

NEWSLETTER

International Association of Directors of Law Enforcement Standards and Training
372 South Eagle Road; Eagle, Idaho 83616-5908



<http://www.iadlest.org>

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GEORGE GOTSCHALK

President

Virginia Criminal Justice Services
805 East Broad Street
Richmond, Virginia 23219
(804) 786-8001
Fax: (804) 786-0410
ggotschalk@dpjs.state.va.us

RAYMOND W. BEACH, JR.

First Vice President

Michigan Commission on Law
Enforcement Standards
7426 North Canal Road
Lansing, Michigan 48913
(517) 322-1417
Fax: (517) 322-6439
Beachr@michigan.gov

MICHAEL CREWS

Second Vice President

Florida Department of Law Enforcement
P.O. Box 1489
Tallahassee, Florida 32302-1489
(850) 410-8600
Fax: (850) 410-8606
mikecrews@fdle.state.fl.us

DOUG GRAVES

Treasurer

Idaho Peace Officer Standards and Training
P.O. Box 700
Meridian, Idaho 83680-0700
(208) 884-7049
Fax: (208) 884-7295
doug.graves@post.idaho.gov

LLOYD HALVORSON

Secretary

Peace Officer Training
Lake Region State College
1801 North College Drive
Devils Lake, North Dakota 58301
lloyd.halvorson@lrsc.nordak.edu

PATRICK J. JUDGE

Executive Director

2521 Country Club Way
Albion, Michigan 49224
(517) 857-3828
Fax (517) 857-3826
pjudge@worldnet.att.net

Editorial Note: The IADLEST Newsletter is published quarterly. It is distributed to IADLEST members and other interested persons and agencies involved in the selection and training of law enforcement officers.

The IADLEST is a nonprofit, tax-exempt organization comprised of law enforcement training managers and leaders. Its mission is to research and share information, ideas, and innovations that assist in the establishment of effective and defensible standards for the employment and training of law enforcement officers.

All professional training managers and educators are welcome to become members. Additionally, any individual, partnership, foundation, corporation, or other entities involved with the development or training of law enforcement or criminal justice personnel are eligible for membership. Recognizing the obligations and opportunities of international cooperation, the IADLEST extends its membership invitation to professionals in other democratic nations.

Newsletter articles or comments should be sent to IADLEST; 2521Country Club Way; Albion, MI 49224

BUSINESS MEETING SCHEDULED

The next IADLEST business meeting is scheduled for Saturday and Sunday, October 13 -14, 2007, in New Orleans, Louisiana, in conjunction with the 2007 IACP Conference.

PRESIDENT'S MESSAGE

by: George Gotschalk, Virginia Department of Criminal Justice

The 2007 IADLEST Conference in Virginia Beach is now history. For me, the work now begins in earnest. The theme of the conference was no fluke. I selected the theme of "Forging the Future" to continue a reinvestment of our collective efforts in maximizing the capabilities of the organization, setting a path for the future, and protecting the organization while pursuing significance.

That is a large task not only for this year but for the years to follow. We are fortunate to have Ray Beach of Michigan and Mike Crews of Florida as team members and in the pipeline to conduct the business of IADLEST. We are fortunate to have Mike Halvorson to serve as Treasurer. We are fortunate to have Penny Westfall waiting in the wings to take over the services as Treasurer when Doug Graves retires in the near future. Our regions are well represented, and many have volunteered their services as needed.

I sat at the front of the meeting room looking out over those assembled and saw so much talent for now and the future. Collectively, IADLEST is a force that has the power to impact every citizen and non-citizen's life through our efforts training criminal justice officers. While we all have our differences in the manner in which regulations are formulated, training developed, and training delivered . . . we all have our similarities as well.

One of the issues discussed concerned the NHTSA Umbrella agreement. My concern and the concern of others is our ability to take on projects given the nature of all of our duties. We need to ensure that when grants are applied for and accepted that we have the necessary administrative money to professionally administer to the needs of the organization. That means we potentially need funds for a fiscal agent, a retainer for legal advice, and monies for project management.

I am finding that, depending on the funding stream, those administrative monies can be between 5% and 10% of the grant allocation. We need to make sure in accepting grant responsibilities that we have those funds available to us, and they are sufficient to cover our needs.

The second concern is ensuring that any grant we accept benefits the membership of IADLEST as an organization and the criminal justice community as a whole. If a grant does not benefit IADLEST members, we must question why we have chosen to participate. As a result of the conference, I clearly heard that acceptance of such grants should be a part of the IADLEST strategic plan. We need to ensure that we have a thorough working knowledge of the strategic plan. As is the case with most strategic plans, it is a fluid document. It cannot be carved in stone and unchangeable because circumstances change and issues arise.

I look forward to serving the organization in a new capacity this year and am confident in the membership of the Executive Board and the Regional Representatives. We need to make sure that collaboration with each other is a goal in the forefront. I look forward to working with each of you.

LOOKING DOWN, LOOKING UP, LOOKING BACK, AND LOOKING FORWARD

by: Patrick Bradley, Executive Director, Maryland Police and Corrections Training

On May 18, 2007, the men and women of the Police and Correctional Training Commissions and the staff and students of our resident partners at the Public Safety Education and Training Center gathered to pause and reflect on the sacrifice others have made to secure public safety in Maryland. Following comments by Department of Public Safety Secretary Gary Maynard, Chairman of the Correctional Training Commission, and Superintendent Thomas E. "Tim" Hutchins, Chairman of the Police Training Commission, a commemorative wreath was presented as a modest tribute. Any event of this nature engenders sadness. Looking down we remembered each sacrifice. We lowered our eyes as we heard once again the mournful strains of bagpipes and taps and considered the tragic loss.

Each of our “Fallen Heroes” exemplified a willingness to serve the community. These officers were committed to standing between the forces of crime, violence, and evil, and the innocent bystanders and citizens. They took oaths to “protect and defend.” They answered 911 calls, patrolled the alleys and confronted the criminals. They supervised convicted felons “behind the walls” in housing areas, work details, and treatment centers. They each wanted to effect a positive change. We can not know for sure what inspired them to choose careers in public safety. We can, however, look up. We can raise our eyes to the heavens and whisper words of thanks.

Anyone affiliated with public safety knows that police officers, correctional officers, and other law enforcement employees die in the line of duty. They do not die of natural causes. Their deaths were homicides. We may remember hearing the initial death announcements and the sickening, shocking sensations that overwhelmed us. We remember the pageant of the final tributes. We remember the heartfelt wish that this would be the last public safety officer to die in service to their community. Looking back and remembering renews those hopes.

The Maryland Public Safety Education and Training Center is a place of learning. It is a place where new public safety employees are trained and certified. This is where instructional courses are developed and delivered to enhance law enforcement and correctional skills and, hopefully, make these officers better at their jobs and safer during their tours of duty. These are the officers of today and tomorrow. All of us who work in public safety certification standards and training owe them our best efforts. Looking forward, the best tribute we can pay to the officers who have made the ultimate sacrifice is to recommit ourselves every day. This is the Maryland POST Mission: “To ensure the quality of law enforcement and correctional services through the establishment and enforcement of standards and the facilitation and delivery of training, education and prevention programs.”

EXECUTIVE COMMITTEE INTRODUCTIONS

A new IADLEST Executive Committee was installed at the Association’s June Conference held in Burlington, Vermont. The following is a brief biographical sketch of each of the Committee members.

President George Gotschalk worked for the Virginia Commonwealth University Police Department; Richmond Sheriff’s Office, the Department of Corrections, and the Richmond Regional Criminal Justice Training Center prior taking a position with the Department of Criminal Justice Services on March 1, 1980. He is the chief of the Standards and Training for the Virginia Department of

Criminal Justice Services. He is a long-time member of IADLEST, serving on several committees. He more recently served on the Executive Committee, as the chair of the Audit and Nominations Committees. He holds a Bachelor of Science Degree from the Virginia Commonwealth University. He and his wife, Martha, have one son and live in the Richmond, Virginia, area.

Immediate-Past President Patrick Bradley became the Director of the Maryland Police and Correctional Training Commission March 17, 2004. Pat is a native of Erie, Pennsylvania, and started his law enforcement career with the Baltimore City Police Department in 1970 after receiving his Bachelor of Science degree in Law Enforcement and Corrections from Penn State University. Pat rose through the ranks of the department while serving in various administrative and operational positions. In 1984, he was promoted to major and assigned as Director of the Police Academy, an Academy he had attended less than 14 years earlier. Over the next decade, his Academy would graduate nearly 1,300 recruit officers for Baltimore City and surrounding jurisdictions. While running the largest Police Academy in Maryland, he re-entered school and graduated in 1991 with his Jurist Doctorate from the University of Maryland School of Law.

In January 1994, Mr. Bradley retired from the Baltimore Police Department to accept an appointment as Deputy Director for the Maryland Police and Correctional Training Commissions. In that capacity, he is responsible for the training of over 32,000 police and correctional officers, probation and parole agents, and juvenile justice employees throughout Maryland. In 1974, he received his Master’s Degree in Liberal Arts from the Johns Hopkins University. He returned to Johns Hopkins where, in 2000, he received a Graduate Certificate in Teaching in Higher Education.

Mr. Bradley is a member of the International Association of Chiefs of Police, the Maryland Chiefs of Police Association, The Maryland Correctional Administrators Association, the FBI National Academy Associates, the International Association of Directors of Law Enforcement Standards and Training, and the Maryland Bar Association. He serves on the Board of Directors for the Maryland Network Against Domestic Violence, and on the criminal justice advisory boards for the Carroll Community College and the Community College of Baltimore County.

First Vice-President Raymond Beach, Jr., is the Executive Director of the Michigan Commission on Law Enforcement Standards. He has over 30 years of law enforcement experience that includes service in the states of Michigan and Florida. Mr. Beach holds a BA Degree in Criminal Justice Administration and MA in Higher

Education Administration from Michigan State University. He is a life-long learner, having completed numerous continuing education opportunities including the Federal Bureau of Investigation's Law Enforcement Executive Development Program.

Ray is a nationally recognized criminal justice expert and consultant and has written and lectured extensively on police policy and procedures as well as the use of force. He is co-author of the book entitled *Emergency Vehicle Operations: A Line Officers Guide*, and recently published *Defensive Policies, Developing, Writing and Implementing Valid Policies for Problem Oriented Policing*. Mr. Beach serves on several state and national committees/boards and is currently the chairman of the Michigan DARE Advisory Board. He remains active in his community volunteering in a variety of capacities in support of public education, charities, and youth athletics. Ray and his wife, Joy, have two sons.

Second Vice President Michael Crews was appointed Director of the Florida Department of Law Enforcement Programs. He began his career with the Florida Department of Law Enforcement (FDLE) in 1987 as a Standards and Training Specialist in the Professionalism Program. Over the next several years, he held the positions of Research and Training Specialist, Field Services Specialist, and Training and Research Manager.

Mike was the manager of the Criminal Justice Information Program's Help Desk and Sexual Predator Program. He also served as the Training Manager in the newly created Leadership Center. He oversaw the development, delivery, and maintenance of the Foundational Leadership Program and worked closely with the training delivered through the Florida Criminal Justice Executive Institute. Mike served as the Bureau Chief of Standards in the Professionalism Program overseeing Florida's Officer Discipline and Alcohol Testing Programs, as well as the Officer Records, Training Trust Fund, and Field Services Sections. In February 2004, Chief Crews was appointed as the Director of the FDLE Leadership Center and Florida Criminal Justice Executive Institute. In July 2004, the FDLE Leadership Center and Executive Institute were consolidated under the Professionalism Program, and Director Crews was appointed to oversee all programs.

Prior to joining FDLE, he was employed as a certified correctional officer at Apalachee Correctional Institute and as a correctional probation officer in Tallahassee. He has also worked with the Florida Wildlife Conservation Commission as a part-time officer. Mike is a graduate from Florida State University. He and his wife, Teri, have two children, Jennie and Kelly.

Secretary Lloyd Halvorson is the Director of Peace Officer Training and Law Enforcement Degree Programs at Lake Region State College in Devils Lake, North

Dakota. The Peace Officer Training Program is a one-semester North Dakota POST Certified Basic Academy, training and certifying approximately 60 police officers each year for the state.

Lloyd has a Bachelor's and Master's Degree in Criminal Justice from Minot State University and over 1,600 hours of certified law enforcement training. He spent 10 years (1992-2002) with the Bismarck, North Dakota, Police Department, serving as a patrol officer, investigator, accreditation manager, and patrol supervisor.

He was appointed to the North Dakota POST Board by the North Dakota Attorney General in October 2003. Lloyd completed his academy training in 1992 and is a licensed police officer in the state. In addition, he is a sworn Deputy Sheriff with the Ramsey County, North Dakota, Sheriff's Department, is a volunteer 5th grade football coach, and has previously held elected positions as both a school board president and ambulance service squad leader.

Treasurer Doug Graves is currently the Deputy Director of the Idaho POST Academy. He has been with POST for 12 years. He started as an Academy Coordinator, worked as a Special Projects and Grants Coordinator, and has been the Deputy Director since 2000. Doug has 26 years of law enforcement experience working with Clearwater County Sheriff's Office, Orofino City Police, and Office of the Attorney General, and POST. With these agencies he has positions in patrol, narcotics unit, detective bureau, training, and administration. He has a Bachelor's Degree in Social Science from Lewis-Clark College and is a graduate of the Northwestern University School of Police Staff and Command and the FBI National Academy in Quantico, VA. Graves lives in Boise Idaho with his wife, Jan. They have four grown children and five grandchildren.

Northeast Representative Thomas E. Flaherty is the Executive Director of the Connecticut Police Officer Standards and Training Council. Tom began his law enforcement career in 1965 with the Milford, Connecticut, Police Department and over the years was promoted through the ranks to become police chief in 1985. Tom served as Chief until October 2003. He also served for several years as a council member on the Connecticut Police Officer Standards and Training Council. Tom holds two Master's Degrees from the University of New Haven and is a graduate of the FBI National Academy.

Southern Representative Frank Kowaleski is a native of Western Pennsylvania and a U.S. Navy veteran. He started his Law Enforcement career in 1970 with the Hampton Police Division (HPD), Hampton, Virginia. During his 11 years with HPD, he served in various areas - Patrol, Administration and Investigations. But the bulk of his time

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was spent in Crime Scene Reconstruction and Investigation.

In 1980, Frank became an adjunct instructor at the regional criminal justice training academy, teaching Crime Scene procedures. In 1981, he left the HPD to become the Assistant Director of the Hampton Roads Criminal Justice Training Academy, providing entry level, in-service, and specialized training for Law Enforcement, Corrections, and 911 operators in Southeastern Virginia. In 2001, just days after opening a brand new training facility, Frank retired as the Executive Director of Hampton Roads Criminal Justice Training Academy.

After retiring, he joined the staff of the Virginia Association of Chiefs of Police as Director of programs. In 2006, Frank became the Eastern District Law Enforcement Liaison under contract to Virginia's Highway Safety Office, a job he holds at present.

Frank has an AAS in Police Science from Thomas Nelson College, a Bachelor of Science in Criminal Justice Administration from St. Leo University, and is a graduate of the Professional Executive Leadership School sponsored by the Virginia Police Chiefs Foundation. Frank is also a Life member of the International Association of Chiefs of Police and serves on their Highway Safety Committee's Technical Advisory Panel.

Central Representative Catherine Somers is the new Central Regional Representative. She is the Associate Director of the Police Training Institute (PTI) at the University of Illinois. PTI is the state's largest provider of basic law enforcement and corrections training, - training over 1,000 officers each year. PTI also conducts specialized and in-service classes and partners with academic researchers in critical issues in the profession.

Ms. Somers oversees PTI's corrections programs, supervision and leadership programs, and staff functions. She earned a Master's Degree in Business Administration and has been at PTI four years. The Central Region consists of Arkansas, Illinois, Indiana, Kentucky, Michigan, Minnesota, Ohio, West Virginia, and Wisconsin.

Midwest Representative Mark E. Damitio began his involvement with law enforcement in 1971 with the Thurston County Sheriff's Office, Olympia, Washington, as a volunteer. In 1978, he was hired as a police officer by the Kent, Washington, Police Department. He graduated as the top academic student of the Seattle Police Academy Class #104. In 1982, he was appointed as the department's Training Coordinator. In 1986, he was assigned by request of the Washington State Criminal Justice Training Commission for a two year special assignment coordinating advanced training programs. From 1988 to 1997, Mark served with the Washington

State Criminal Justice Training Commission beginning as an Assistant Training Coordinator and rising to Division Manager.

He was appointed Deputy Director of the New Mexico Department of Public Safety Training & Recruiting Division in July 1997. He supervised the day-to-day operations of the New Mexico Law Enforcement Academy and was responsible for the licensing and State compliance of ten satellite law enforcement academies. In February, 2004, Mark was appointed Deputy Assistant Director at the Kansas Law Enforcement Training Center, where he is responsible for the Continuing Education program.

Mark is a graduate of Highline Community College with an Associate's Degree in Administration of Justice. He also graduated from the University of Washington with a Bachelor's Degree in Society and Justice. He is a graduate of the FBI Northwest Law Enforcement Command College and the Central States LEEDS. He holds Law Enforcement Executive Certifications from the Washington State Criminal Justice Training Commission and the New Mexico Law Enforcement Academy.

West Representative Lyle W. Mann is the Deputy Director for Arizona Peace Officer Standards and Training Board. Lyle came to Arizona Peace Officer Standards and Training Board (AzPOST) in August 1995 after 22 years with the Tucson Police Department, where he had risen through the ranks to the level of Captain. Prior to command assignments, he spent time in uniform patrol, and as a detective.

While working for the AzPOST, he has served as the Basic Training Projects Manager, the In-service Training Manager, and the Compliance Manager. His current responsibilities include video production, academy training, calendar schools, emergency vehicle operator training and instructor certification programs. He is also the Board's legislative lobbyist and responsible for the Administrative Rules under which the Board operates.

Lyle has a Bachelor of Science, Public Administration, from the University of Arizona, and a Master's in Leadership Education from Northern Arizona University. He is also a graduate of the Arizona Law Enforcement Leadership Institute and the Senior Management Institute for Police presented by Harvard University's John F. Kennedy School of Government.

WELCOME NEW MEMBERS

The IADLEST is proud and privileged to add the following new members. These professionals complement our Association's already extensive wealth of talent and expertise. We welcome them to the IADLEST.

Ralph Davis, Director, POST, Dover, DE
Kim Haddix, Missouri POST, Jefferson City, MO
Mark R. Shea, New Mexico POST, Santa Fe, NM
Neil Strobel, Director, POST, Madison, WI
Douglas Wicklander, CEO, Downer Grove, IL

POSITION OPENING

Executive Director California Commission on Peace Officer Standards and Training

The California Commission on Peace Officer Standards and Training (POST), headquartered in Sacramento, California, is seeking an Executive Director. POST was established in 1959 by the California State Legislature to set minimum selection and training standards for California law enforcement. The POST Commission is represented by 15 commissioners. The Governor appoints 14 members, with the State Attorney General serving as an ex officio member. The Executive Director is appointed by, and serves at the pleasure of the Commission. POST's mission is to continually enhance the professionalism of California law enforcement in serving its communities.

The Executive Director manages a staff of 121 full-time and 8 part-time employees and a \$62 million current year operating budget. Successful candidates will have a working knowledge of law enforcement policies and practices, law enforcement training, the criminal justice system, along with substantial strategic planning and budget management experience. Ideal candidates must possess excellent interpersonal and communication skills, a high level of political astuteness, and unquestionable integrity. Candidates who are flexible, patient, bring a collaborative spirit, and a creative vision for the future of best practices in law enforcement are highly desirable. A Bachelor's degree in a relevant field and significant executive management experience are required; Master's degree and relevant professional certifications preferred.

The salary range for this position is \$113,208 - \$122,424 (salary is under review). A comprehensive benefit package (including CAL-PERS 2% @ 55 retirement) is also provided. To be considered, submit resume, cover letter with salary history, and three work-related references by Friday, July 20, 2007. An information brochure is available by contacting: Stuart Satow, CPS EXECUTIVE SEARCH, 241 Lathrop Way; Sacramento, CA 95815; phone: 916/263-1401; fax: 916/561-7205 Fax; E-mail: resumes@cps.ca.gov; Website: www.cps.ca.gov/search; POST Website: www.post.ca.gov

IADLEST 2007 WESTERN REGIONAL MEETING REPORT

by: *Thomas Hammarstrom, Director, Arizona Police Standards and Training*

The western region met on April 23, 24, and 25 at the Bahia hotel in San Diego, California. A full agenda of issues important to the region was considered. Five of the agenda items may be of interest to the full Association.

- The region considered pre-academy physical fitness requirements and standards. It was agreed that this issue is a concern for all members and that continued attention to fitness standards should be given. There was consensus that pre-basic training rather than pre-employment standards may be most defensible and will contribute substantially to the safety and effectiveness of the academy.

- California POST Consultant Dr. John Berner reported on a project he has completed relating to the use of pre-job offer personality testing for law enforcement applicants. Dr. Berner's initial research indicates that there may be considerable value in using personality testing as part of the peace officer selection process.

- The issue of creating and maintaining an IADLEST list of approved private training vendors was considered. The Region opposed the concept and felt that managing such a program effectively is beyond the capacity of our volunteer association.

- The topic of allowing untrained officers to serve while awaiting attendance at the academy was discussed. Members were sympathetic to the difficulties many states have, both politically and as a resource issue; however, the Region has asked that the issue be placed on the annual meeting agenda and that the Association adopt the position that officers should be required to attend basic training before being assigned to perform the duties of a law enforcement officer. It was felt that such a declaration by IADLEST would be beneficial to POST Directors seeking to change the practice in their home states.

- Nevada Director Dick Clark discussed the 2009 annual conference to be held in Reno. Western region members unanimously volunteered to assist Nevada POST with the conference by providing staff and other resources.

NEW PUBLICATIONS

Law Enforcement Driver Training Reference Guide *Published by National Highway Traffic Safety Administration*

National Highway Traffic Safety Administration (NHTSA) has released the 2007 edition of the *Law Enforcement Driver Training Reference Guide*. The publication is distributed in a CD format. Copies of the Guide are available from NHTSA.

Older Driver – Law Enforcement Training

Published by National Highway Traffic Safety Administration

National Highway Traffic Safety Administration (NHTSA) has developed a law enforcement course addressing issues related to older drivers. Although most elderly drivers operate motor vehicles safely, an increasing number of highway crashes are attributable the effects of aging such as dementia, Alzheimer's disease, stroke, and other similar infirmities. Instructor manual, trainee manuals, training vignettes and scenarios are available free of charge. Instructors can get the training package by contacting their NHTSA regional office. Regional offices can be identified by accessing <http://www.nhtsa.dot.gov/nhtsa/whatis/regions/>.

Course Syllabus: Research indicates that law enforcement officers are experiencing a lack of skill and resources to positively interact with people who have common age-related impairments. Often, officers fail to recognize those impairments that seriously affect a driver's ability to safely operate motor vehicle.

NHTSA, the Traffic Safety Institute (TSI), and law enforcement subject matter experts have developed an "Older Driver Law Enforcement Course" intended for street officers and designed to address the issue of the older driver. The 3.5-hour course includes the following modules:

- Reasons to Care – a primer on demographics, and crash and fatality data
- Understanding Aging Factors – a background on age-related impairments, how they can affect driving, and how to communicate effectively with older people.
- Conducting the Traffic Stop – a review of the importance of stopping violators, a caution against bias-based policing, and cues for identifying special needs or concerns related to older driver traffic stops.
- Making Referrals – a review of how to effectively refer at-risk older drivers to resources in the community, with special emphasis on completing the State licensing referral form.
- Older Driver Community Relations Programs – a brief summary of how to go beyond this course and to improve law enforcement relations and relations with seniors.

Becoming an Exemplary Peace Officer: An Introduction to Peace Officer Training and Becoming an Exemplary Peace Officer: The Guide to Ethical Decision Making

By: Michael Josephson

Josephson Institute, in cooperation with the California Commission on Police Officer Standards and Training, has introduced a suite of books that develop the concept of the Exemplary Police Officer and integrates ethical considerations and effective decision-making strategies into basic academy

training and field operations. A California POST editorial review committee helped produce these materials.

Becoming an Exemplary Peace Officer: An Introduction to Peace Officer Training and Becoming an Exemplary Peace Officer: The Guide to Ethical Decision Making (Josephson Institute, 2006) is a two-part resource that educates and equips academy students with skills to assist them in making insightful decisions in the field that result in long-term resolutions of problems encountered by peace officers serving our communities. The books have been integrated into training at academies throughout California. They are currently available for use outside California through Josephson Institute.

About Josephson Institute: A nonpartisan and nonsectarian 501(c)(3) nonprofit organization, it is funded by individual memberships and gifts, foundation and corporate grants, fees and contributions for services, and sales of publications, curricular materials, and other products. The Institute founded and administers the country's most widely implemented and successful character-education program, CHARACTER COUNTS!, as well as the Pursuing Victory With Honor sportsmanship campaign, the Foundations for Life essay program, the Honor Above All academic integrity initiative, and many other projects.

For information, contact Benjamin Logan at (310) 846-4806 or blogan@jiethics.org.

IADLEST POST-NET UPDATE

by: Raymond Franklin, Assistant Director, Maryland Police and Corrections Training

IADLEST Newsletter: The IADLEST Newsletter is now available online. To view it, just click on the new link on the left side of our public web site at <http://www.iadlest.org>. You will currently find both January and April 2007 publications. You will require the Adobe Acrobat Reader to read or print them. This free software may be downloaded from <http://www.adobe.com/products/acrobat/readstep2.html>.

BJA Grant Audit: The final report from our recent USDOJ OJP site visit and grant audit has been issued. As expected, five recommendations were made. They are: (1) Establish a financial policies and procedures manual consistent with the Code of Federal Regulations; (2) Establish financial controls and better separate duties; (3) End commingling of grant funds; (4) Maintain a ledger that tracks expenditures by approved budget category; and (5) Secure grant modification approval to more appropriately cover meal costs associated with last year's Certification Roundtable. A formal response to the

recommendations has been submitted and reported upon at the Virginia Conference in Virginia Beach.

IADLEST E-Mail and Listserv Changes: A grant modification has been approved enabling the purchase of a spam firewall and filter device for IADLEST mail services. Installation of this software should greatly reduce abuse of our group mail services. In addition, other procedural changes will be implemented in the next few months restricting use of our special listserv addresses.

Homeland Security Grant Application: The Department of Homeland Security recently announced the availability of competitive training grant funds for 2008. With only a two-week window of opportunity, I prepared a non-binding concept paper for an IADLEST-administered project entitled, "Homeland Security Community Leadership Program." The proposal would fund development of a scenario based training package suitable for POST or statewide academy delivery to community leaders in conjunction with law enforcement executives.

The concept paper is presently available for your review at <http://www.iadlest.org/HSCLP.pdf>. Additional information on the proposal will be provided at our upcoming Conference in Virginia Beach. Should IADLEST be requested to submit a formal application, Executive Committee approval must be provided.

National Decertification Index: Our index currently contains over 9,000 records, thanks greatly to a large submission of recent data by the Florida Department of Law Enforcement. To see how many records are currently in the system, just go to <http://www.pocis.net>. The number of records indicated at the center of the screen is now automatically updated. Continuing federal funding must be sought to continue database operation, until such time as a self-sustaining financial basis is established.

Proposed XML Standard and Data Model: As discussed in the previous issue, I have proposed development of a national, open standard for certification and training data management. This XML based model relates closely to the objectives of the Decertification Index project and could be included within a renewal funding application. There is greater explanation of the background, nature, and potential benefits of this initiative at <http://www.pocis.net/post-xml-final.pdf>.

I will discuss this possible initiative in greater detail at the upcoming Spring Conference in Virginia Beach and introduce a resolution of support for the concept. You may view the draft resolution at <http://www.iadlest.org/XMLresolution.pdf>.

Sobriety Testing Resource Center: The National Sobriety Testing Resource Center, funded by the National Highway Traffic Safety Administration, now boasts over 4,400

registered users. The Center continues to receive accolades from its many users. Here's the latest: "Thank you very much. We use the information from your site with great regularity and we can always count on finding what we need there." The project is currently slated for re-solicitation and award effective October 1.

Department of Redundancy Department: I am generally available on Wednesdays from 1:30 to 7:30 pm ET to update your state information and links, answer questions about using the system, and generally support your Internet endeavors. Call anytime if it is urgent. My telephone number is 410-875-3604. You may e-mail me at rfranklin@iadlest.org or page me via e-mail at pager@rayfranklin.com. Please keep pages to 25 words or less.

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SPECIAL OLYMPICS SILENT AUCTION *by: George Gotschalk, Virginia Department of Criminal Justice*

Those of you who attended this year's conference in Virginia Beach know that a silent auction was conducted and the proceeds were designated to benefit "Special Olympics." We did something a little different this year. At the banquet, the names of each member state had been placed in a glass bowl at the head table. One state name was drawn to be the recipient of the proceeds of the auction to give to Special Olympics on behalf of the IADLEST POST of that state. West Virginia was drawn and, therefore, selected as the state to make the donation. I have contacted West Virginia to advise them that a check from IADLEST in the amount of \$1,762. made to "Special Olympics" would be on their way to them in the near future. The checks have been mailed to Doug Graves to deposit, and Doug will write one check for West Virginia to present. Norb Federspiel of West Virginia was particularly pleased. Norb advised that they have just finished their campaign drive for "Special Olympics," and he would make sure that IADLEST was properly recognized. Chuck Sadler was away on vacation. This is just a short note to update and thank each of you present for your participation.

**BUSINESS MEETING MINUTES
JUNE 20, 2007
VIRGINIA BEACH, VIRGINIA**

CALL TO ORDER: President Bradley called the meeting to order at 1:15 pm.

ROLL CALL: Westfall, Iowa, conducted the roll call for those in attendance. Please see attached roll call.

INTRODUCTION OF NEW POST DIRECTORS: President Bradley recognized the following new members: Captain Ralph Davis, Delaware; Susan Ballard, Hawaii; Jeffrey Black Idaho; Steve Culp, Kansas; William Muldoon, Nebraska; Donald L. Vittum New Hampshire; Arthur D.C. Ortiz, New Mexico; Jon Bierne, South Dakota; Neil Strobel, Wisconsin; and Betty Haukup, Wyoming; and interim directors Hal Snow California; Ryan Powell Georgia; and Tomi Dorris Ohio.

APPROVAL OF MINUTES: A motion was made by Eriks Gabliks, Oregon, and seconded by Lee Goldman, Maryland, to approve the minutes of the Business Meeting held on October 14 -15, 2006. The minutes were published in the IADLEST April 2007 newsletter. The minutes were approved unanimously.

AUDIT COMMITTEE'S REPORT: Michael Crews, Florida, served as chairperson of the Audit Committee with Tom Flaherty, Connecticut, and Penny Westfall, Iowa, serving as members. The submitted material was reviewed as presented. There were some breaks found in check numbers. Follow-up information provided by Doug Graves clarified the numbering. There were no further questions, and the audit was approved.

TREASURER'S REPORT: Doug Graves, Idaho, reported that the following amounts were in the following checking/savings account: \$8,979.59 is in the Decertification Database; POST Net 010 has \$16,973.16; SFST Study Account has \$9,216.65; and general account has \$119,875.49. The POST NET grant had \$94,000 that was spent down to \$14,000 that reverted on 2/1/07. A \$47,050 balance remains in the second year POST Net Grant. The report reflects a balance in checking of \$16,973.16; however, another \$40,000 recently arrived. The national decertification index has a balance in checking of \$8,979.59 with \$100,000 coming for the second year. SFST has a balance of \$9,216.65. The Officer Leadership Program was awarded \$56,338.99 with no remaining balance in the checking. There is currently no one in the position at this time.

Federal Audit Report: Ray Franklin, Maryland, asked to come forward to address the recent federal audit. Franklin went through five recommendations resulting from the audit. President Bradley has responded to each of the

recommendations and will assure the recommendations are met. The recommendations and responses are as follows.

(1) IADLEST should have written policies and procedures concerning finances. The response was IADLEST recognizes the need for written policies and procedures. The Association will develop by September 30, 2007, a comprehensive financial operations manual inclusive of personnel, procurement, and travel policies and procedures, consistent with the requirements of the Code of Federal Regulations.

(2) There should be greater internal control of grant financial operations. The response was improved alignment of officer's duties, cognizance, and internal control of grant financial operations will be established. Effective July 1, 2007, all grant invoices will be transmitted to the Executive Director for review, approval, and posting. The Executive Director will then forward requests for payment to the Treasurer.

(3) Federal grant funds should not be commingled. IADLEST has clearly separated all grant financial accounts and will segregate all transactions by award number within the general ledger. Policies and procedures governing account management will be provided within the comprehensive financial operations manual to be developed and submitted for review.

(4) Expenditures must be identified appropriately. IADLEST shall immediately and continuously account for all expenditures within all grants and cooperative agreements, by approved budget category. On at least a quarterly basis, review will be made of categorical funding availability. Funds will not be expended from any budget category in excess of authorization without prior OJP approval.

(5) This recommendation involved travel expenses for the national de-certification roundtable held in Spring 2007. Breakfast and luncheon costs were included in travel expenses. The audit noted this should have been filed under other expenditures. A budget modification was prepared and submitted.

President Bradley noted that Ray Franklin, Patrick Judge (Executive Director), and Doug Graves (Treasurer) performed well for the audit. Each worked extremely hard to meet audit requests. President Bradley extended thanks to all. President Bradley noted that he had responded to the recommendations and that Maryland will be responsible for meeting responses before October 1, 2007, subject to approval of the Executive Committee.

Michael Crews, Florida, made a motion to approve the treasurer's report, seconded by Eriks Gabliks, Oregon. The vote was unanimous to approve the treasurer's report.

NOMINATING COMMITTEE'S REPORT: President Bradley appointed George Gotschalk, Virginia, and Ray Beach, Michigan, to serve on the Nominating Committee. Gotschalk, Virginia, reported that the following names are presented for second vice president: Michael Crews, Florida, and John Minnis, Oregon. The following name was presented for Secretary: Lloyd Halverson, North Dakota. President Bradley called for further nominations three times. No further nominations were received. Mark Gilbertson, North Dakota, made a motion, seconded by Richard Clark, Nevada, to close nominations. The vote was unanimous to close nominations for second vice president.

President Bradley called for further nominations three times for secretary. No further nominations were received. Mark Gilbertson, North Dakota, made a motion, seconded by Ron Morrill, Vermont, to close nominations. The vote was unanimous to close nominations.

President Bradley invited the persons nominated for second vice president to address the assembly. Michael Crews, Florida spoke to the assembly first. Erick Gabliks, Deputy Director, Oregon, spoke for John Minnis, Oregon, who was unable to attend due to activities occurring at Oregon's new facility.

PRESIDENT'S REPORT: President Bradley called upon Doug Graves, Treasurer, to present his future plans. Graves, Idaho plans to retire soon after serving 28 years in the criminal justice system. Graves states that he will miss IADLEST and its members. Graves will be presenting his formal letter of resignation as treasurer to the Executive Committee in the near future. President Bradley noted that this creates a vacancy in the treasurer position that the Executive Committee is required to fill until the next election. President Bradley noted that incoming President Gotschalk has identified Penny Westfall, Iowa, to work with Doug over the next few months. Westfall will then fill the vacancy until next year's conference when a vote will be held. President Bradley expressed his appreciation to Westfall for assisting when requested.

Rural Preparedness – Steve Otto volunteered to work on Rural Preparedness at President Bradley's request. President Bradley thanked Otto for volunteering to serve on this advisory board.

Otto introduced Linda Mayberry who served 24 years with Kentucky police and is currently Executive Director at the Rural Domestic Preparedness Consortium. Department of Homeland Security funded the Consortium in 2004 with a

grant to Eastern Kentucky University. Funding continued into 2005 to set up and develop the consortium. The Consortium is made up of other partners including East Tennessee State University, Eastern Kentucky University, Iowa Central Community College, Northwest Arkansas Community College, and the University of Findley (Ohio). A national survey was done first with regional focus groups. An advisory board was established with the goal of identifying gaps in training and to offering future training at no charge. Steve Otto is the IADLEST representative to this national advisory board and currently serves as vice chair. This board approves each course presented for development before being sent to the Department of Homeland Security.

Survey results showed that all respondents needed training in about every area. The greatest need was for general government officials. Courses were developed as a result of the findings. Another survey will be done in 2007.

The Consortium is hosting an emergency response preparedness summit in Nebraska this fall. Kansas, Nebraska, and Iowa IADLEST members will assist with this summit.

SACOP Resolution Comments – Steve Otto noted that the SACOP resolution passed IACP last year in support of the National Decertification Index. The resolution committee of the National Sheriffs' Association passed the resolution last year, but it inadvertently did not get to general membership. It will be presented to the general membership in June 2007 and is expected to be passed. The support of the national law enforcement associations for this resolution was essential for the National Decertification Index. President Bradley expressed appreciation to Steve Otto for making this happen.

Regional Representative Elections – President Bradley requested reports on the regional representative elections. Tom Flaherty, Connecticut, was elected as the Northeast representative. Catherine Somers, Illinois, was elected as representative for the Central region. Michael Crews, Florida, was elected to represent the Southern region. Lloyd Halvorson, North Dakota, was elected to represent the Midwest region. Lyle Mann, Arizona, was elected to represent the Western region.

Performance Review of Academies – The accreditation of academies was first discussed years ago and initially not pursued. Jeanie Nelson, Oklahoma, reported that a police association was moving to develop accreditation for Oklahoma law enforcement training and requested that IADLEST once again consider this endeavor. President Bradley initiated discussion on this proposal. Michael Parsons, Washington, agreed to assume work on

this and developed a draft proposal for development of academy accreditation. This proposal was presented to the Executive Committee. Washington State is working on Correctional accreditation and has CALEA accreditation. The Executive Committee discussed process of academy accreditation and what will be involved. There were several questions. President Bradley hopes IADLEST will continue to work on and consider this project. President Bradley gave special thanks to Parsons for all his work in developing this proposal.

Special Meetings Update

Leadership Conference – Michael Crews, Florida, gave the report on the Leadership Conference. Spears Westbrook from South Carolina coordinated and delivered a leadership summit. Those present heard about many best practices and discussed in great detail what needs to be done collectively in order to prepare leaders in each of our states. The United Kingdom and Canada were present and gave presentations. There was international interest from Germany, Canada, Australia and the United Kingdom in participating in future leadership summits and involvement in IADLEST. Florida will host the leadership conference in July 2008. Information will be sent out as the date approaches. Crews gave thanks to President Bradley for being at the conference.

IMPACT – The IMPACT meeting was held in rural Maryland to determine if IMPACT should be disbanded. It was decided against disbanding and rather to reconstruct the group's structure. The focus of IMPACT is international. IADLEST could possibly benefit by associating with IMPACT due to its international focus. The formation of an advisory group with 8 to 12 members is being proposed. IADLEST is one of the names of associations to serve on this advisory group. It will be up to the incoming administration to decide if IADLEST wants continued involvement.

PREC - George Gotschalk, Virginia, gave a report on the meeting in Austin of the Prison Rape Elimination Commission (PREC). The purpose of the commission is to explore acts of sexual exploitation by prison personnel/law enforcement. Many persons believe the sexual exploitation is systemic. Some on the commission are looking at the use of citizen panels instead of criminal investigation. Gotschalk suggested looking at the decertification process instead of citizen panels.

Bylaws Proposal: At the June 26, 2006, Burlington, Vermont Executive Committee meeting, a Bylaws change was proposed to require a formal audit of the IADLEST financial records every three years or whenever there is a change in the treasurer. The formal audit would occur in addition to the present Bylaws requirement of an annual review by the Audit Committee. It is proposed that the following language be added to the Bylaws:

Article 4 – Organization

4.7 *An audit of the Association's financial records shall be conducted with the initiation of each newly-elected or appointed Treasurer, or every three years, whichever occurs first.*

Ray Franklin, Maryland, made a motion, seconded by Erik Gabliks, Oregon, to approve the proposed Bylaws change. Discussion followed about what need the proposal meets. The process would need to be started right away with the retirement of Treasurer Graves. Is it necessary to define what an audit means? Executive Director Judge noted that there has always been an audit required by the members, but this is a more formal review. It was questioned if the audit needed to be an external and independent audit. Franklin, Maryland, offered an amendment to his motion to add "full and independent" audit. Gabliks who made the initial second of the motion agreed to the amendment. Voice vote was taken with the Ayes ruling. Dave Warry, Kansas voted nay. These minutes will be voted on in New Orleans for final approval of the proposed Bylaws amendment.

A break in the meeting was taken at 2:27 pm. The meeting was called back to order after the break at 2:57 pm.

NHTSA Umbrella Agreement: President Bradley noted that the floor was open for discussion of the NHTSA Umbrella Agreement. Crews, Florida, reported that this matter was discussed in the South regional meeting. The South region supports the NHTSA proposal. The only request from the South region is that any proposal IADLEST gets from NHTSA supports IADLEST's purposes and core mission.

Franklin, Maryland, noted that IADLEST is about to make a fundamental shift moving from advisor to becoming producer. This is a significant change in how IADLEST does business. It is an important time for the Association.

Michael Parsons, Washington, made a motion, seconded by Frank Kowaleski, Virginia, for the membership to approve the Executive Committee's action to proceed with a NHTSA umbrella agreement. There was no further discussion. Vote was unanimous to approve the Executive Committee's action to proceed with a NHTSA umbrella agreement.

President Bradley noted the next meetings dates. The business meeting will be October 13 and 14, 2007, in New Orleans in conjunction with IACP. President Bradley asked all members to please come to the meeting

if attending the IACP meeting. President Bradley requested that the membership let President Gotschalk know when they can be available to attend the meeting so there can be a quorum.

The executive committee meeting will be January 17, 2008, in New Orleans in conjunction with NSA.

EXECUTIVE DIRECTOR'S REPORT

Older Driver – Law Enforcement Training: Patrick Judge stated that an Older Driver Train-the-Trainer course is scheduled in August in Charlotte, North Carolina. NHTSA will reimburse for travel expense participants. IADLEST began work with NHTSA about three years ago on this project concerning affects of aging on driving. The program has been developed and pilot tested and is now ready to distribute. The training is to help officers distinguish between an older driver at risk from the older driver who merely commits a traffic infraction. The umbrella agreement will pass the responsibility to deliver this training to IADLEST.

Academy Census Report: The status of the academy survey/census conducted last year was presented. The survey was sent out by IADLEST in corroboration with the Police Executive Research Forum. The survey solicitation was completed in the first part of March. There were a total of 713 academies that were surveyed. About 50% of the known academies returned the survey almost immediately. Another 25% took some coaching to complete. The final 25% was harder to obtain; however, 96% of all academies responded. This return percentage is a credit to those POST agencies that helped to encourage academies to respond. The last time the survey was administered in 2002 the result was a responds rate in the low 80%'s.

Newsletters Online: The newsletter will be available on-line and in written form. The Executive Director thanked all academies that allow staff or encourage staff to submit articles and announcements.

COMMITTEES AND SPECIAL ASSIGNMENT REPORTS

Traffic Safety – Frank Kowaleski, Virginia: The committee is currently partially granted funded. There were four or five meetings across the country during the past year. Kowaleski was unable to attend the first of the planning meetings. Kowaleski did go to the technical advisory committee meeting in March. Earl Sweeney chairs the Highway Safety Committee.

Kowaleski was appointed to the curriculum review committee for the technical advisory panel that is part of IACP. The

charge is to keep the SFST curriculum and RE curriculum current. This assignment ties in with IADLEST mission.

Kowaleski went to the Highway Safety meeting in Colorado that was partially funded by the grant. The "Click It or Ticket It" campaign was discussed. Law enforcement officers are not buckling up as they should. One hundred and ten police officers were killed last year. Seventy-five percent or more killed in traffic incidents. Buckling up is a training issue. It saves lives.

The next campaign is "Over Limit, Under Arrest". The ARIDE program is now finished, and NHTSA is reviewing. Two hundred and fifty officers were trained in four different states. Improvement in enforcement data after training was presented. It is recommended that this program be incorporated into basic training. This is not a certification program but rather an informational program.

Kowaleski noted that motorcycle deaths are on the increase. One out of four people involved in a motorcycle crash do not have motorcycle license endorsement.

IACP is working on a new pursuit training video. This video should be available soon.

Work zone safety training is available on-line. The commercial vehicle association is developing training that will be available on line for downloading concerning Mexican carriers.

A resolution entitled "Support Enhancing Bicycle Safety: Law Enforcement's Role Training" was given to the Executive Committee for consideration. The program, Enhancing Bicycle Safety, is on the NHTSA website. NHTSA is requesting an endorsement from IADLEST of this program. The resolution was read by President Bradley. Dick Clark, Nevada, made a motion seconded by Michael Crews, Florida, to approve this resolution. Discussion followed concerning what this training is. The vote to approve the resolution was unanimous.

Technology – Ray Franklin, Maryland: POSTNET services from October 6, 2006 to June 1, 2007 resulted in 634,627 file hits. This equates to 2,655 hits per day which is a 1% increase over last fall. The traffic on this site has doubled over the last five years.

The *2005 Sourcebook* is completed. It is available at the members' website. Modifications to the grant were made so that there could be improvement made on SPAM control. The equipment has been received.

SFST website can be found at sobrietytesting.org. It is merely necessary to complete the application form to

utilize this information. The usage of this site has continued to increase.

National Decertification Index was converted successfully to the new system last February. Work is underway to open the database for use by police agencies. The first access should be available by the end of 2007. It may be possible for a national police registry to be developed from this index if approved or required in the future. This is a policy issue. A resolution concerning the development of a national XML based data standard for management of certification and training information was presented to the Executive Committee.

A survey concerning teleconferencing capabilities was sent out during the past year. No responses were received from anyone. The Technology Committee would still like to hear from people who have these capabilities.

A request for federal funding has been submitted for a National Law Enforcement Academy Resource Network. An email has been received from NIJ expressing an interest in funding such an endeavor. Franklin just received a call that NIJ is interested in pursuing funding of this project. It appears that NIJ's intention is to provide 2007 monies to move forward.

President Bradley noted that with this network, America's law enforcement academies will have the capacity to communicate with each other. President Bradley expressed a thank you to Ray Franklin for the creativity and persistence in moving this project forward in the federal funding stream.

President Bradley read the presented resolution. Erik Gabliks, Oregon, made a motion, seconded by Frank Kowaleski, Virginia, to approve the resolution in support of a national XML based data standard for the management of certification and training information and the establishment of a national working group to collaborate with federal counterparts. A vote was taken with all ayes with one abstaining.

Strategic Planning – Patrick Bradley, Maryland: The strategic planning document is now in place and is being passed forward to the next administration. President Bradley expressed thanks to all who worked on this plan and its fulfillment.

Training and Standards – Mike DiMiceli, California: DiMiceli noted that the committee focused on two issues. First was the feasibility of developing a model of basic training curriculum. A report was presented to the Executive Committee. The model of basic training curriculum may include modalities and suggested minimal time to be spent on each area. Two regions have reviewed the proposal and endorsed continued work in this area. The Committee recommends that IADLEST continue the development of the

model law enforcement basic training curriculum, IADLEST explore the availability of a federal grant to support the development of the model curriculum, and IADLEST drop the "clearinghouse" concept for vendor-based training and explore alternatives for widely communicating training opportunities and resources that will benefit the members.

It was suggested to President Bradley nine months ago that IADLEST adopt a procedure whereby the organization could approve vendor-based training. Training approved by IADLEST would be accepted without further review for purposes of continuing education approval. Vendors must currently approach each state for approval. IADLEST approval would carry the same weight as any state POST would carry. The committee had a variety of opinions that are expressed in the report. There was a wide range of opinions. It was the decision of the Western region to oppose further development of this concept. This recommendation is removed from the Committee's request.

DiMiceli made a motion seconded by Lyle Mann, Arizona to adopt the first two recommendations of the committee. The vote taken was unanimous.

Jeanie Nelson, Oklahoma, provided information of an officer who submitted a request for acceptance of mandatory training hours consisting of 16 hours. This training was completed in one eight-hour on-line course. There were 20 sixteen-hour on-line courses available. All the training was done in one day. Nelson asked if the committee can look at this type of training and give an opinion as to its validity. It was noted that Jim Dozier is chairing a committee on distance learning. It may be helpful for the Training Committee to talk with Jim to see what the distance learning committee is doing and what progress is being made.

Administration – Patricia Melton, Florida: There is no report from the Administration Committee. Melton noted that work is underway to meet recommendations from this committee by various areas of IADLEST (i.e. strategic plan). Melton offered any further services to incoming President Gotschalk.

Elections: The Nomination Committee was requested to convene. It was noted that only members in good standing were eligible to vote.

A request for a motion for an unanimous vote for secretary was made as there is only one candidate for secretary. Michael Parson, Washington, made a motion, seconded by Mark Gilbertson, North Dakota, for a unanimous vote. The vote was unanimous in support of

the motion. Lloyd Halverson, North Dakota, was congratulated for being the new Secretary.

Lloyd Halverson expressed appreciation for the opportunity to serve as Secretary and noted that Mark Damitio has agreed to serve as regional representative and requests that the incoming president appoint Damitio, as Regional Representative for the Midwest.

The vote for second Vice President was taken at 4:00 pm and tallied. The nomination committee announced that Michael Crews, Florida, was elected as the Second Vice President. Congratulation was extended to Michael Crews.

Crews thanked the membership for their support and stated that he looks forward to serving. Crews announced that Frank Kowaleski has agreed to serve as Regional Representative and requests that the incoming President appoint Kowaleski as Regional Representative for the South.

OLD BUSINESS

Future Conferences: 2008 - Indiana: Rusty Goodpaster noted that the conference will be July 5 – 10, 2008, at the downtown Indianapolis Crown Plaza Hotel; 2009 - Nevada – Dick Clark gave a presentation on the 2009 conference in Nevada at the Nugget Resort; 2010 – Connecticut; 2011 - Washington State; 2012 - Is currently an open date. President Bradley invited interested states to take the opportunity to host a conference.

Sourcebook – Ray Franklin: Franklin was asked to develop an on-line data collection for future Sourcebooks. BJS was approached and has offered to provide all entry of the texts of the questions. BJS has agreed to place IADLEST branding on the web site where information will be collected. BJS will provide all analysis and output (i.e., PDF or paper). BJS also offered to review proposed questions.

Mike DeMiceli, California, worked on the proposed questions. The number of questions has been reduced. There was much thought that went into possible questions with the focus being on reducing and streamlining the process. The content is reduced to questions exclusively to law enforcement standards and training. Sections concerning probation, parole, and other sorts of peace officer designations have been eliminated except for a few questions asking if the POST has responsibility for these officers. Any person wanting additional information on these agencies would contact the agency directly. The new version is down to 200 to 225 questions. The proposed questions were distributed to various locations for review and are now at BJS for input into their system.

President Bradley noted that the Standards and Training and Technology Committees worked well together in making this happen. President Bradley expressed thanks to those who worked on this project.

FBI Law Enforcement Coordination – Dick Clark:

Two years ago FBI, through the Office of Law Enforcement Coordination, approached IADLEST to work together on various projects. One of the first projects was to put together an FBI familiarization DVD that would address the history overview of the FBI and recent changes to meeting terrorism efforts. The DVD was delayed because of transfer of FBI personnel. The project now has a new manager. The FBI states that the project should be completed by July with review in August and distribution in September 2008. Keith Lohman, New Hampshire, and Dick Clark, Nevada, worked on the project.

REGIONAL REPORTS

Northeast – John Gallaher, Pennsylvania, for Tom Flaherty, Connecticut: Connecticut hosted a regional meeting on May 2. Vermont, Maryland, Pennsylvania, New Hampshire, and Connecticut attended. Work hour's litigation, training, and first line supervision to enhance internal affairs functions, national cold case center presentation concerning forensic work homeland security issues, and joint public/private partnerships were some of the presentations.

Central – Rusty Goodpaster, Indiana: A problem-based learning training and alternative funding sources summit was held in December in Lansing, Michigan. The summit was well attended. A white paper was produced from the meeting and is available upon request.

South – Mike Crews, Florida: There was one face-to-face meeting in conjunction with South Carolina during the last year. The next testing and measurement conference will be November 5 to 8. Florida will host the next Leadership summit in 2008. South Carolina has a master instructor program that awards 3 to 6 hours of graduate hours. North Carolina has received a \$300,000 grant for online course curriculum development. North Carolina has developed a CSI certification program and has gained support for a new SCORE facility. Virginia has experienced some K-9 training issues and is responsible for certifying K-9 officers. Virginia has completed train-the-trainer for Alzheimer's training.

Florida is updating some training material. Florida is hosting a high liability training conference with an open invitation to anyone interested in attending. Florida is opening up its Executive Leadership program to other

states. Material is available to any state that may be interested. An Incident Commander CD was given to those in attendance at the conference.

Midwest – Lloyd Halverson, North Dakota: There were fourteen members with seven states represented at the Regional meeting. Kansas requests any information on active shooter policies for campus facilities and is requesting this information be sent to them. The region requests/recommends the Executive Committee obtain bonding for each Executive Committee member. The region gave unanimous support for the NHTSA umbrella agreement. A regional meeting may possibly be held in Oklahoma at its new facility in the spring.

West – Lyle Mann for Tom Hammarstrom, Arizona: The West Region met in San Diego, California in April. The major items was the Standard and Training Committee resolution discussed under new business. Computer-based training and how to deal with it was discussed. Arizona is working with California to address computer-based training. California is working on a project dealing with the physical fitness level of people entering the academy to help assure success in the academy training. California wants to develop some entrance physical fitness testing. There will be a regional meeting in Oregon next year. Oregon has a new academy facility.

NEW BUSINESS

Mandated Recruit Training before Service Resolution - A resolution was presented that IADLEST adopt and affirm its support for a policy that requires the completion of adequate basic training before any person is permitted to exercise the authority of a fully empowered law enforcement officer. President Bradley read the resolution. Michael Parsons, Washington, discussed the resolution and the need for the request. Parsons made a motion, seconded by Dick Clark, Nevada, to approve the resolution. Discussion followed concerning if this question is being included in the new sourcebook.

It was reported that it is one of the questions. President Bradley noted that he used the Sourcebook information about this issue recently when appearing in the media. Vote for support of the resolution was unanimous.

The next General Business meeting is October 13, 2007, in New Orleans in conjunction with IACP meeting. The next Executive Committee meeting is January 17, 2008, in New Orleans in conjunction with NSA meeting.

George Gotschalk noted that the silent auction ends at 6:00 pm.

The meeting was adjourned at 4:55 pm.



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**INTERNATIONAL ASSOCIATION OF DIRECTORS
OF LAW ENFORCEMENT
STANDARDS AND TRAINING (IADLEST)**

BYLAWS
(Adopted June 20, 2007)

ARTICLE 1. TITLE OF ASSOCIATION

1.1 The official name of the Association shall be the International Association of Directors of Law Enforcement Standards and Training.

1.2 The abbreviated form "IADLEST" may be used for purposes of identifying this Association.

1.3 For the purposes of these Bylaws, the peace officer standards and training (POST) agency is the board, council, commission, or other policy-making body which is established and empowered by law with the authority and responsibility for development and implementation of minimum standards and/or training for law enforcement personnel of the United States Federal Government, a state, commonwealth or territory of the United States of America, the District of Columbia, or any state or province of a foreign nation.

1.4 The business of the Association will be conducted in accordance with these Bylaws, supplemented by the rules of procedures in *Robert's Rules of Order*. Eligibility to vote is determined by approved membership and current in dues payment.

ARTICLE 2. GOALS AND OBJECTIVES OF ASSOCIATION

2.1 The mission of IADLEST is to research, develop, and share information, ideas, and innovations which assist states in establishing effective and defensible standards for employment and training of law enforcement officers and in those states where dual responsibility exists, corrections personnel.

2.2 Focus: IADLEST is an association of standards and training managers and leaders. Its primary focus is criminal justice standards and training as they relate to law enforcement and, where appropriate, corrections personnel. To the extent this focus and the values promoted thereby can be furthered and shared, all training professionals are welcome as members.

2.3 In furtherance of the mission and focus of IADLEST, the Association and its activities shall accord the following objectives:

2.3.1. To conduct conferences and professional activities on a regular basis and to encourage communication among the various members;

2.3.2. To provide a clearinghouse of information regarding training, grants, research projects, programs, and instructor development for law enforcement or other criminal justice personnel;

2.3.3. To serve a liaison role with federal agencies responsible for planning, developing, and implementing programs which relate directly or indirectly to the training needs of law enforcement or other criminal justice personnel;

2.3.4. To serve a coordinating role with other national and international law enforcement associations, the United Nations, and other nations, for the productive exchange of information regarding law enforcement training programs or the delivery of law enforcement services;

2.3.5. To recommend and assist in the development and implementation of instructor training programs for law enforcement personnel;

2.3.6. To provide a forum for the exchange of information among the states and foreign countries regarding law enforcement training programs, standards, and research projects of common interest and benefit, to the extent such exchange does not compromise the national security of the United States;

2.3.7. To provide a clearinghouse of information regarding police litigation and Supreme Court and appellate decisions affecting law enforcement;

2.3.8. To support research and development, and assist in the implementation of standards for the programs and administration of criminal justice academies;

2.3.9. To provide and coordinate technical assistance to any IADLEST member upon request.

ARTICLE 3. MEMBERSHIP AND DUES

Membership in the Association shall be limited to one of the following categories:

3.1 Category 1 – Director membership

Director membership: The POST agency shall be represented by the director, chief executive officer, or the individual responsible for the regulations of training and standards for criminal justice officers. In no instance shall the United States Federal Government or

any state be represented by more than one director. The Executive Committee shall review the credentials for the POST director for the United States Federal Government and each state.

3.2 Category 2 - General membership

The criteria for general membership shall include:

3.2.1. Any professional employee of a POST agency represented by a director member;

3.2.2. Any member of the board, council, commission, or other policy-making body of any POST, to which a director member is responsible;

3.2.3. Any member or employee of any state or comparable jurisdiction whose official duties are supportive of the POST agency for that jurisdiction;

3.2.4. Any professional employee of a publicly funded law enforcement or criminal justice academy or training center at the national, state, or local level, or other persons actively involved in the training/education of law enforcement personnel;

3.2.5. Any individual employed by and/or within any country other than the United States and whose public employment and responsibilities are deemed to be the equivalent of that otherwise required herein for membership;

3.2.6 General membership paid by a federal, state, or local government entity may be transferred from one named recipient to another named recipient within the period of the paid membership without additional membership cost.

3.3 Life Membership

3.3.1 Is available to: Director members, general members, and complimentary members who have been members of the Association for a minimum of five years; and

3.3.1.1 Served as an elected officer, or regional representative, or

3.3.1.2. Served as chair of an IADLEST committee or major project initiative, or

3.3.1.3 In a capacity representing IADLEST, furthered the mission and goals of the Association as determined by the Executive Committee.

3.3.2 Is not available to director members, complimentary members, or general members who are still active in the capacity that provided membership eligibility.

3.3.3. The Executive Committee may waive one or more of the eligibility requirements under 3.2.1. for exceptional cases.

3.3.4. Nomination for life membership must be made by a director member.

3.4 Sustaining Membership

Sustaining membership shall be limited to any individual, partnership, foundation, corporation, or other entity involved directly or indirectly with the development or training of law enforcement officers or other criminal justice personnel. Commercial enterprises and their employees are eligible for sustaining membership only.

3.5 Complimentary Membership

Each director may designate two complimentary members. The complimentary member shall meet the same criteria and shall have the same status as general members in the Association.

3.6 Eligibility for membership, and approval or disapproval of any request for membership, shall be determined by majority vote of the Executive Committee provided that in no instance shall a request for general, life, sustaining, or other membership be approved without sponsorship of a POST director who is a member in good standing with the Association. The Executive Committee may deny or discontinue any membership for arrears or nonpayment of dues or assessments, or for other action inconsistent with the mission and focus of this organization.

3.7 The annual dues for membership shall be determined by a majority vote of directors present at a general meeting and may likewise be modified thereafter. Renewal dues shall be paid by January 1 of each year and shall be in arrears April 1 of that year. New members whose dues are paid on or after October 1 will have their dues applied through the end of the following year. New members who join in the first nine months of the calendar year shall be billed for the full 12 months with the dues to be prorated the following year thereby bringing the billing in line with the January billing date.

ARTICLE 4. ORGANIZATION

4.1 The fiscal year for the Association shall begin on the first day of January and conclude on the last day of December each year.

4.2 The Association shall maintain a corporate and principal office and such other offices as may from time-to-time be designated by the Executive Committee. The Association will be incorporated as a private, non-profit

organization and will maintain the appropriate status with the Internal Revenue Service.

4.3 A general meeting of the Association may be called by the president or at the request of not less than one-half of the directors, provided however:

4.3.1. A notice and agenda are sent by mail to each member at least 30 days in advance of such meeting;

4.3.2. The meeting is conducted by the president, or other such officer by order of succession;

4.3.3. A quorum shall exist when not less than 15 directors, or their designees, are present for the purpose of conducting the Association business. Once the presence of a quorum has been confirmed, business may continue despite any failure to maintain a quorum during the remainder of the meeting;

4.3.4. Robert's Rules of Order (Revised) shall be the parliamentary authority for the conduct of all meetings of the Association; and

4.3.5. A parliamentarian may be appointed by the president to be present at each session of the meeting where business is conducted. Any ruling by the parliamentarian shall prevail unless overturned by a two-thirds majority vote of the directors present.

4.4 The president, with the advice and consent of the Executive Committee, shall establish such committees as are necessary to fulfill the mission and focus of IADLEST. Each committee chairperson shall be a member in good standing of the Association.

4.5 Unless otherwise specified in these Bylaws, agreement on the business of the Association shall be determined by the numerical majority of all members in good standing eligible to vote, regardless of membership type, who are present at the time the question is called.

4.5.1 Following any vote, any director or his or her designee, may move a "division by POSTs." When such motion is sustained by three directors or their designees, the presiding officer shall allow no less than five minutes and no more than fifteen minutes for the members within a jurisdiction to caucus for the purpose of casting a single vote for the jurisdiction on the matter. The caucus is convened to provide advice and input to the POST director. However, the director, or designee member shall solely determine the POST's position on the matter. Upon reconvening, the presiding officer shall cause a secret ballot vote to be called. Such votes shall be cast by the director or his or her designee. Tallying the votes on the matter shall be in accordance with these Bylaws. The purpose of this

provision is to maintain balance within the Association. As all POSTs are deemed to be equal in the Association, the above provision protects from undue influence upon the Association by any one jurisdiction or membership category. Moreover, the provision also preserves the unique position of each POST's director in the setting of policy and direction for IADLEST.

4.5.2 Each POST director shall have one vote representing the jurisdiction's POST in which he or she serves as a chief executive officer.

4.5.2.1. The POST director, and only the director, may designate a general member in good standing from that jurisdiction or another POST director in good standing to vote in his or her absence as a proxy vote. Such proxy designation must be in writing and state a specific time period that such proxy may vote on behalf of the director.

4.5.2.2 A proxy vote for a director may be used for a general business vote or a "division by POSTs" vote.

4.6 The president, with the advice and consent of the Executive Committee, shall appoint an Audit Committee consisting of not less than three director members, no more than one of whom shall be from any one region. The audit committee shall:

4.6.1. Review the financial records of the Association and create a financial report for the Association at a general meeting; and

4.6.2. Inquire into any of the operations of the Association as the Executive Committee deems necessary.

4.7 A full and independent audit of the Association's financial records shall be conducted with the initiation of each newly elected or appointed Treasurer, or every three years, whichever occurs first.

ARTICLE 5. OFFICERS

5.1 The officers of the Association include a president, first vice-president, second vice-president, secretary, and treasurer. All officers must be in good standing in the Association. Only directors and general members may be officers of the Association.

5.2 The president, the first vice-president, and the second vice-president shall serve a term of one year or until a successor shall take office. The secretary and the treasurer shall serve a term of three years or until a successor shall take office.

5.3 An officer of the Association may be removed from office upon the acceptance of his or her resignation by the Executive Committee, by the officer becoming ineligible for membership, or upon an affirmative vote for removal by two-thirds of the directors in a "division by POSTs" vote. The balloting process shall be determined by the Executive Committee as the occasion permits.

5.4 In the event a vacancy occurs in the office of president, the first vice-president shall assume the office of the president and serve the remainder of the unexpired term. Should the first vice-president be unable to assume the duties of the president, the second vice-president shall become the president. In the event the first vice-president or the second vice-president cannot or will not assume the duties of president, the treasurer shall become the president and serve the remainder of the president's term.

5.5 The officers for the Association shall be elected and installed at the first general meeting of the Association's fiscal year subject to the following provisions:

5.5.1. All nominations shall be made at the meeting in which the elections are held;

5.5.2. A candidate for any office must agree to having his or her name placed in nomination and must provide the members present with a brief statement of his or her position and goals for the Association;

5.5.3. The treasurer shall certify that each candidate is a director or general member who is not in arrears of dues and/or assessments to the Association and who is otherwise eligible to hold office pursuant to these Bylaws; and

5.5.4. All nominations shall be voted upon by secret written ballot unless there is only one candidate for the office to be filled. The candidate receiving the most votes cast for each office shall be declared elected. A tie will be broken through additional balloting involving those candidates receiving the same number of votes.

5.6 Members of the Executive Committee shall not receive any compensation for their services. With available funds, the Association shall reimburse the officers of the Association for reasonable expenses incurred in carrying out the duties of the office. Nothing herein shall preclude members of the Executive Committee from serving the Association in any other capacity and receiving compensation and being reimbursed for expenses in connection with such services.

5.7 It shall be the duty of the president to direct the Association in accordance with its mission and focus. In carrying out his or her duties, the president shall perform the following functions, in addition to any other activity necessary for the Association:

5.7.1. Preside over all meetings of the Association;

5.7.2. Serve as the chairperson of the Executive Committee;

5.7.3. Appoint committee members and designate committee chairs where appropriate. The president may delegate the appointment of the committee chair to the committee members.

5.7.4. Appoint an Audit Committee in compliance with the Bylaws of the Association; and

5.7.5. Represent the Association as its official spokesperson.

5.7.5.1. In the predictable absence of the president, the first vice-president, and the second vice-president, the president may designate any other officer, member of the Executive Committee, or member in good standing to represent the Association.

5.7.5.2. No member shall present themselves as the representative of the Association without express authorization from the president as to the time, location, audience, and purpose of such designation.

5.8 It shall be the duty of the first vice-president to serve as a member of the Executive Committee and perform the duties of the president during his or her absence, including but not limited to representing the Association. It will be the responsibility of the first vice-president to work with the host jurisdiction for the annual IADLEST conference and provide advice and counsel in the conference preparation.

5.9 It shall be the duty of the second vice-president to serve as a member of the Executive Committee and perform the duties of the president during the absence of the president and the first vice-president, including but not limited to representing the Association.

5.10 It shall be the duty of the treasurer to serve as a member of the Executive Committee. In the event a vacancy occurs in the office of the treasurer, the Executive Committee shall appoint a successor who shall serve until the next general meeting when a new election shall be held to fill the vacancy. In addition, the treasurer shall perform the following duties:

5.10.1. Monitor the bookkeeping records necessary to account for all receipts and disbursements of Association funds;

- 5.10.2. Oversee all accounting firms or auditors retained by the Association;
 - 5.10.3. Present a complete financial report to the membership at the first general meeting after the close of each fiscal year and be responsible to file all legally required financial reports;
 - 5.10.4. Provide the Executive Committee such financial reports as it requests;
 - 5.10.5. Ensure that suitable bonding covers the president, treasurer, and any other person with authority to receive or disburse funds on behalf of the Association;
 - 5.10.6. Be available to assist in the preparation of the budget for the Association;
 - 5.10.7. Certify the availability of funds necessary to cover the proposed budget of the Association or any amendment thereto;
 - 5.10.8. Certify the candidates for office are directors or general members in good standing and not in arrears of dues and assessments to the Association;
 - 5.10.9. Supply, upon request, any and all documents requested by the audit committee of the Association; and
 - 5.10.10. Send "dues notices" to members in a timely manner.
 - 5.10.11. Maintain an up-to-date membership list.
 - 5.10.12. Personally sign all checks and drafts on the Association's checking account.
- 5.11 It shall be the duty of the secretary to serve as a member of the Executive Committee. In the event a vacancy occurs in the office of the secretary, the Executive Committee shall appoint a successor who shall serve until the next general meeting when a new election shall be held to fill the vacancy. In addition, the secretary shall perform the following duties:
- 5.11.1. Keep the minutes of the general and executive committee meetings;
 - 5.11.2. Send out meeting notifications;
 - 5.11.3. Keep copies of all Association correspondence; and
 - 5.11.4. Provide minutes to the members.
 - 5.11.5. Keep the treasurer notified of changes in the membership list.

ARTICLE 6. REGIONAL REPRESENTATIVES

- 6.0 The Association shall consist of regions, the boundaries of which shall be approved by the members of the Association. The regions, when approved, shall be integral and subordinate parts of the Association consistent with its Bylaws and operating policies.
- 6.1 Each region shall select a representative from the directors and general members within the region. The regional representatives shall serve as members of the Executive Committee. Such regional representative will serve a term in office of one year and shall be limited to serving not more than three successive terms. In the event a vacancy occurs in the office of regional representative, the president shall appoint a successor from the region until the next general meeting when a new election shall be held to fill the vacancy.
- 6.2 The selection procedure and duties for Regional Representatives shall be as follows:
- 6.2.1. Regional Representatives shall be selected by regional Caucus during the meeting in which elections are held, utilizing a method prescribed by the Executive Committee.
 - 6.2.2. Regional Representatives shall serve for as long as they are duly qualified members in good standing.
 - 6.2.3. Regional Representatives' duties shall include:
 - 6.2.3.1. Expression of regional interests in the business of the Association;
 - 6.2.3.2. Coordination with new, existing, and retired members of the Association;
 - 6.2.3.3. Maintenance of an up-to-date mailing list of Association members in their regions and forwarding any changes to the treasurer on a semi-annual basis;
 - 6.2.3.4. Conducting regional meetings on subjects of interest to the region's members at least annually;
 - 6.2.3.5. Polling the members of their respective regions concerning issues affecting the Association as requested by the president; and
 - 6.2.3.6. Such other duties as may be delegated by the president or Executive Committee.

ARTICLE 7. EXECUTIVE COMMITTEE

- 7.0 The officers of the Association including the president, first and second vice-presidents, treasurer, secretary, immediate past president, and the regional

representatives shall constitute the Executive Committee. All committee members shall have full voting power in committee meetings.

7.1 The president shall serve as Chairman of the Executive Committee. A quorum for the Executive Committee to conduct its business shall exist when five or more Executive Committee members or designees are present.

7.2 The president may call a meeting of the Executive Committee at such times and places as he or she deems necessary to conduct the business of the Association, provided that:

7.2.1. A notice of any regular meeting of the Executive Committee shall be sent to all directors of the Association at least 30 days prior to conducting the meeting. Such notice shall include the time and location of the meeting and the agenda to be considered;

7.2.2. Meetings of the Executive Committee shall be open to all members as non-voting guests;

7.2.3. The president may call an emergency meeting of the Executive Committee whenever in his or her opinion such a meeting is necessary. The provisions for advance notice to all director members does not apply to emergency meetings; and

7.2.4. A report of all decisions and actions made in a regular or emergency meeting of the Executive Committee shall be mailed to each director within 15 days following the meeting.

7.3 It shall be the duty of the Executive Committee to transact the business of the Association and take action consistent with these Bylaws. The Executive Committee shall be the trustees of the Association. The Executive Committee's duties shall include, but not be limited to, the following:

7.3.1. If funds are available, appoint and authorize the employment of staff;

7.3.2. Approve all accounts and banking institutions involving Association funds;

7.3.3. Select and retain a professional accounting firm, in accordance with professional selection standards for such firms, to audit Association expenditures and report to the treasurer on the financial status of the Association;

7.3.4. Enter into contracts on behalf of the Association;

7.3.4.1 Contracts for employment shall be handled in keeping with 7.3.1 of these Bylaws.

7.3.5. Make recommendations to amend the Bylaws;

7.3.6. Approve and revise the annual budget for the Association;

7.3.7. Seek and accept funds by request, gift, or grant, or in payment for services rendered, from any source, public or private;

7.3.8. Support and cooperate with any venture deemed to be of mutual interest that would support the mission and focus of IADLEST and enhance criminal justice training. This does not include endorsement of any product or person.

7.3.9. Examine the credentials and determine the eligibility for membership for applicants for director, general member, life member, or sustaining member;

7.3.10. Discontinue any membership for arrears or nonpayment of dues or assessments, or for other action inconsistent with the mission and focus of IADLEST; and

7.3.11. Call a general meeting of the Association, not less than once each fiscal year, and give proper notice to each director and member.

ARTICLE 8. AMENDMENT TO THE BYLAWS

8.0 An amendment to the Bylaws may be proposed for submission to the Bylaws committee in writing by any director member or by the action of the executive committee pursuant to Article 7 of the IADLEST Bylaws.

8.1 The proposed amendment shall be forwarded in writing to the chairperson of the Bylaws Committee who shall forward the amendment to the remaining committee members. The committee shall review the proposed language and, where deemed appropriate and necessary, shall have the authority to make revisions to the proposed amendment. Should revisions to the proposed language be recommended by the committee, the revised language shall be returned to the member requesting the amendment for his or her review. The Bylaws Committee shall have the authority to make changes to any proposed language prior to the amendment's submission to the Executive Committee.

8.2 Upon review and final approval by the Bylaws Committee, all proposed amendments shall be submitted to the Executive Committee for review.

8.3 Members of the Executive Committee shall review and consider the proposed amendment prior to the meeting of the membership in which the amendment will be considered. The Executive Committee shall forward a copy of the proposed language to each member for review not less than 30 days before the meeting in which the



**International
Association of Directors of Law Enforcement
Standards and Training
2521 Country Club Way
Albion, MI 49224**

TO:

the membership will be asked to vote.

8.4 Amendments to the Bylaws shall be effective by a two-thirds vote of the voting members present at the general meeting. In the event a membership meeting is not scheduled in the near future and/or it would be impractical to delay voting on the proposed amendment, or where it is otherwise deemed necessary by the members of the Executive Committee, the president shall have the authority to poll the membership by mail regarding any proposed amendments to the Bylaws. The president shall forward the proposed language for the amendment to each member as well as the recommendations of the Executive Committee. A response date shall be included by which each member's vote must be received in order for it to be counted. Amendments to the bylaws by mail shall be effective by a two-thirds vote of the voting members responding by the required date.

8.5 If any provision of these Bylaws or the application thereof to any person, organization, or circumstance is held invalid, the invalidity does not affect other provisions or applications of the Bylaws which can be given effect without the invalid provision or application: and to this end, the provisions of the Bylaws are severable.

ARTICLE 9. DISSOLUTION

The Association shall use its funds only to accomplish the mission and focus specified in its Bylaws. No part of said funds shall benefit or be distributed to the members of the Association. If dissolution of the Association becomes necessary, any funds remaining shall be distributed to one or more regularly organized and qualified charitable, educational, scientific, or philanthropic law enforcement organizations to be selected by the Executive Committee.

APPENDIX

Regions:

Region 1 Northeastern	Region 2 Central	Region 3 Southern	Region 4 Midwestern	Region 5 Western
Connecticut	Arkansas	Alabama	Iowa	Alaska
Delaware	Illinois	Federal Law Enforcement Training Accreditation (FLETA)	Kansas	Arizona
District of Columbia	Indiana	Florida	Missouri	California
Maine	Kentucky	Georgia	Nebraska	Colorado
Maryland	Michigan	Louisiana	New Mexico	Hawaii
Massachusetts	Minnesota	Mississippi	North Dakota	Idaho
New Hampshire	Ohio	North Carolina	Oklahoma	Montana
New Jersey	West Virginia	South Carolina	South Dakota	Nevada
New York	Wisconsin	Tennessee	Texas	Oregon
Pennsylvania		Virginia	Wyoming	Utah
Rhode Island				Washington
Vermont				

COST OF MEMBERSHIP:
 Director Membership - \$400.00 (includes two complimentary members)
 General Membership - \$100.00
 Sustaining Membership - \$200.00
 Life Membership – NO COST