manager should be the latter. You need someone who understands the scope of the project but brings the necessary attention to detail, organizational skills, and goal-setting ability to keep the project moving forward. Further, while the project manager doesn’t need to be an editor or a writer, they need to understand the importance of language and appreciate how even minor wording changes can make critical differences in policy.

GETTING STARTED

SELECTING YOUR PROJECT MANAGER



4. Availability & Time Management

It goes without saying—but we've run into this issue enough to feel we must say it—that whoever you pick to lead this project must be able to devote the necessary time. And they need to be able to manage their time effectively. Aim for someone who will not only be able to come prepared to all scheduled meetings, but has time outside of meetings to devote to policy review and discussion. Note that this may eliminate high-ranking personnel who may have too many other obligations to make the necessary commitment (though they'll still get to provide input during the review/approval work-flow process).



5. Authority to Make Decisions

Having the ability and the authority to make project decisions with minimal consultations is critical to the success of your project manager. Ensure this person has the full support and delegation of the agency executive and sufficient status in the organization to hold people to deadlines. The project manager should also be able to speak for all divisions within the organization and access all needed documents and personnel.



6. Experience & Technical Expertise

The best project managers bring a broad base of experience within both public safety and the organization. Such experience is vital to being able to relate practical experiences to proposed policies. They should be familiar with your current policy content and your agency's goals and objectives, and ideally have some experience with risk management or policy management. Finally, on a technical level, the project manager should be comfortable learning new technology and preferably have some experience managing large or complex projects.

Qualities that can hinder efficient completion of the project:



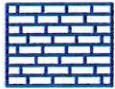
1. Lacking the Right Motivation

If possible, avoid assigning the policy implementation project to someone on light duty who doesn't really want to do this. The project should also not be assigned to someone as a punishment or because they did something wrong. Similarly, resist the temptation to name a newly minted sergeant, lieutenant or company officer who is out to prove themselves. You need a true advocate and someone with a passion for making the agency better through policy.



2. Siloed Within the Agency

As noted above, the best project managers have a broad understanding of and experience with the agency. Try to avoid designating someone who is an “administrative wonk,” with no appreciation for operations. On the other hand, the manager should not be so operations-minded that they have no appreciation for administration.



3. Resistant to the Project

Some personnel think policies are a way to “trap” and discipline members or keep them “under control.” Others may be overly defensive of existing policies, believe that change is unnecessary, or express the sentiment “that’s just the way we do things.” Try to avoid assigning the project to anyone with these mindsets. As noted above, you need someone who will be a staunch advocate for the new manual and the process of working through policy review.

Examples of people who might not make effective project managers:

- The lone wolf
- An attorney for your jurisdiction
- The micromanager
- Someone who is working a shift of just 10 days a month and is only available when on duty
- Someone who is getting ready to retire or has extended time off scheduled
- The person who wrote the existing policy manual



VIRGINIA ASSOCIATION of CHIEFS of POLICE ————— & Foundation



Register For FREE

New "Implicit Bias" Course Available FREE to All Virginia Law Enforcement! *DCJS-APPROVED for 4 HOURS TRAINING CREDIT!*

Welcome to the **VACP Online Leadership Academy**, brought to you by the Virginia Association of Chiefs of Police & Foundation (VACP) and the National Command and Staff College (NCSC). Please follow the steps below to register for a site account with immediate access to the FREE 4-hour "*Implicit Bias*" course!

And YES, the course is DCJS-APPROVED for 4 hours of partial in-service training credit (2 hours cultural diversity, 2 hours career development). Upon completion of the course, including passing the competency quiz and completing the course eval, you will be issued a course completion certificate for your records. At the end of each month, DCJS will issue PIC forms to every officer who has successfully completed the course and also submit them directly to the officer's academy of record.

Course Overview

Implicit bias describes the automatic association people make between groups of people and stereotypes about those groups. Under certain conditions, those automatic associations can influence behavior—making people respond in biased ways even when they are not explicitly prejudiced. In the context of criminal justice and community safety, implicit bias has been shown to have significant influence in the outcomes of interactions between police and citizens. While conscious, "traditional" racism has declined significantly in recent years, "implicit attitudes may be better at predicting and/or influencing behavior than explicit attitudes." As with all types of bias, implicit bias can distort one's perception and subsequent

[Request Technical Support](#)

treatment either in favor of or against a given person or group. In this course, we will also explore race relations in United States history. Institutionalized racism and its effect on the criminal justice system will be discussed. Impartial policing in the 21st century will be addressed as well as community relations.

Instructions to Register

- Step 1: Select your agency from the drop-down list below (select "Agency Not Listed" if your agency is not listed) and then click on "**Register Now.**"
- Step 2: Complete the form located on the left side of the page if you are a new user to secure access.
 - Be sure you are using a correct e-mail address.
 - Enter a username (be sure to remember it for future access).
 - Enter a password (be sure to remember it for future access).
- Step 3: Submit your registration form.
- Step 4: Upon submission of the form, you will be logged-in and have immediate access to your free course located in the "My Courses" tab.

We hope you find this course invaluable in improving your community-police relations. Be sure to check back with us soon for a course about enforcing Virginia's new "handsfree" law.

Thanks for your participation and continued commitment to your agency and the citizens you serve.

Cordially,

Chief Maggie DeBoard, Herndon Police
2020-21 President, Virginia Association of Chiefs of Police & Foundation

Register Now



COMMAND PRESENCE

TRANSFORMING GOOD OFFICERS INTO GREAT ONES



Dynamics of Officer/Citizen Encounters

Increased Officer Safety and Public Safety

Police interactions with citizens are in the national spotlight. What previously wouldn't have made the local paper now makes national news. Officers need tools to effectively engage citizens in a professional manner without compromising their own safety in the process. That's why Dynamics of Officer/Citizen Encounters was created. Through guided discussions, video analysis and case studies, participants will examine:

Current Research about the Threats to Officer Safety

Think CLEAR: 5 Keys to Officer Safety and Performance

Communication: It's About More Than Just Talking

Know Your Authority: Keeping Contacts Lawful

Emotional Intelligence: The Most Important Tool on Your Tool Belt

Adaptive Decision Making: Tools for Increased Officer Safety

Who Should Attend

- Sworn personnel who interact with the public
- Supervisors of those who interact with the public

Host: Windsor Police Department

Date: May 26, 2021

Time: 8:00am - 5:00pm

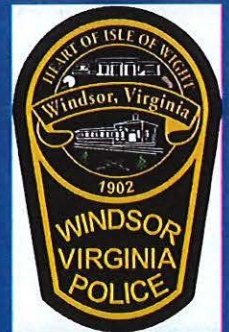
Location: Windsor Town Center

23361 Courthouse Hwy.

Windsor, VA 23487

Cost: \$160.00

Registration: <https://commandpresence.net/register>



Partners with



VIRTUAL ACADEMY

(833)LE-TRAIN

www.commandpresence.net

De-escalation: Strategies for Best Possible Outcomes

Going Beyond Check-the-box Training



www.commandpresence.net/course-offerings

In the wake of several high-profile encounters between police and citizens, there has been an increased demand for enhanced police training and reform, specifically on the topic of de-escalation. Unfortunately, de-escalation has been misrepresented and misunderstood by many in the community and the profession. What is de-escalation? How should it be trained to increase both public and officer safety?

How This Program Is Different Than Others

This course is founded upon empirical research that provides officers with tools and tactics intended to achieve the most desirable outcomes during law enforcement encounters. This course balances the need to effectively engage with people in crisis with the need for officers to keep themselves and others safe.



Principles of De-escalation

De-escalation is an outcome – not a single tool or tactic.

De-escalation is not something that can be forced upon someone. It's a choice.

De-escalation isn't always appropriate - it's dependent on the totality of the circumstances.



This course recognizes that de-escalation goes far beyond just effective communication skills, but rather takes a holistic approach to creating circumstances where people in crisis can be afforded the opportunity to de-escalate themselves, when time and conditions permit.

Host: Windsor Police Department
Training Location:
Windsor Town Center
23361 Courthouse Hwy
Windsor, VA 23487

Date: May 27, 2021

Time: 8 am to 5 pm

Cost: \$160

Registration: <https://commandpresence.net/register/>



Visit www.commandpresence.net/course-offerings for more information