

NEWSLETTER

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Contents	Page
President's Message.....	2
Meeting Scheduled.....	3
New Member Benefit.....	3
Police Encounter Research.....	3
Academy Directors' Course.....	4
Collaborative Reform Initiative – Technical Assistance Center (CRI-TAC).....	5
Vermont Expands Its POST Authority.....	6
Number of Nationally Certified Instructors Increases.....	11
IADLEST History Project.....	12
Reclaiming the National Narrative.....	13
Human Trafficking Investigations.....	14
Oregon POST Update.....	17
Vendor Announcements.....	19
Case Law Updates.....	20
Business Meeting Minutes (May 22, 2018, Boston, Massachusetts).....	22
– Introduction of Guests.....	23
– Approval of May 23, 2017, Nashville, Tennessee, Minutes.....	24
– Executive Director's Report.....	24
– Changes in POST Directors.....	24
– Partnerships.....	24
– Onsite DOJ Audit Report.....	24
– Conference Report.....	25
– IADLEST Programs.....	25
– Treasurer's Report.....	25
– Assets and Audit Reports.....	25
– Administrative Review.....	25
– Bylaw Changes - Membership.....	26
– Election Committee and Candidate Presentations.....	26
– Election of Officers.....	28
– New Business.....	28
– Fund Development.....	28
– Committee and Special Assignments Reports.....	28
– National Certification Meeting Minutes.....	28
– NLEARN/Webpage Re-design.....	28
– Sourcebook.....	29
– IACP TAP Committee.....	29
– Officer Safety and Wellness.....	29
– Kosovo Report.....	29
– IACP: CRI-TAC.....	29
– COPS Grant: Regional Meetings.....	29
– Regional Reports.....	29
List of Nationally Certified Training Courses (NCP).....	41

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A Nationally Certified Program (NCP) ensures that the training is current, engaging, legally defensible, and appropriate to the target audience.

PRESIDENT'S MESSAGE

by: *Dan Zivkovick, Director
Massachusetts Municipal Training Committee*



As I prepare for the coming year as president and look at everything that is on our collective to-do list, I find myself reflecting on how far we have evolved as an association.

When I first became connected to IADLEST in 2005, we were a association that met once each year to conduct a single track of training and roundtable discussions focused on POST directors. The president was the CEO. There was no executive director. There was no NDI, no NCP, no accreditation, and no email listserv. We were simply a fraternal association gathering for the common good and very inwardly focused.

But we have evolved...evolved from being an association to being a corporation. Today, we have an executive director, a board of directors, collaborations with NHTSA, DOJ, BJA, the IACP, and numerous other organizations and agencies, and a multitude of projects and initiatives. We are also engaged with peers internationally and regularly receive queries and requests for input from the media, federal agencies, foundations, and others regarding standards and training.

However, despite this evolution, our focus has remained the same: the sharing of information, ideas, and innovations intended to assist each other with establishing effective and defensible standards for criminal justice employment and training.

Certainly the evolution was made possible by the hiring of an executive director [read "Mike Becar"] and his efforts, but it also required and continues to require the active participation and involvement of the membership. That is why you have repeatedly heard me encourage you to be actively involved with your association.

Even with all that Mike and Yvonne do for us, we are only as strong and viable as our members will let us be.

I recognize that holding one of the elected offices, being a regional representative, or serving on a committee may not appeal to you or may not be feasible due to workload or budget constraints. However, active involvement is more than holding office and participating in committee work. Those are actually higher levels of being actively involved.

Instead, the foundation for being actively involved – and the level that is most needed – is simply responding to requests for information and answering surveys. That is the foundation of what IADLEST was organized to do: to provide each of us with peer support and the resources and information that will allow us to better serve our constituents and our profession.

Consequently, if you do nothing more than respond to surveys and requests for information, that alone, makes us stronger and more effective and allows all of us to make better decisions because none of us is as smart as all of us.

So, I will say it again, please be actively involved in our association, even if it is nothing more than responding to requests for information. Thank you for all you do...for IADLEST and for our profession.

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 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; 1330 North Manship: Meridian, Idaho 83642; or Yvonne@iadlest.org. Contributors are encouraged to provide material that best promotes valid standards for the employment and training of law enforcement officers.

The IADLEST reserves its right to select and publish articles, announcements, and comments. The viewpoints and opinions of contributors are those of the author and do not necessarily represent the views of the IADLEST.

MEETINGS SCHEDULED

The IADLEST Executive Committee and General Business meetings will be held in at the Holiday Inn Express & Suites, SeaWorld 10771 International Drive; Orlando, Florida 32821 in conjunction with the 2018 IACP Orlando, Florida, Conference

The Executive Committee meeting will be held Saturday, October 6, 2018, 3:00pm to 6:00pm. The General Business Meeting will be held Sunday, October 7, 2018, 8:00 a.m. to Noon.

The Executive Committee is also scheduled to meet February 14, 2019, in conjunction with the Major County Sheriffs' Association Winter Meeting in Washington, D.C.

The next IADLEST Conference is scheduled for June 9-12, 2019, in Milwaukee, Wisconsin. Registration will begin in January 2019.

IADLEST ANNOUNCES NEW MEMBER BENEFITS!

Are you in need of research assistance on a criminal justice topic and don't know where to begin? Well, look no further! IADLEST, in cooperation with the North Carolina Justice Academy, is pleased to announce that help with your research efforts is now available to IADLEST members. The library supervisor at the North Carolina Justice Academy, Michael Cummings, will consult with you, design a research strategy and explore the criminal justice literature for you. Results (in the form of citations or abstracts) will be delivered via email. You then select the items in the results

list to receive full-text articles, usually in pdf format. So, if you are researching a specific topic area for lesson plan writing, presentations, or policy development, and need the most current articles to support your project, IADLEST and the NCJA can help.

Contact Michael Cummings
at: mcummings@NCDOJ.GOV,
Phone: 910-525-4151, ext. 300

Also, the North Carolina Justice Academy offers IADLEST members an additional training opportunity. Members can sign up for online training via the North Carolina Justice Academy training portal. Available training topics include: "Teen Domestic Violence – Dating," "Active Shooter Overview," "Emotional Survival," "Human Trafficking," and many more. So, if you are interested in a specific training topic for you and your staff, follow the link below to set up an account: <https://ncja-portal.acadisonline.com/>

IADLEST is grateful to NCJA Academy Director, Trevor Allen, Support Services Manager Jeffrey Zimmerman, and Librarian Michael Cummings for their willingness to support our members nationally and internationally!

POLICE ENCOUNTERS RESEARCH

*by: Karen L. Amendola, Ph.D.
The National Police Foundation*

For all of you who responded to the Police Foundation's inquiry on dog encounters, we thank you for your graciousness in sharing information. If you have not responded and can let us know if you have any state or local training (academy or in-service) on encounters with dogs for police officers, I would love to hear from you. Contact me at: kamendola@policefoundation.org Karen L. Amendola, PhD, www.policefoundation.org
Thank you all!





IADLEST

Academy Directors' Course

The purpose of the IADLEST Academy Directors' Course is to develop and enhance the knowledge, skills, and abilities of law enforcement academy directors to effectively lead personnel, manage facilities, and prepare the next generation of law enforcement personnel for their assignments.

**Do you want to improve your colleagues,
the profession, and the Association?**

Join the teaching cadre

IADLEST Academy Directors' Course Topic Areas:

Budgeting/Funding:

- Overall General Information on Budgeting
- How to Fight for Funds Within the Budgeting Procedure
- Funding: How to Obtain Funds: Grants, Donations, etc.
- Creative Ways to Reduce Costs

Curriculum Development

- Developing Training Objectives and Outcomes
- Developing Assessment Methods
- Developing Testing Methods
- Determining Time Allocations
- Developing Training Aids
- Lesson Plans

Policies/Rules/Regulations:

- State-specific
- Admission
- Attendance
- Evaluations: Type and Standards
- Fitness Standards, Instructor Certification
- Development of Policies

Logistics

- Resident v. Commuter Issues
- How to Deal with Students Who Are Not Your Employees
- Development of Rules of Conduct-During and After Hours
- Basic Students v. In-service
- Disciplinary issues

Learning Styles/Delivery of Training Methodology

- Adult Learning
- Stress v. Academic
- Classroom v. Hands-on
- Use of Training Technology

Legal issues

- Nationwide Statutes Applicable to Training
- Liability Issues
- ADA and How It Relates in Training Environment

Needs Assessment

- How to Develop
- How to Utilize
- Goal Setting
- Job Task Analysis

Resources

- IADLEST
- Other Professional Law Enforcement Organizations (IACP, NSA, BJA)
- Other Civilian Organizations (ASTD, etc.)

Make a Difference!

If you have subject matter expertise and would like to join the teaching cadre, contact Mark Damitio, Accreditation & Grants Manager: markdamitio@iadlest.org for more details.

The Committed Catalyst for Law Enforcement Improvement
International Association of Directors of Law Enforcement Standards and Training

1330 N. Manship Pl.; Meridian, ID 83642 • (208) 288-5481 • www.iadlest.org



By the field, for the field

The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) provides no-cost customized technical assistance solutions designed to meet the unique needs of state, local, tribal, and campus law enforcement agencies throughout the United States.

THE CRI-TAC IS HERE TO HELP

- Tailored, scalable solutions
- Informed by cutting-edge innovation and evidence-based and promising practices
- Designed in a collaborative manner with the agency
- Delivered by subject matter experts from the field
- No cost to the requesting agency

SERVICES PROVIDED:

- | | | | |
|---|--------------------|---|----------------------|
|  | Resource Referral |  | Virtual Coaching |
|  | Web-Based Training |  | Meeting Facilitation |
|  | In-Person Training |  | On-Site Consultation |

Visit www.CollaborativeReform.org for more information and to request assistance.



**IADLEST'S SUPPORT OF
THE CRI-TAC HELPS LAW
ENFORCEMENT AGENCIES!**

Submitted by: Peggy Schaefer, IADLEST

As the add on the previous page says, “The Collaborative Reform Initiative – Technical Assistance Center (CRI-TAC) provides no-cost customized technical assistance solutions designed to meet the unique needs of state, local, tribal, and campus law enforcement agencies throughout the United States.” IADLEST is one of the nine major partners in this COPS Office funded effort. Since its inception, the CRI-TAC has helped many agencies address their specific needs. Here are some examples of the level of support:

1. The CRI-TAC provided a Train-the-Trainer course in de-escalation techniques attended by five different departments for them to deliver this critical skill to their agency officers.
2. A rural agency in the south needed specific active shooter response training that brought all aspects of emergency management together in guided exercises.
3. A small agency needed technical assistance to access their crime data and help with managing monthly CompStat meetings.
4. A university campus requested assistance in reviewing their emergency preparedness policies.
5. A medium size agency requested help in developing positive community meetings and social media outputs to build trust.

So, what can you do? Tell your agencies about the CRI-TAC and share this link with them: <https://www.iadlest.org/our-services/cri-tac>

This program can also help your agencies with leadership and management training or staff instructional training. It is an amazing opportunity for our members and the law enforcement community!

Contact Peggy Schaefer at peggyschaefer@iadlest.org if you have any questions.

This project was supported, in whole or in part, by cooperative agreement number 2017-CR-WX-K001 awarded by the U.S. Department of Justice, Office of Community Oriented Policing Services. The opinions contained herein are those of the author(s) or contributor(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific individuals, agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

**VERMONT SIGNIFICANTLY EXPANDS
ACT 56 OF 2017**

By: Richard B. Gauthier, Executive Director, VCJTC

“An act relating to the professional regulation of law enforcement officers by the Vermont Criminal Justice Training Council”

Introduction: Law enforcement officer regulation in Vermont had, until relatively recently, been the sole province of agency heads. They decided whether or not to launch internal investigations, what the investigations looked like, and what discipline, if any, was administered to officers at the conclusion of the investigation. However, any discipline applied to the officer’s employment had no effect on that officer’s certification by the Vermont Criminal Justice Training Council (VCJTC, or, Council), because certification was, and still is, owned individually by an officer. As a result, an officer could be terminated from an agency for fairly egregious professional misconduct but suffer absolutely no negative consequences regarding certification, leaving that officer free to find employment at any Vermont (VT) law enforcement agency. There was no mandate that the potential hiring agency contact the previous employing agency; but in the event that did happen, there was no mandate that the previous employing agency disclose the officer’s conduct to the potential hiring agency. As a result, bad officers travelled freely throughout the system.

The VCJTC had only very minimal decertification criteria, enabling the Council to decertify under only four circumstances:

- A conviction of a felony subsequent to certification
- Failure to meet annual in-service training requirements (after being given 60 days to come into compliance)
- Certification was issued as the result of fraud
- Certification was issued as the result of error

The Council's only sanction option was certification revocation. There had been several attempts over the years to expand the decertification criteria and the Council sanction options, but none appeared to be the result of a concerted effort involving all stakeholders and key legislators. All attempts were rebuffed by labor unions on the grounds that discipline belonged in negotiated contracts subject to collective bargaining; and the VT legislature, being very pro organized labor, agreed.

2012 to Present Day: In 2012, at the prompting of the American Civil Liberties Union (ACLU), there was a bill introduced through Senate Government Operations (SGO) that proposed to disband the Council as an autonomous entity and reform it under the Office of Professional Regulation (OPR). This would have the effect of licensing law enforcement officers and subjecting them to OPR regulations, the same regulations under which more than 50 occupations in VT worked. Labor contracts would be subservient to OPR regulations.

Law enforcement associations and labor unions representing law enforcement officers pushed back strongly against this bill, insisting that law enforcement could effectively 'police' itself. OPR testified that it didn't want to regulate law enforcement officers, but did acknowledge that the current decertification criteria were inadequate. The OPR Director testified that the Council could act as a regulatory body if given the tools to do so. In retrospect, this proved to be the single most motivational factor bringing organized labor to the table: they could either

work with the Council, or there was every likelihood that all law enforcement regulation would be sent to OPR.

SGO opted to task the VT Law Enforcement Advisory Board (LEAB) with examining the issue and returning with a recommendation in January 2013. A small working group was formed, taking testimony from various sources involved in professional regulation, and reported to SGO that it recommended the Council be given the tools necessary to more effectively regulate law enforcement officers. As part of its report, the LEAB relied on a document prepared for the International Association of Directors of Law Enforcement Standards and Training (IADLEST) by Dr. Roger Goldman, outlining what professional regulatory standards for law enforcement should contain.

Unfortunately, in 2013 and 2014, there was almost no effort to act on the LEAB report, because law enforcement found itself in the position of having to become very involved in other significant legislative pushes, such as levels of officer authority, the use of conducted electrical weapons, eyewitness identification procedures, and the development of a fair and impartial policing model policy.

In 2015, the Council supported a bill that would essentially adopt OPR regulatory language but leave the process for the Council to administer. This bill was killed in the waning moments of the 2015 session by the lobbyist for the Vermont Trooper's Association (VTA) on the grounds that it was too vague and supplanted their own internal investigations process; but the lobbyist, VSP Sgt. Mike O'Neill, agreed to work together with me to craft some language that would be acceptable to both organizations.

Throughout the summer and Fall of 2015, we met several times to achieve consensus on a proposal to the Council. We were able to do so; and during the December 2015 meeting, the Council accepted the proposal and authorized me to seek a legislative sponsor for a bill. I found several, and legislative counsel for SGO crafted the bill. There was testimony subsequent to the introduction of the bill revolving around

some of the processes and some language clarity, but by and large there was consensus about the need for greater law enforcement officer regulation and the involvement of the Council in this process.

But nothing is ever a given in the VT legislative process. In the very final days of the 2016 legislative session, the Vermont State Employee's Association (VSEA), (which represents only 100 of the 1,900 officers in VT but has a total membership of approximately 5,000, making it very influential), inserted itself into the process and attempted to overturn some of the conditions on which we had already agreed. SGO, not having enough time to take further testimony, created a working group tasked with attempting to achieve consensus on the issues in contention. This group was composed of the stakeholders present at the final SGO hearing on the matter, and other stakeholders were identified and invited to attend:

- VT Criminal Justice Training Council
- VT Association of Chiefs of Police
- VT Sheriffs' Association
- VT State Police
- VSEA
- VTA
- ACLU
- Justice for All (racial equity group that also had ties to Black Lives Matter)

Throughout the remainder of 2016, the working group met and achieved consensus on all topics discussed. I prepared a report to the legislature and, per our charge, presented the report in the form of proposed legislation for 2017. The SGO Chair and the Vice-Chair of House Government Operations (HGO) both sponsored the same legislation, to become known as H.22, and we prepared for what we thought would be a smooth session, at least regarding this bill. We thought wrong.

Several things happened shortly after the introduction of the bills. In one instance, the head of one law enforcement agency testified that he was unaware of the contents of the bill (despite having a designee on the working group) and that the agency's legal counsel had

several concerns. These concerns were subsequently addressed in a Council meeting.

Language crafted to address these concerns inadvertently included language that would prohibit the Council from acting on a certain category of offenses outside of how the agency itself handled the offense. This was contrary to the conclusion of the working group and the agency retracted the language right away, noting its error, but the VSEA saw the language and opted to continue to pursue it as a demand of their own. The VSEA had representation on the working group, but the VSEA executive director was apparently unhappy that the representative agreed with the working group conclusion regarding Council authority, and the rep was replaced and not allowed to attend future hearings.

I absolutely refused to go along with what the VSEA wanted because their proposal would allow bad officers to continue practicing if the disciplinary action was being appealed via a labor appeal process and obligated the Council to accept the appeal decision so I was tasked by HGO with working with them to try and arrive at a solution agreeable to us both.

We had originally thought we had arrived at a solution involving the Council suspending their certification until the process was completed, but administrative rules prevented the Council from doing so, and I reverted to my original position.

Several hearings took place after that, but the VSEA and the Council were deadlocked. Finally, SGO legislative counsel researched the administrative procedures statute and found that someone could voluntarily surrender their certification if they were facing decertification from the Council. We crafted language that allowed an officer to do this, requiring that the officer make such notification to the Council within ten days of the decertification decision. The Council would suspend the decision until the outcome of the labor process, at which time the Council would hold its final hearing on the matter. The Council was not bound by the labor

decision, but could take that decision under consideration.

We all agreed, and it looked like we were going to encounter no further resistance to the bill moving forward. We were, again, wrong. In the final hours of the final day of testimony, the sheriffs' association, in contradiction to its position throughout the entire process, including participating on the original working group, testified that it no longer supported the Council being responsible for professional regulation and now wanted the procedure to go to OPR. They have never, to this day, offered a reason or justification for the sudden reversal in position.

SGO did not move regulation to OPR, but did task the Council and OPR with working together to try to come up with a solution allowing OPR to support the Council's work in this area. This report is due by October of this year.

There were a few legislative tweaks to H.22 as it passed through the floor process, but nothing that undermined the intent of the bill, and it eventually became Act 56 of 2017.

Highlights and deadlines of the Act:

Effective July 1, 2017

- Requires an officer, not currently employed and seeking employment at another agency, to sign a waiver before hire. If the officer refuses to sign a waiver, that officer can't be hired.
 1. Potential hiring agency must contact previous employing agency during background
 2. Previous employing agency must disclose why officer left the agency
 3. Agency head at previous employing agency immune from liability for disclosure, unless disclosure is false or grossly negligent
 4. Officer gets a copy of whatever previous employing agency gives potential employing agency

- Executive Director (ED) can grant up to 60 days to come into compliance with annual in-service training requirement (change from the straight 60 day mandate).
- ED must work with OPR to determine how the two agencies can best partner with regards to regulation, and present report to the legislature by 10/07/17.
- Academy staff may train non-law enforcement personnel at the academy's directions.
- VCJTC ED must work with OPR to determine how the two agencies can best partner with regards to regulation, and present report to the legislature by 10/7/17.

Due by October 2017

- Report to the legislature on what, if any, opportunities exist for OPR to support the Council's efforts with LEO regulation (there is no mandate to construct anything - just a mandate to explore the issue).

Due by January 1, 2018

- Requires the Council to create an effective internal affairs program model policy for agencies to use.

Effective April 2018

- Agencies must either adopt the Council's model policy or ensure that their own contain the essential elements of the Council's policy.

Effective July 1, 2018

- Establishes three categories of unprofessional conduct:
 1. Category A: Crimes committed both on and off duty
 - a. Council will receive report upon finding of probable cause by a court of jurisdiction. Council maintains option to act at that point or wait until adjudication.
 2. Category B: Gross professional misconduct

3. Category C: Offenses against Council processes (includes a mandate to make reports to the Council as required by law. Failure to do so may expose agency head to sanctions).
- Individuals facing decertification from the Council may, if they choose, surrender their certification pending the outcome of a labor process; but the Council is not bound by the decision at the conclusion of the labor process.
 - Requires agencies to have effective internal affairs program, defined as:
 1. Accepting complaints from any source
 2. Assigning an investigator
 3. Having policies that establish expectations and provide for due process
 4. Applies discipline fairly
 5. Providing for civilian review
 - Agencies have discretion addressing first Category B offenses, but Council may act on subsequent offenses. Agencies are still required to report first offenses, simply so Council will be able to identify second and subsequent offenses.
 - Council will create a public registry of complaints against officers and their resolution.
 - Council sanctions will include written warning and suspension as well as revocation.
 - Establishes Council Advisory Committee (comprised of civilians who will review complaints to the Council and make non-binding recommendations regarding sanctions).

What Worked: The initial impetus for reform came from the previously mentioned effort to restructure the Council under OPR, being pushed by forces outside law enforcement. This caused law enforcement to realize they needed to actively promote and manage change. As one participant put it, “We can either drive the bus or go under it.”

The ACLU was, in fact, included on the original LEAB working group in 2012, and was able to

see that law enforcement was indeed serious about improving conduct regulation. While not completely convinced of our sincerity—having listened to quite a bit of talk over the years but having seen no real action—there was at least the foundation laid for listening and taking seriously concerns from organizations worried about police misconduct. (The ACLU Executive Director at the time, Allen Gilbert, later admitted that he initially thought I was just trying to “blow smoke up his pant leg” but came around to the realization that the Council was aggressively pursuing improvements in LEO regulation.) So when the ACLU was included in the working group of 2016, law enforcement already had a higher degree of credibility with them.

SGO Chair Sen. Jeanette White was very clear in her instructions to the working group of 2016: “Either come up with a solution yourselves or we’ll do it for you, and you probably won’t like what we do.” Given SGO’s stated preference to simply turn law enforcement over to OPR, all stakeholders had motivation to come to consensus in order to avoid this.

Staking out non-negotiable conditions early was a good idea, in that it helped frame future discussions and compromises. For example, the VTA was absolutely opposing the idea that the Council would handle Category B offenses, but this later softened to agreeing that the Council would handle second and subsequent offenses, based on the reality that the VSP were terminating troopers for second Category B offenses anyway (the VSEA agreed with this as well).

Another non-negotiable was allowing agencies to either complete their own internal investigations or contract with a neighboring agency to do them for them: the agencies wanted responsibility for this themselves. This agreement actually helped frame the requirement that agencies have an acceptable internal investigation policy and conduct valid internal investigations, to be concluded whether or not the officer stayed with the agency during the investigation.

The requirement that agencies have an internal investigation policy and conduct investigations even if the officer left the agency before the investigation was completed not only ensured that there would be no more termination of the internal investigation if the officer agreed to leave in lieu of being investigated, but also that the Council would get reports which it could rely on in order to conduct hearings.

The final non-negotiable was that the Council would not have to accept any decision by any court, arbitrator, or labor board in determining what an appropriate sanction for misconduct should be. As I mentioned previously, it became something of a challenge to preserve this; but the Council ultimately prevailed due to a last-minute solution that satisfied the VSEA while preserving Council autonomy.

One critical element that allowed this to come to fruition was that we had a legislative champion on HGO. Rep. Ron Hubert, HGO Vice-Chair, was adamant that this legislation pass and stood by it repeatedly during the legislative process.

It was extremely helpful that the Council itself unanimously supported the bill, sending a clear message to the VT legislature that law enforcement was willing and ready to enhance accountability and public confidence in the desire and ability of law enforcement to hold their own feet to the fire.

THE NUMBER OF NATIONALLY CERTIFIED INSTRUCTORS (INCI) CONTINUES TO GROW

by: Peggy Schaefer, IADLEST

The INCI continues to expand as we add more instructors each month. We now have 37 Nationally Certified Instructors. All of the instructors come highly recommended from their peers and IADLEST members. They all have significant training and development experience and have spent their careers improving the criminal justice training system.

This program encourages instructors to continue to seek out continuing education by attending instructor

conferences and taking advanced instructional courses. To maintain certification, INCI individuals must attend six (6) hours of continuing education every three (3) years.

The following individuals have joined in the past months and are “charter members” of the INCI:

- **Anthony Bandiero** – Blue-To-Gold Training
- **Andy Casavant** – Walton County FL Sheriff’s Office
- **Albert Cobos** – Los Angeles County Sheriff’s Office
- **John Combs** – NC Justice Academy, (Retired)
- **Uliks Gjonad** – Switzerland, Commando Defense Swiss Academy
- **Edward Kafel** – El Paso, TX, County Sheriff’s Office
- **John Lanier** – Salisbury, NC, Police Department
- **Kevin McCullough** – Okalahoma Municipal Assurance, OK
- **David Mather** – Cheney, WA, Police Department (Retired)
- **Nancy McGee** – Missouri Division of Alcohol and Tobacco
- **Kimberly Shaw** – DC Office of Inspector General
- **Paul Taylor** - Force Science Institute, University of Colorado

This IADLEST initiative is for all peace officers, deputy sheriffs, correction officers, detention officers, telecommunicators, analysts, academic instructors, private trainers, and others interested in improving law enforcement training and individual instructional skill sets.

The benefits are many to the individual instructors to include being acknowledged by expertise area on our website and receiving a certificate, lapel pin, and identification card.

For more information and to download an application, go to:

<https://www.iadlest.org/training/nationally-certified-instructor>

Please upload your application, resume’, bio, and photo and send to Peggy Schaefer, INCI Project Director at peggyschaefer@iadlest.org

**IADLEST HISTORY PROJECT
- HELP WANTED -**

by: William Flink, Chair, History Project

IADLEST President Zikovich has implemented the IADLEST History Project to capture the history of the association, and is aiming for a completion date of May 2019. The project mission is to capture our predecessor association, NASDLET (National Association of Directors of Law Enforcement), and IADLEST histories. The work has already begun, and some of our older members, along with some NASDLET members, have already been contacted for their assistance. The work to date has been reviewed meeting minutes and newsletters, but is not finding needed materials, prior to 2000. We are asking our membership's help, to produce a valued history document.

The History Project team members are requesting those who were involved with IADLEST or NASDLET in the 1970s through 1990s, to provide help. We are asking members from that time period, if they could look in their old memory boxes, and see if they have newsletters, pictures or conference memorabilia from those early years, that could be shared with the project.

If you have or find the historical IADLEST/NASDLET items, and could loan them to the History Project, we are asking that you mail items, or email scanned copies of the items, to the IADLEST office, c/o "IADLEST History Project". Items that are scanned and emailed, can be sent to Mike Becar at mikebecar@iadlest.org and William Flink at flink_william@yahoo.com. If items are mailed to IADLEST, on loan, we will try to get the items sent back to you, as soon as possible.

Also, if IADLEST members have memories, such as important association events, projects, anecdotes, or interesting occurrences during conferences, and want to share those memories, we would ask that you email those to the project, also. Any assistance would be considered helpful in making this product worthy of distinction to the association



Watch for Motorcycles



RECLAIMING THE NATIONAL NARRATIVE

by: *Don McCrea, don@premierpolicetraining.com.*

More than ever, officers are being accused of violating citizens' rights. An empowered public, fueled by a renewed interest in defending their constitutional rights, seek opportunities to confront officers and record these encounters. Almost immediately, these encounters are posted on social media for millions to see. While it is reasonable for some in the law enforcement profession to view these citizen activists with a degree of disdain, I would like to propose another avenue of thought. After evaluating numerous videos of these police-citizen encounters, I came to two sobering conclusions.

First, it crossed my mind that law enforcement was possibly losing the national narrative when it came to defending the message that we are the good guys. That message is being overshadowed by a group of citizen activists armed only with a recording device and motivated by their desire to find a chink in our professional armor.

Secondly, I realized that if we are honest with ourselves and look fully in the mirror, we can conclude that there are indeed chinks in our professional armor. This weakness is demonstrated when officers lack understanding and confidence in their constitutional authority, particularly as it relates to the Fourth Amendment.

Last fall I was asked to present at the Law Enforcement Coordinating Committee's annual conference in Sioux Falls, SD, sponsored by the U.S. Department of Justice and the South Dakota Attorney General's Office. The title of my presentation was "An Honest Assessment - How Law Enforcement May Be Losing the National Narrative and How to Reclaim it." My presentation included an assessment of the current state of affairs in law enforcement training. I provided information that helped agencies evaluate their own training programs and offered tools for officers to assess their basic knowledge of Fourth Amendment topics including search & seizure and use of force.

Immediately following the presentation and over the next few weeks, many in attendance sought me out to tell me that the presentation was eye-opening. They were encouraged to take steps to patch holes in the armor of both their officers and agency by providing better training on a consistent basis.

My years of experience training numerous officers representing state, county, city, and tribal agencies - including prosecuting attorneys - have uncovered a disappointing commonality: the majority of officers - no matter how many years spent in service - failed basic knowledge assessments covering the fundamental concepts involving Terry stops, Terry frisks, search and seizure, and use of force.

The majority of police-citizen contact involves the Fourth Amendment. This includes every stop, detainment, warning, ticket, arrest, search, seizure, and all use of force. Here is where we come in: those of us who are committed to this profession and believe that the answer lies in training should seek every opportunity to positively impact training curriculum at both the academy level and at the agency level. We can lead this effort by encouraging agency decision-makers to address the increasing challenges their officers face every day by considering the following:

- Recognize that at this moment in our society, a renewed focus on training is needed to significantly reduce civil liability. Action must be taken.
- Develop and provide assessments to gauge the knowledge of officers (including FTOs and PTOs) regarding Fourth Amendment topics including Terry stops, Terry frisks, search and seizure, and use of force.
- Use the results of these assessments to guide training. Make adjustments as needed.
- Prioritize this training by dedicating the necessary time and budget.
- Select the proper entity to provide this essential training. This is critical.
- Remember that laws change. Training must be consistent and ongoing.

I encourage all IADLEST staff members and nationally certified trainers to take inspiration from a scene from the 1987 movie *The Untouchables*. After Al Capone (Robert Di Nero) was convicted, Eliot Ness (Kevin Costner) moved purposely toward Capone and boldly spoke the words – “Never stop! Never stop fighting until the fight is done!” Capone yelled “What you say? What you say?” Ness then looked Capone straight in the eyes and loudly declared “I said, never stop fighting until the fight is done!”

In closing, our profession needs us to continue fighting for it. Never lose heart. Keep fighting the good fight. Keep supporting IADLEST and its efforts to positively influence law enforcement training on the national level. We must motivate and train officers to protect and serve their communities like never before. I believe we CAN reclaim the national narrative. We ARE the good guys.



*About the author:
Don McCrea's law enforcement career has spanned four decades with the past nine years as a full-time law enforcement*

academy instructor and subject matter expert for the South Dakota Division of Criminal Investigation. Don is a trainer, speaker, author, and expert witness in search & seizure and use of force. He holds a Master's Degree in Criminal Justice, is a firearms instructor, and MILO use of force simulator evaluator. He recently accepted a position at South Dakota State University as director and lead instructor for the Natural Resource Law Enforcement Bachelor of Science degree program. Don is founder and president of Premier Police Training, LLC, a national law enforcement training company as well as a part-time deputy sheriff. Two of Don's courses are nationally certified through IADLEST. Contact Don at: don@premierpolicetraining.com.



HUMAN TRAFFICKING INVESTIGATIONS: INTERROGATION THEMES THAT GET CONFESSIONS *

by: Louis C. Senese is VP of John E. Reid and Associates

An astute investigator alert to the signs of human trafficking can launch a line of questioning designed to reveal the offender's conduct.

Human traffickers can abduct or lure susceptible individuals for many reasons such as economic hardship, lack of social support, natural disasters, or political instability.

Many of these criminals are referred to as 'recruiters' who create a false sense of legitimacy by masking their illegal intentions in order to enlist susceptible victims. These individuals initially obtain the victim through force, fraud, or coercion for the purpose of subjection to involuntary servitude, labor or commercial sex acts.

Recruiters find vulnerable individuals by promising them a new life, access to medical and mental health care, and money and shelter. Often that individual is shipped to a distant location or other country. Once there, they are advised they owe money and are forced into labor or prostitution.

The 'trafficker' is the person utilizing the victims. The 'recruiter' may also be the 'trafficker.'

Types of Trafficking:

Human trafficking is a hidden crime as victims rarely report their situations due to language barriers, fear of the traffickers and/or fear of law enforcement.

There are several types of trafficking:

1. Sex trafficking of adults
2. Sex trafficking of children - this is primarily online sexual exploitation
3. Forced labor
4. Bonded labor - working to pay off family debts
5. Domestic servitude - working in private residences

6. Forced child labor - forced begging, child appears to be a family member
7. Child inducted as a soldier
8. Providing a spouse - in the context of forced marriage
9. Extraction of organs or tissues - including for surrogacy and ovary removal

Approaches to Trafficking Interrogation:

An astute investigator alert to the signs of human trafficking can launch a line of questioning based upon the following suggested themes to help reveal the offender's oppressive conduct and lead to the rescue of victims.

Here are 10 themes investigators can use when questioning 'recruiters':

1. Blame the victim's family for being abusive and intolerable to live with.
2. You didn't kidnap the victim.
3. You did not use any physical force.
4. You were sincerely hoping the victim would eventually have a much better life.
5. You were doing this as a favor to the victim's family.
6. You really believed the victim would be used short term and then freed.
7. You were suffering financially and viewed this as a short-term business opportunity.
8. Contrast a few times versus hundreds of times or short-time period versus long.
9. The 'trafficker' lied to you about their intent with the victim.
10. Blame the bureaucratic red tape in obtaining proper paperwork for obtaining legal entry.

Here are 10 themes investigators can use when questioning 'traffickers':

1. Your intent was to only make a small profit then allow the victim their freedom.
2. If the victim wasn't working for you, they would be working for someone else.
3. You provided proper lodging, food, and medical attention – better than they previously had.
4. You didn't overwork or abuse victim.
5. You provided the victim a much better life.
6. You knew it was wrong but saw no other option for you to maintain a basic lifestyle.
7. You provided hope to a hopeless individual.

8. The 'recruiter' lied to you about the victim's age or background.
9. The victim voluntarily agreed to your work demands.
10. Suggest the victim was being paid.

Interrogation Example of A "Recruiter/Trafficker":

Omega Restaurant was observed as having an inordinate amount of younger workers serving as dishwashers, busboys, and basic food preparers. Many of these individuals were discovered living in the basement of the restaurant and not enrolled in school. Eight individuals were removed to protective custody prior to questioning the owner.

It was determined the victims were undocumented foreign nationals from two overseas families. Some of the children advised authorities they were brought to the USA to work a few months for a family friend that owns a restaurant. They were told that friend would eventually arrange U.S. citizenship for all.

When Carmen, the owner of the restaurant was interviewed, he denied knowingly harboring the eight undocumented youth. He said he assumed they were documented, and was simply doing a favor for two overseas family friends by providing safety and security for their children. He assumed the parents would be coming. The following is his interrogation utilizing some previous theme selections.

"Carmen, the results of our investigation indicates you did know those younger individuals working for you were undocumented."

"Let me clearly say that their physical condition was very good indicating that you really did take care of them. You provided them a safe place to live. We also believe you brought them to a better quality of life and probably promised to help them obtain U.S. citizenship. As you and I know, they came from an extremely volatile country where their future quality of life would be poor to nonexistent at best."

“Carmen, you didn’t force them into any unhealthy work, nor did you physically abuse them. You and I know you were simply doing a favor for their families by taking care of their young family members. You also believed that eventually they would assimilate into the United States and probably fall under a political blanket of U.S. citizenship. However, we need to resolve that you did not kidnap them, which I don’t think you did. However, that’s just my thought. Unless you tell the truth about what you did and why you did it, then nobody will know for sure. Maybe you did kidnap them and they are afraid to say for fear of their families being harmed. It’s up to you now to explain the circumstances, or people will jump to conclusions that you didn’t care about these kids.”

“Carmen, here’s what’s so important. I think you were helping their families by providing a better future for their children. But what I think means nothing unless it comes from you. Was that the case or were you taking advantage of them? Were you trying to give them a chance at freedom or were you going to keep them as slaves their entire lives?”

“Another concern we have is whether these eight individuals from the two overseas families are the only ones you’ve done this for or whether there are hundreds of others? If you’ve been doing this hundreds of other times, that would be pretty hard to explain and I’d probably be wasting my time talking to you. But if this was just a favor to try and help these two families, while that is not the right way to do it, it’s understandable that you made a mistake in judgment. It’s not like you were being greedy and doing this over and over again to hurt people and take advantage of them just for the money. These are the only two families, right?”

Conclusion:

The challenge is to credibly craft an interrogation theme that appeals to the mentality of human traffickers who, in almost every instance, have already perversely rationalized their own conduct. It may seem ludicrous to suggest there was some “understandable” moral or social undertone to the trafficker’s behavior. But if that reasoning resonates with a

perpetrator, then the path has been paved for disclosure of the truth, as well as preservation of the victims’ safety and human dignity.

Additional Resources:

The 2017 *Trafficking in Persons Report* highlights the challenges of this global issue. To report suspected human trafficking, call 866-347-2423. To get help from the National Human Trafficking Hotline, call 888-373-7888.

* (Published May 22, 2018 PoliceOne.com – reprinted by permission)

About the author: *Louis C. Senese is VP of John E. Reid and Associates and has been employed for over 40 years. Listen to Lou interviewed on Thinbluetraining.com, podcast #4. He’s conducted thousands of interrogations and volunteers assistance in cold cases. He authored the book, Anatomy of Interrogation Themes, (2nd ed., 2015) which was also published in Spanish. Lou is a contributing writer for PoliceOne.com publishing numerous articles. He has presented hundreds of specialized training programs to federal, state and local law enforcement, military and federal intelligence agencies. His instruction has brought him throughout the U.S. as well as Belgium, Bosnia-Herzegovina, Brazil, Canada, the Czech Republic, Germany, Italy, Japan, Kuwait, Mexico, the Netherlands, Norway, Puerto Rico, Saudi Arabia, Singapore, South Korea, and the U.A.E. Lou’s sense of humor as well as his practical way of instruction has made him one of Reid’s most sought after speakers. E-mail: Lsenese@reid.com.*

Postscript: Attorney Philip Mullenix, one of Reid’s senior instructors, who has been involved in numerous trafficking cases, has written the following postscript to Mr. Senese’s article.

“There’s a dark side to victim recovery in human trafficking cases. Sometimes the trafficking victim prefers that life over the one they left behind.

“Before becoming trafficking victims, some may have been either the object of physical depravity and unspeakable sexual abuse at the hands of their family or even sold into slavery by their parents. To cover their own misconduct, parents then delay reporting the disappearance to authorities or provide false information concerning their child’s actual whereabouts.

“The burden falls upon investigators to scrutinize the home lives of suspected trafficking victims and question the accounts of reporting family members. Behind the facade of a distraught parent may lie the manipulative deception of self-preservation that callously disregards the health, safety, and future of their own child.

“Investigators should not hesitate to initiate Behavior Analysis Interviews to fully vet the credibility of parents and family members of trafficking victims. Time is critical, as the likelihood of a successful recovery diminishes beyond the first 48 hours after a victim has been taken.”

OREGON POST UPDATE

by Eriks Gabliks, Director, Oregon POST

The Department of Public Safety Standards and Training (DPSST) basic police class scheduled to start October 8 was cancelled due to low enrollment. Outward communications with police chiefs and sheriffs was conducted before and after this decision was made. The October Basic Police class will be placed onto the training calendar for later in the year which means one less class will need to be requested from the 2019 legislative session. November and December Basic Police classes remain on the schedule unchanged.

In an effort to further the Board’s and Department’s transparency initiatives, Professional Standards has published the list of open, pending professional standards cases involving currently or formerly employed criminal justice professionals effective August 1 (pending Board review). The list encompasses only open pending cases and includes the date the case was opened, the name of the affected officer, the employing agency at the time of the alleged conduct, the officer’s primary discipline and the general reason for the case being opened (arrest/criminal disposition, separation from employment, or complaint). This list is published on DPSST’s Professional Standards web page along with additional relevant information relating to DPSST’s professional

standards review process. The information can be found at <https://www.oregon.gov/dpsst/cj/Pages/ProfessionalStandards.aspx>

DPSST is finishing up its 2018 customer service survey. This survey allows our more 41,000 constituents to provide feedback on DPSST’s services and responsiveness. Results will be presented to our Board at their October 25, 2018, meeting.

DPSST has migrated its email list serves to a new and more user friendly system. Over the last week, we have had over 800 new subscribers to the new GovDelivery system. As DPSST staff continues our outreach to ensure all interested parties are aware of this new communication tool, we ask that you help us get the word out <https://www.oregon.gov/dpsst/Pages/govdelivery.aspx>

Over the summer months, DPSST was pleased to support three events specifically for youth. The first was the City of Salem Police Cadet Academy which included police cadets and explorers from various agencies. The second, was the FBI Youth Academy. Third, the Oregon State Police – American Legion Youth Academy. All three events were held at the Oregon Public Safety Academy and open to men and women from around the state.

DPSST continues to move forward with the addition of 60 parking spaces to the Oregon Public Safety Academy. Staff is working through the permitting process with the City of Salem. It was our hope that the project would begin this summer but the permitting process has taken longer than expected.

DPSST appeared in front of the State’s Capitol Planning Advisory Board (CPAB) to share the work being done as part of our 2019-2021 Agency Request Budget that requests funds for the design of a third wing on the dorms, six additional classrooms, and emergency power generation equipment. The Portland Business Journal/East Oregonian News wrote a story regarding this issue

<http://www.eastoregonian.com/eo/capital-bureau/20180917/public-safety-training-agency-needs-more-space>

Over the past two months, DPSST has welcomed three community events at the Academy. The first was the first-ever Operation Enduring Warrior 12-mile Ruck Walk held in Salem to help support wounded service members and law enforcement officers. The second was a 9-11 memorial motorcycle ride on September 11, 2018, from Eugene to the Academy and back. The third, Steps 2 Safety Domestic Violence Awareness 5k/10k Walk/Run presented by the Marion County Domestic Violence Council. All three events allowed community members to see the Academy and give insight into our mission.

DPSST's partnership with the Oregon Association for the Deaf and DHS, which created the visor and wallet cards, continues to get media attention <http://kval.com/news/local/corvallis-police-to-train-officers-on-communicating-with-hard-of-hearing-community> DPSST is starting a similar effort with the Oregon Fire Chiefs Association to create a similar tool for fire-rescue personnel when working with those who are deaf or hard of hearing.

The team in DPSST's Center for Policing Excellence (CPE) continues to work on updates to the Basic Telecommunications and Basic Police courses. Constituent work groups have been brought together to share their knowledge and experience with our staff as we work to update the state's programs. CPE staff will present another update on their work at the upcoming meeting of the Board's Police Policy Committee in November.

DPSST has been asked to provide support to the Officer Wellness Task Force that was formed by the Oregon Association of Chiefs of Police and Oregon State Sheriff's Office. The task force will look at training programs, policies, and resources available for law enforcement, corrections, parole and probation officers, and 9-1-1 telecommunicators.

DPSST along with the Portland Police Bureau, Washington County Sheriff's Office, and Marion

County Sheriff's Office have been invited to give a presentation on our successful recruitment efforts and strategies around the state at the International Association of Chiefs of Police Conference on October 6, 2018, in Orlando, Florida.

New Emergency Medical Dispatch (EMD) cards are off to the printers. These cards updated by DPSST staff and 9-1-1 telecommunicators, and approved by DPSST's Physician Advisor Dr. Johnathan Jui, will soon be delivered to 9-1-1 centers throughout the state.

DPSST staff is working with our partners at Criminal Justice Commission on Version 2.0 of the Oregon Knowledge Bank (OKB) which will feature a more streamlined appearance with one-line summaries for quick reference, as well as a mobile-friendly interface. A constituent survey and focus groups will be conducted this fall, with the new site slated for release this winter. <https://okb.oregon.gov/>

A Criminal Justice Denial/Revocation Workgroup has been formed, with membership approved by Board Chair Myers. The group includes telecommunications, police and corrections policy committee members, along with individuals who represent other organizations or geographic areas to ensure we have a broad and diverse group. This group will be charged with reviewing the current denial/suspension/revocation standards for Oregon's law enforcement officers, including telecommunicators and emergency medical dispatchers. As our partner agencies use the standards updated last year, we have identified some areas that need to be addressed to clarify confusing language and practice.

Oregon has been asked to host the IADLEST Western Region meeting this Winter. The dates are tentatively set for December 17-18-20, 2018, at the Oregon Public Safety Academy in Salem. The meeting will include discussions on contemporary professional standards and training issues along with a tour of the 235-acre Academy. For information please contact IADLEST Western Region President Mike Sherlock, the Executive Director of the Nevada Commission on Peace Officer Standards and Training at msherlock@post.state.nv.us or Eriks Gabliks at DPSST via email at Eriks.gabliks@state.or.us

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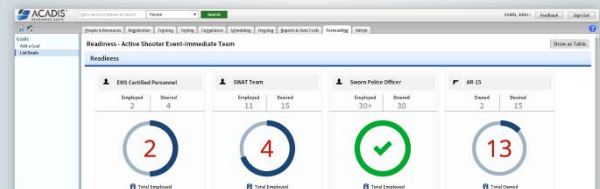
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John E. Reid and Associates provides training programs on investigative interviewing and interrogation techniques, as well as seminars on specialized techniques for the investigation of child abuse cases. We have also produced an APP and several online training programs, a variety of audio and video training programs, as well as several books designed to enhance the investigator's interviewing skills. Visit www.reid.com for details.

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LEA ONE FLASH #4 25SEP18

By: Bruce-Alan

Welcome to this edition of the
LEA ONE FLASH

I have received a few emails asking when the new season of the **Broadcast BLUE** Podcasts will be available. I am delighted to tell you that there will be more *Blue Shorts* podcasts published within the week. I am also pleased to announce a series of podcasts on the reasonable person standard in *Graham v. Connor* called, "In Search of the Reasonable Officer." I have interviewed several people including Woody Connette, the attorney who represented Dethorne Graham in that now famous case. I think you'll find the series very interesting! It will start in October.

Did you know you can do a search on the all the cases we summarize in **The BLUE Blog**? Every case that is summarized in the newsletter comes from a post in The BLUE Blog on the LEA ONE website at www.lea.one. When we summarize a case, we add tags like "automobile exception" or "Terry Stop" and you can search on those tags. It's very easy and we have provided video instructions at the bottom of our home page. Give it a try! For those of you who follow blogs with apps like *Newsify*, the URL for The BLUE Blog is <https://lea.one/blog/>

The LEA ONE webinars are starting to "take off" with more offerings and new topics scheduled for October and November. Click on the links below for more information!

Note to Training Managers: We are currently scheduling live training sessions for FY19. If you want instructor support for your upcoming legal refresher training sessions, please contact us as soon as possible to reserve the dates!

Share this newsletter with a friend! If you find this weekly case law update newsletter helpful, *please*

forward it to your colleagues who might benefit from it. Did you have this LEA ONE FLASH forwarded to you? You can be a subscriber too! If you are not yet a subscriber, you can easily subscribe by clicking on the link: <https://lea.one/newsletter/>.

CASE LAW UPDATE

Glasscox v. City of Argo 11th CIR (12SEP2018)


This case is a civil suit under 42 USC 1983 for the excessive use of force by a police officer when he tased the plaintiff four times in rapid succession. In a set of facts eerily similar to *Graham v. Connor*, the plaintiff was suffering from diabetic shock while driving and was pulled over by the officer after he observed Glasscox speeding and driving erratically. The officer tased Glasscox four times when he did not exit the vehicle as quickly as the officer wanted him to. The Eleventh Circuit held that under the facts as alleged and in light most favorable to the plaintiff, the officer was not entitled to Qualified Immunity. The court held that if the finder of fact at trial accepts the facts as given, this would be a clearly established violation of the Fourth Amendment. This is a very good case to review for what constitutes the reasonable repeated use of a taser.

United States v. Pyles 6th CIR (17SEP2018)

In this case, Trooper Ramsey of the Kentucky State Police noticed a car doing 63 in a 70 mph zone. He ran the plates and discovered the registered owner had a warrant for her arrest. He pulled the vehicle over and when approaching the car, he saw Pyles stuffing something under a pile of clothes in the back seat. When one of the occupants rolled down a window, Trooper Ramsey smelled marijuana and he called backup. When backup arrived, the officers searched the vehicle and found a firearm, marijuana, and methamphetamine. Pyles sought to have the evidence excluded based on an unreasonable traffic stop, but the Sixth Circuit held that the officer had reasonable suspicion to stop the car because the registered owner had a warrant out for her arrest, and the Trooper had a reasonable suspicion she was one of the three people in the vehicle at the point he approached it. This is a great case to review what is required to

do a Terry Stop of a vehicle based on an outstanding arrest warrant.

Watch the video on the front page of [www.lea.one] to see how you can search through all the summaries in the BLUE BLOG.



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HOW LAW ENFORCEMENT CAN BENEFIT FROM BANK COMMUNICATIONS MASTERY TRAINING

by: *Kerry Mensior*, <http://www.MyBankCode.com/Victory>

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EXECUTIVE SUMMARY

Summary: BANK is an acronym that stands for the four personality types, Blueprint, Action, Nurturing and Knowledge.

Scientifically validated in a double-blind study by San Francisco State University, BANK has gained worldwide acceptance as a communication, rapport building, and negotiation tool.

Customized for Public Safety personnel by a 30-year law enforcement veteran, BANK's personality- based

communications training helps law enforcement assess the people they are talking to and determine, in 90 seconds or less, what communication style a person can best "hear."

Of all of the communication "tools" that law enforcement officers have been given through the years, what's been left out is the key thing that BANK gives them, the ability to rapidly develop rapport and truly communicate.

Best of all, BANK is based on a person's values and those cross all boundaries: cultural, geographical, socioeconomic, and generational.

Background: Law enforcement officers struggle to develop rapport and communicate with the public in many key and critical situations. Officers and deputies are oftentimes thrust into events which are emotionally charged and where they are viewed with distrust and sometimes hatred due to long-standing misconceptions and miscommunications. With both the police and the community adopting an "Us vs. Them" mentality, simple and straightforward events can easily turn into the fuse that lights a powder keg of long-simmering unhappiness with each other. Actions of both law enforcement officers and community members can be misinterpreted and, when a lack of true communication is the norm, the misinterpretations and accusations of wrongdoing only grow.

We have all seen the results when civil unrest erupts. The real damage to people who are injured, as well as the economic losses, are often very significant. When there is loss of life, it's devastating to those involved. The lingering fear, hatred and distrust often takes decades to heal, if it ever does.

Millions of people have taken some form of a personality assessment. While these tests help explain human behavior, none of them dig deep into explaining the human behavior that interests people the most: what makes someone say "YES." Equally important is none of the assessments can be completed in 90 seconds or less, making BANK ideal for the fast changing law enforcement environment. BANK is the only methodology in the world scientifically validated to predict buying behavior – the

essence of what makes someone say YES – in 90 seconds or less.

Best of all, BANK is based on a person's values and those cross all boundaries: cultural, geographical, socioeconomic, and generational. This also offers the veteran officer the chance to fully understand the new "Rookie."

BANK is the first and only personality typing system that you can use to actually reach rapport with someone faster. It's been described as "Verbal Judo on Steroids." It has a track record of 15+ years of success, with the research studies to back it up. BANK turns personality assessment on its head to dramatically increase your communication ability.

It's no secret that a law enforcement career can create many hardships on families and relationships. Law enforcement officers bring those stressors to work, and that can create undue tension that is then brought into encounters with citizens. Law enforcement officers properly trained in BANK also benefits because they will use these skills with their peers, supervisors, subordinates, and their relationships off duty as well. With their communication skills improved, they can get more love, peace, and harmony instead of arguments, fights, or sadness from their spouse, children, family members, friends, neighbors, community members, and any other important relationship in their life.

From law enforcement interaction with the community, to business relationships, to marriages and even parenting, BANK is changing the way we communicate and connect with each other, and thus the way we understand each other as well.

With four personality types, since we tend to communicate from our primary type, you have a 1 in 4 chance of "getting it right" and connecting with someone who happens to also have the same primary personality type.

Instead of using guesswork to improve your communication, leverage the science of BANK to make your communication more appealing to

the person you're speaking to, 100 percent of the time.

- Dramatically increase the speed of truly communicating with someone – even when in conflict. Pinpoint and leverage personality science in the communication and rapport building process.
- Quickly connect on a deeper level with the people in your life.
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Kerry Mensior, a San Diego Police Department Sergeant and 30-year law enforcement veteran, created customized BANK training for Public Safety personnel. To learn about YOUR personality type and to explore BANK, go to: <http://www.MyBankCode.com/Victory>

BUSINESS MEETING MINUTES
Tuesday, May 22, 2018
Boston, Massachusetts

To Be Approved

CALL TO ORDER: President Dan Zivkovich (MA) called the meeting to order at 8:06 AM Eastern Standard Time on Tuesday, May 22, 2018.

ROLL CALL: The roll of attendees was called by Secretary Pederson (WI). There were 23 POST agencies represented. There was a quorum to conduct business.

ADDITIONS TO AGENDA: President Zivkovich (MA) asked if there were any

additions to the agenda. President Zivkovich had four additions:

- a. President Zivkovich will provide an update on IADLEST's participation in the International Association of Chiefs of Police (IACP) Hate Crimes Working Group.
- b. There was not a quorum at the last general business meeting to approve the meeting notes from the May 23, 2017, general business meeting in Nashville, TN. President Zivkovich will call for approval of those meeting minutes when we approve the meeting notes from October 22, 2017.
- c. At the May 20, 2018, Executive Committee Meeting the Executive Committee approved two new IADLEST Life Members: Bill Muldoon from Nebraska and Ed Pavey from Kansas.
- d. Kosovo Accreditation and Award Presentation

The Kosovo Academy for Public Safety is the first Police Academy to be accredited by IADLEST. President Zivkovich recognized them for being the first academy to achieve IADLEST accreditation and provided them with a plaque to hang in their academy and a certificate for the Academy Director. The Kosovo Academy for Public Safety Academy Director Ismail Smakiqi then provided some remarks to the membership.

President Zivkovich recognized Deputy Executive Director of IADLEST Dave Harvey, Mark Damitio, the accreditation committee, and the International Criminal Investigative Training Assistance Program (ICITAP) for their work on the accreditation program in general and also for the Kosovo accreditation process.

INTRODUCTION OF GUESTS: President Zivkovich (MA) introduced the following guests who gave presentations as summarized below:

Phil Keith, Director
US Department of Justice, Office of
Community Oriented Policing Services
(COPS Office)

Director Phil Keith is the new Director for the COPS Office. Director Keith wants to capitalize on the partnership with IADLEST. He believes that training and standards for officers is imperative, and it is important that IADLEST be at the forefront. Director Keith talked about the Attorney General's message of backing law enforcement and thanking them for all they do.

The COPS Office and Department of Justice want to hear from state law enforcement POSTs rather than having them tell the POSTs what to do. Director Keith said their mission is to create a better environment, improve public safety, hold offenders accountable, focus on violent crime, and make sure that there is control at the local level instead of the federal level. One of the most important things they are focused on is changing the narrative about law enforcement in the country.

The COPS office is looking to network with training academies across the country. They need training venues to conduct a variety of chiefs' and sheriffs' forums and trainings. IADLEST can help create that network. Finally, Director Keith asked that if any IADLEST members have any thoughts on how the COPS Office can improve services to law enforcement to let him know.

Renee L. Wright, Outreach Team Manager
Columbia Southern University

Ms. Wright provided an overview of the Columbia Southern University's education program. The University is nationally accredited by the U.S. Department of Education. The University is completely

online, and they provide Associate's degrees through Master's degrees in Emergency Services programs.

The University offers scholarships three times per year that will cover up to \$12,600 for one online degree program, and any IADLEST member is eligible to apply for those scholarships. Additionally, the University also provides a 10% tuition discount for anyone who goes through one of the Learning Partnership academies, as well as for their family members.

Cory Wilbanks, Chief Strategist
Virtual Academy

Mr. Wilbanks explained that Virtual Academy produces delivery mechanisms, but they need information and materials from each of the POSTs to create classes that can be delivered through those delivery mechanisms. Mr. Wilbanks then showed a video on Virtual Academy.

APPROVAL OF GENERAL BUSINESS MEETING MINUTES

President Zivkovich (MA) asked for a motion to approve the General Business Meeting Minutes from May 23, 2017, (Nashville, TN) as posted in the October 2017 Newsletter. There was a **MOTION** by Brian Grisham (TN) and a **SECOND** by Gary Steed (KS) to approve the minutes. The **MOTION CARRIED**.

President Zivkovich (MA) asked for a motion to approve the General Business Meeting Minutes from October 22, 2017, (Philadelphia, PA) as posted in the April 2018 Newsletter. There was a **MOTION** by Len DeClercq (WY) and a **SECOND** by Chuck Gerhart (OK) to approve the minutes. The **MOTION CARRIED**.



EXECUTIVE DIRECTOR'S BRIEFING

(Mike Becar)

Executive Director Becar provided information on the following:

– **Changes in POST Directors:**

- Bill Muldoon retired as the POST Director in Nebraska to take a new position as the Director of Sarpy County 911 system. Brenda Urbanek has been promoted to the Director.
- Steve Emmons is leaving the Oklahoma POST for a position as the Oklahoma Chiefs of Police Association Director.
- Victor McCraw from Idaho and IADLEST 2nd Vice-President was asked for his resignation by his POST commission. Kevin Johnson is acting division administrator until a new director is hired.

– **Partnerships:**

The executive staff positions are primarily funded by grants. These grants are not reliable enough so IADLEST is exploring other funding options. One of the options is exploring partnerships with other organizations such as Columbia Southern University who IADLEST already has a partnership with. IADLEST is also exploring options with Virtual Academy and others. Additionally, IADLEST just signed a partnership with the International Academy of Public Safety and is endorsing their National Command and Staff College. IADLEST has an ongoing partnership with the American Military University.

– **Onsite Audit by the Department of Justice (DOJ):**

IADLEST went through and passed an onsite audit by the DOJ. The only thing the DOJ asked for was for more procedures to be formally written down. IADLEST was following all the correct procedures – they were just not written out in a formal document. These new policies and procedures were created, and the Executive Committee approved those changes at the

Executive Committee Meeting on May 20, 2017.

– **Conference Report:**

Yvonne Pfeifer, the Director of Operations, is the only person who puts together the annual conference. However, she also manages IADLEST's day-to-day operations, such as handling all the financial operations and overseeing the grants. The Texas POST has provided extra staff to help her, but IADLEST needs more help to put on the annual conference each year as the membership grows. IADLEST is working with the Redden Agency to possibly contract with them to assist with planning and organizing the 2019 conference.

Executive Director Becar mentioned that there are 276 registered attendees at this year's conference which includes 18 POST directors, representatives from 40 states, and representatives from 17 countries. Executive Director Becar also thanked the vendors who help support the conference each year.

Next year's conference will be in Milwaukee, WI, on June 9-12, 2019. Executive Director Becar also asked for nominations for the 2020 and 2021 annual conference. Texas nominated Fort Worth, TX, for the 2020 conference and North Carolina nominated Raleigh, NC, for the 2021 conference.

President Zivkovich (MA) asked for a motion to approve Fort Worth, TX, as the location for the 2020 annual conference. There was a **MOTION** by Chuck Gerhart (OK) and a **SECOND** by Gary Steed (KS) to approve Fort Worth, TX for the 2020 conference. The **MOTION CARRIED**.

President Zivkovich (MA) asked for a motion to approve Raleigh, NC, as the location for the 2021 annual conference. There was a **MOTION** by Dwight Floyd (FL) and a **SECOND** by Brian Grisham (TN) to approve Raleigh, NC, for the 2021 conference. The **MOTION CARRIED**.

– **IADLEST Programs:**

Executive Director Becar reminded everyone again to support the National Certification Program (NCP). IADLEST also has a National Training Program that Executive Director Becar hopes all state POSTs support as the program travels around the United States. Additionally, IADLEST has a National Instructor Certification program that recognizes instructors who have quality credentials and who are recognized by their state's POST. There are currently 21 instructors recognized in the National Instructor Certification program.

IADLEST TREASURER'S REPORT:

Treasurer Jami Cook (AR) provided the following information:

Assets: \$797,255.57
Liability: \$310,781.40
Total Equity: \$486,474.17
Balance: \$328,396.19

CONFERENCE REPORT – covered in the Executive Director Briefing

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

a. Bylaw Changes - Membership

IADLEST's current bylaws state that IADLEST membership runs on a calendar year from January to December. If someone joined IADLEST midway through the year, they were prorated and only paid for a partial year. Then in January of the following year, they would begin paying their dues for the full year. However, the website was not programmed to accommodate members who joined mid-year, and keeping track of partial-year membership was complicated.

To comply with the new bylaw changes, membership renewal has been built into the system to become due on the anniversary date of all new memberships. The program will send out automatic notices when membership is due and alert IADLEST staff when dues have not been renewed after several attempts so they can be removed from the membership. This process reduces work for the staff and makes membership renewal simple and automated.

The following bylaw changes were published to the general membership 30 days in advance. They were presented at the General Business meeting for a vote by the general membership.

~~3.9.1. Initial annual 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 valid for one calendar year from the date of payment. 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. Yearly renewal dues shall be paid by the anniversary date of the initial payment. Members whose dues are in arrears greater than 3 months shall be removed from the membership rolls.~~

President Zivkovich (MA) asked for a motion to approve the recommended changes to the bylaws regarding membership. There was a **MOTION** by Jami Cook (AR) and a **SECOND** by Michael Wood (NY) to approve the recommended changes to the bylaws. **The MOTION CARRIED.**

- b. Election Committee and Candidate Presentations

President Zivkovich explained that every year at the IADLEST annual general business meeting, an election is held for the five positions on the Executive Committee to include: a President, Vice-President, Second Vice-President, Secretary, and Treasurer. The Second Vice-President is only a one-year commitment, but the Second Vice-President moves up through the years to President and then on to the Past-President positions for a total commitment of five years. Typically there are elections for one to three positions (Second Vice-President [every year], and Secretary and Treasurer [every three years]).

This year the only position that would normally be up for election would be the Second Vice-President. However, due to some resignations on the Executive Committee, there are openings for the President, Vice-President, and Second Vice-President positions. Because this year's process includes President Zivkovich, Brian Grisham (Past President) chaired this year's election process.

The bylaws were clear that the Executive Committee had the authority to act and re-elected Dan Zivkovich to serve a second term as the President which he has accepted. The membership will elect the Vice-President and Second Vice-President.

Pursuant to bylaw 5.1 and 5.2 Brian Grisham asked for nominations for the Vice-President. The only person who indicated an interest in filling this position was Kim Vickers (TX). He does meet the requirements and is a POST Director. He was unfortunately called back to Texas for a meeting during the conference. President Zivkovich spoke on his behalf stating that he is an active participant in dialogue at the national level and that he

will continue the work and direction of IADLEST.

Brian Grisham asked if there was any other interest in the position. None was expressed. He then asked for a motion to approve Kim Vickers' nomination for Vice-President. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Jami Cook (AR) to approve Kim Vicker's nomination.

Brian Grisham then asked again if there were any other nominations. There were no other nominations.

Brian Grisham explained that if there is only one nomination, the membership could vote with a "voice" vote; but there needed to be a motion to take a "voice" vote. Brian Grisham asked for a motion to approve a "voice" vote for Vice-President. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Michael Wood (NY) to approve a "voice" vote. The **MOTION CARRIED**.

The general membership then voted on the motion to approve Kim Vickers as the Vice-President. The **MOTION CARRIED**.

Brian Grisham asked for nominations for the Second Vice-President. The only person who indicated interest in filling this position was Jami Cook (AR). She does meet the requirements and is a POST Director. Brian Grisham asked if there was any other interest in the position. None was expressed. Jami Cook then made a short statement about why she wants to be the Second Vice-President.

Brian Grisham then asked again if there were any other nominations. There were no other nominations.

Brian Grisham then asked for a motion to approve Jami Cook's nomination for

Second Vice-President. There was a **MOTION** by John Beauchamp (TX) and a **SECOND** by Nate Gove (MN) to approve Jami Cook's nomination.

Brian Grisham explained that if there is only one nomination, the membership could vote with a "voice" vote; but there needed to be a motion to take a "voice" vote. Brian Grisham asked for a motion to approve a "voice" vote for Second Vice-President. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Michael Wood (NY) to approve a "voice" vote. The **MOTION CARRIED**.

The general membership then voted on the motion to approve Jami Cook as the Second Vice-President. The **MOTION CARRIED**.

Next, Brian Grisham explained that since Jami Cook (AR) was holding the Treasurer position, the Executive Committee would now need a new Treasurer (a three year term). Brian Grisham expressed his interest in the Treasurer position. He meets the requirements and is eligible to serve as the Treasurer. Since he expressed his own interest in this position, he turned the voting process over to President Zivkovich.

President Zivkovich asked for a motion to approve Brian Grisham's nomination for Treasurer. There was a **MOTION** by Stephanie Pederson (WI) and a **SECOND** by Joyce Nelson (MI) to approve Brian Grisham's nomination.

President Zivkovich then asked again if there were any other nominations. There were no other nominations.

President Zivkovich asked for a motion to accept a "voice" vote for Treasurer. There was a **MOTION** by Chuck Gerhart (OK) and a **SECOND** by John

Beauchamp (TX) to accept a “voice” vote. The **MOTION CARRIED**.

The general membership then voted on the motion to approve Brian Grisham as the Treasurer. The **MOTION CARRIED**.

President Zivkovich explained that during the annual conference the IADLEST Regions also elect a regional representative (three-year term). The region representatives for each region are:

Northeast Region – Mike Wood (NY)
Central Region – Joyce Nelson (MI)
Southern Region – Rebekah Taylor (LA)
Midwest Region – Charles Gerhart (OK)
West Region – Mike Sherlock (NV)
International – Gary Bullard (ICITAP)

ELECTION OF OFFICERS (BRAIN GRISHAM [TN])

Supreme Judicial Court Justice Frank Gaziano administered the oath of office to the executive board and regional representatives.

NEW BUSINESS

- a. Fund Development Meeting (Dan Zivkovich and Jim Copple)

IADLEST is facing funding challenges by relying primarily on grant funding. Many grant sources are awaiting direction or funding under the new Presidential Administration which has led to a delay in grant funding for IADLEST. Jim Copple, from Strategic Applications International (SAI), chaired the Advocacy Committee to talk about opportunities and strategies for addressing the long-term funding for IADLEST.

IADLEST came away with some short-term and long-term goals out of that

committee meeting. The committee also identified that partnerships will play a key role in future funding. The focus of these partnerships will be on looking for diverse public and private partnerships. If there are any organizations or foundations that POSTs feel will be a good fit with IADLEST, please work with them and IADLEST to create a partnership.

COMMITTEE AND SPECIAL ASSIGNMENTS REPORTS

- a. **National Certification Meeting Briefing** (Dan Zivkovich [MA])
The Executive Committee had a meeting on May 19, 2018, to talk about the National Certification Program (NCP). The program is struggling due to the differences with how states run their in-service training, pay their trainers, funding, etc. The bottom line is that IADLEST needs to make changes to the NCP process to keep the program going. The focus of these changes will be on funding and establishing the NCP as the standard for law enforcement across the country. Conversations about the NCP will continue, and IADLEST needs each POST and Academy to market courses that are certified by NCP as the standard in their state.

- b. **NLEARN/Website Re-design** (Mark Damitio [IADLEST])

The NLEARN, IADLEST, and National Decertification Index (NDI) websites have been redesigned and are more user-friendly. There are better search options and a new help screen on the NDI website. One note for all IADLEST members is that everyone’s login has now changed to their email address.

- c. **Sourcebook** (Mark Damitio [IADLEST])

The sourcebook release has been delayed. Issues that were identified in the first release are still being corrected. Once the issues are corrected, the sourcebook will be tested by a few pilot POSTs before being released to the membership.

d. **IACP TAP Committee** (Dan Zivkovich [MA])

President Zivkovich represents IADLEST on the IACP TAP Committee. After every meeting, he generates a report and posts it on the IADLEST website.

e. **Officer Safety and Wellness** (Dave Harvey [IADLEST])

The Bureau of Justice Assistance (BJA) is initiating a project with IADLEST, IACP, Fraternal Order of Police (FOP), National Sheriffs' Association (NSA), and various non-profit agencies to address officer wellness. This committee will meet to review statistics about officer wellness and officer suicides and develop a response to address officer wellness/suicides across the nation. The committee is still in the early organizational stages, and Deputy Executive Director Harvey will keep the membership up-to-date on what comes out of this committee.

f. **Kosovo Report** (Dave Harvey [IADLEST])

This information was covered earlier in the meeting. However, Deputy Executive Director Harvey wanted to thank Gary Bullard and ICITAP for their cooperation in the accreditation process again.

g. **IACP CR-TAC Project** (Dave Harvey [IADLEST])

This project is an assistance program for chiefs and sheriffs. This project will

develop resources for chiefs and sheriffs when they have an issue. For example, if an agency needs help from a crime analyst, the agency can contact IACP for help. IACP will turn to its partners and connect that agency with resources. The project is having a lot of success so far. There is now a link on the IADLEST website to request assistance.

h. **COPS Grant/Regional Meetings** (Dave Harvey [IADLEST])

IADLEST received a COPS grant in 2017. Deputy Executive Director Harvey attended each regional meeting to evaluate what each state is doing to address the issues brought up in the President's Task Force on 21st Century Policing Report. Deputy Executive Director Harvey will compile a report to submit back to the COPS office to show what POSTs and academies have done to address these issues.

REGIONAL REPORTS

Northeast Region (Michael Wood) (NY)

The Northeast Regional Meeting was held on April 10-11 in Syracuse, NY, on the campus of Syracuse University. In spite of a last-minute cancellation and others who could not attend, six states were represented at the meeting. In addition to IADLEST updates, the agenda included a review and discussion of the report by the President's Task Force on 21st Century Policing and the results of the COPS Office Grant Survey about police training since the report's publication. The group also received an excellent presentation by Doctors John and Dawn O'Neill of the Force Science Institute on research results pertaining to police academy training, performance, and learning. Finally, a tour of the New York State Preparedness and Training Center was arranged, as well as the

obligatory roundtable discussion amongst the states in attendance.

Massachusetts: Massachusetts is currently piloting a new recruit curriculum. There was a significant reduction in hours after a new JTA, and the curriculum was designed from scratch (i.e. did not look at the old curriculum and started with a clean slate). During the redesign, considerable overlaps and “nice to know” items were cut from the program. Teaching now happens sequentially, and almost half the curriculum consists of practical exercises. The focus of the academy is on problem solving and application. The curriculum also includes more peer-to-peer work, facilitated learning, student led learning, and scenario-based learning. Massachusetts is also implementing an ACADIS Readiness Suite.

Maryland: Maryland continues to work on implementation of an 11-point plan that was passed in 2016 in the state legislature. It is basically a complete rework of all the standards for police in their state. They will also be issuing a request for proposal (RFP) in the near future to replace their records management system

Pennsylvania: A new recruit curriculum and certification exam started January 1, 2018. Pennsylvania is also working on a new assessment test for military veterans to identify training gaps and needs. Individual test results will lead to subsequent training requirements. Additionally, they are looking closely at their process for out-of-state transfers.

New York: Work continues on the wholesale revisions to New York’s basic recruit curriculum for municipal police officers. The project completion is anticipated during the 2019 calendar year. Substantial changes have been

adopted with respect to reality-based training, use of force, defensive tactics, and fundamentals of crisis intervention. A holistic approach has guided this work in order to modify the prior compartmentalized style of training. With respect to police/peace decertification, there are now over 300 peace officers (primarily corrections officers) and 50 police officers decertified in New York since the inception of new regulations in October 2016.

Michael Wood (NY) will remain the Northeast Region Representative.

Central Region (Joyce Nelson) (MI)

Arkansas: Arkansas added 68 online classes including law enforcement, jailer, and dispatcher topics. Since launching the program through ACADIS on January 1, 2018, they have had 6,141 class completions and another 2,228 classes assigned.

The latest round of rule changes went into effect May 1, 2018. These include:

- Allowing for no more than one law enforcement officer classification within an agency.
- Extended the expiration date of certificates from six months to 3 years.
- New regulation related to decertification, disciplinary actions, administrative penalties, hearings, and incorporating their subpoena power.
- An individual who has been decertified by the Commission or by another state or who has surrendered a law enforcement certification in Arkansas or in another state is not eligible for certification in Arkansas until the Commission, at its discretion and by majority vote, is satisfied that the individual is eligible for re-certification.

Arkansas Training Academies: NIMS 100 and 700 and TIMS are now prerequisites for their academies.

Crowd control was re-introduced to training last year as a stand-alone block: the curriculum and training materials were updated via a committee of various agencies to ensure the standard for the state is consistent.

Implemented a requirement that the students read the book *Emotional Survival for Law Enforcement*. Throughout the academy short presentations are provided on different chapters that include worksheets for the students to complete. Additional emphasis has been added to enhance officers' emotional and physical well-being.

Enhanced the Tactical Casualty Care training that includes classroom and practical application. Practical application is conducted at the range and at random times throughout the basic academy by the use of tourniquet drills. Through a grant, Arkansas recently received Individual First Aid Kits (IFAK) for all officers completing this training.

Added a two-hour block on Leadership to the basic curriculum.

Eight 40-hour Crisis Intervention Team Training courses have been completed so far with another six classes scheduled in 2018 in accordance with Act 423. Over 265 officers and a number of mental health care professionals have completed the course.

Working with area agencies on revising the K9 training program.

Reinstatement of a new and improved precision rifle class during the academy.

Added Close Quarters Vehicle Combat to the Tactical Practical shooting curriculum.

All commissioned POST/Academy staff will participate in supervisory/leadership training in their continuing education. One of their supervisors will graduate on May 25 from the prestigious Northwestern University School of Police Staff and Command.

Enhanced security at all of their facilities.

Through a partnership with their electrical co-op, they have been able to upgrade HVACs, fiber optics, lighting, and tank-less water heaters in their oldest buildings at no cost to the agency (an approximate \$300,000 project).

Illinois: Illinois had no update at the time.

Indiana: Indiana's training academies are overseen by the Indiana Law Enforcement Training Board (ILETB). The Board has yet to appoint a permanent director. Any major changes to academy programs or staffing are on hold awaiting such appointment. Financial appropriations continue to be the academy's main concern. The State Budget Agency is working closely with the ILETB in an attempt to close deficits. Progress is being made. Many upgrades and improvements have been forthcoming to the buildings and grounds.

Kentucky: The Department of Criminal Justice Training had a new Commissioner named May 1, 2018. William Alexander Payne, the former Deputy Commissioner of the Kentucky State Police, was appointed by Governor Bevin to fill the position left vacant by the resignation of Commissioner Mark Filburn.

The Kentucky Law Enforcement Council (POST) has authorized the Department of Criminal Justice Training to run a pilot program to design and implement on-line training for Law Enforcement officers. They have provided some on-line courses in the past, but the successful completion of this training would count towards the officer's 40-hour statutorily mandated training requirement. The training is designed in a similar fashion to online college courses. The course includes the use of PowerPoints, videos, research, discussion boards, and an exam. The training was successfully field tested earlier this month.

The Department of Criminal Justice Training (DOCJT) partnered with the Kentucky Community and Technical College System (KCTCS) to provide training to officers across the state through the use of video streaming. KCTCS agreed to provide a classroom at 11 different sites across the Commonwealth. Instructors would conduct training in front of a class of up to 30 students at the main location, which would be streamed to the other sites using KCTCS video system. With manpower and budget issues affecting their department's ability to send their officers to training, the KCTCS locations are about an hour from most departments. This cuts down on per diem, fuel, and hotel expenditures for the agencies and DOCJT.

The Kentucky Legislature passed House Bill 140 which codified the \$4,000 training incentive provided to every law enforcement officer in the state. The stipend was increased from \$3,100 to \$4,000 in 2016 as part of a two-year budget bill. This act makes the increase permanent.

Michigan: In late 2016, Governor Rick Snyder issued Executive Directive No. 2016-2, which directed the Michigan

Commission on Law Enforcement Standards (MCOLES) to undertake a study and produce a formal report regarding public trust in law enforcement in Michigan. During early 2017, the Commission conducted its work along three lines of inquiry: a) community engagement, b) recruiting, and c) training. In formulating a set of recommendations, the Commission collected public comment and input, explored the research, and talked to criminal justice professionals about successful community programs, recruiting practices, and evidence-based training methods.

The report culminated in 16 recommendations for both MCOLES and the field. The recommendations are intended to be a pathway to strengthen police-community relations across the state, particularly in neighborhoods most in need. The report focuses on how the Commission and the field can work together within the community engagement framework to provide services to local communities.

The Commission's work did not end with the Governor's acceptance of the report. Recently, the staff has taken steps to implement several of the report's recommendations. These major initiatives include a modification of the basic training curriculum to include outcome-based learning, a re-design of the recruit firearms standard, and a formal job task analysis of the position of an entry-level patrol officer. These projects are ongoing and will continue into the near future.

2018 Job Task Analysis: In late 2017, the Commission contracted with a private vendor to conduct a Job Task Analysis (JTA) of the position of entry-level law enforcement officer in Michigan. The project also calls for an identification of the primary work behaviors of the law enforcement

supervisor/manager position. Michigan's original JTA was completed in 1979, updated in 1996, and updated again in 2006. Per statute, MCOLES is required to set medical and non-medical standards for the policing profession in Michigan. The purpose of the JTA is to identify the core tasks of the job so entry requirements remain valid and job-related.

Since early 2018, working with the contractor, the staff identified a stratified random sample of agencies to participate in the JTA—over 100 agencies have agreed to help. This includes approximately 4,000 officers who will participate by responding to an online survey. The survey asks officers to rate the frequency of tasks and asks supervisors to rate the importance of the tasks. In March, three professional focus groups met and provided input and direction for the officer and supervisor surveys. The final survey edits are now being done and an online questionnaire will be posted in early June. The contractor will then analyze the data and produce the final reports. From there, the staff will modernize its existing standards and training so they are contemporary and reflect the job as it exists today.

Firearms Standard for Basic Training: The latest findings in the cognitive sciences regarding decision making and judgment has shaped the Commission's approach to recruit training. Through its research, the staff has learned how the choices an officer makes on the job are influenced to a large extent by intuition, impulse, and habits. Everyone knows that emotion affects choices, but the science reveals how much unconscious thought rules behavior. Such automatic thinking is particularly common in high pressure situations such as an officer-involved shooting. The staff is evaluating and modifying its basic training firearms standard from this

perspective. During a detailed review of the standard, the staff gathered input from subject-matter experts, evaluated agency best practices, met with academy firearms instructors, and visited each academy to obtain their thoughts and insight. As a result, the new firearms standard will be piloted at the academies beginning this summer. What the staff learns from the pilot testing will help maintain the validity and reliability of the standard.

The draft firearms standard is divided into three components: 1) dynamic drills, 2) a course of fire, and 3) decision-making scenarios. The drills help build competence in close-quarter combat (CQC), the 65-round course of fire consists of five stages, and the scenario component involves deadly force decision-making during realistic situations. Undoubtedly, additional modifications to the standard will take place based on the results of the pilot test. Designing training that is evidence-based helps ensure the recruit training delivery system functions as intended.

Unbiased Policing: Since proper decision making is the basis of fair and impartial policing, the recent challenge for the MCOLES staff and the academy instructors is to figure out how to train recruits to make better decisions. Poor judgment can undermine police legitimacy at the local level and can even escalate routine police-resident encounters. Recruits must understand how decisions are made on the job and seek ways to overcome initial biases and prejudices. Recently, the staff explored the academic studies in criminal justice and the cognitive sciences and determined how the findings could influence instruction in the basic academies. As a result, MCOLES recently designed a draft training module in unbiased policing for recruit

training. The training is now being pilot tested at select academies statewide.

Although based in part on the national (DOJ) programs on implicit bias, the module expands the scope beyond race and gender and addresses decision-making at all levels. Patrol officers make important decisions every day and if they want to perform better, they need the basics on how unconscious thinking can affect judgment. For example, an officer's underlying belief system regarding the nature of sexual assault can influence the types of questions asked during an investigation into a rape allegation. The training module is also intended to be reinforced throughout the academy experience since decision-making is an essential part of most every training topic. The idea is to give the recruits the cognitive tools they need to make better decisions during training and then once on the job. The objectives are still under construction, and the staff will continue to modify the training as the pilot testing continues.

Outcome-Based Learning: During classroom training, recruits are given the time to use abstract thought and perceptual reasoning to figure things out under the guidance of an experienced instructor. Often referred to as "interactive learning," it is one way to acquire basic skills and knowledge. In general, this is the approach taken by the academies in Michigan. But recently, the MCOLES staff has been evaluating its basic training curriculum to find ways to use a model structured on the outcome-based learning model. The staff believes such an approach has the potential to influence behavior in a more positive way as an officer begins a career in policing. Outcome-based learning is a teaching approach that is results oriented where recruits are required to demonstrate competency through performance.

Although all academies include scenario training, the staff believes there should be more room for practice, rehearsal, and feedback as part of the training experience. Outcome-based learning can help recruits learn how to recognize relevant information, interpret past experiences, and read behaviors at the scene—just like they will do on the job. All too often, scenarios are nothing more than a demonstration of basic skills. Contrary to that, outcome-based learning builds behavioral change into the learning process by challenging perceptions and underlying beliefs so the right intuitive choices can emerge for the right reasons.

But outcome-based learning can be time consuming. Therefore, MCOLES is now working on ways to increase opportunities for its use while at the same time ensuring that such requirements do not negatively affect academy schedules or become a burden to training delivery. The staff continues to experiment with the model, while keeping pace with the evolving research in this area, as it identifies ways to be a resource to the academies and the instructors.

Minnesota: As Minnesota's legislative session comes to a close, a special revenue account funding deficiency for Minnesota POST Board is being plugged by a one-time General fund appropriation. The ongoing decline in traffic and criminal surcharges that fund their POST Board is necessitating a conversation with their stakeholders about switching their funding to General Fund appropriation.

There has been a recent outcry from some Minnesota activists concerning their Board's approval of Calibre Press's Bulletproof Mind/Spirit Training. Some of their metropolitan agencies have pulled their officers out of the training. Their media has also covered

it, although not too extensively. The training complies with their board's approval process, and they allow Police Chiefs and Sheriffs to determine which courses their officers attend.

Their state's new mandated training law begins on July 1, 2018. The Minnesota POST Board will be disbursing an additional \$6 million dollars per year for the next four years to their law enforcement agencies for training reimbursement, tripling the per-officer share to approximately \$960.

Ohio: Medical Exam Providers – The state chiropractic association filed a fair trade complaint against the POST for not allowing chiropractors to complete medical exams for purposes of a clean bill of health to enter an academy. The complaint was dismissed.

Medical Professional Certification – With a legislative addition, effective 6/1/2018, POST will be responsible for certifying “tactical medical professionals” (e.g., EMTs, doctors, nurses, mid-wives) who are attached to a law enforcement agency special response team. These individuals will carry firearms as a course of their duties with the agency.

Recruitment – As part of their minority outreach initiatives, POST is holding a State recruitment fair. Recruiters will represent both agencies and basic training academies.

Basic Training Updates – Prior to 2014, peace officer basic training statutorily could not be over 600 hours. Since removing that cap, they have increased to 728, effective 7/1/2018. Many hours have been added to include scenario training and classroom exercise to apply what's learned in class.

Training with Technology – POST has added two new courses that integrate

technology through their scenario village and classroom activities in courses that would traditionally be thought of as lecture-based courses. This allows us to add scenario based training into topics that traditionally would not have them. (*Scenario Village: Internal Investigating of Use of Force Incidents and Scenario Village: De-escalation for Patrol Officers.*)

Drone Training – Along the same lines of integrating technology into new courses, they have also added three Small Unmanned Aircraft (sUAS) courses. (*Small Unmanned Aircraft System (sUAS)/Drone Basic Operator. Small Unmanned Aircraft Systems (sUAS)/Drones as a Training Tool for Instructors and sUAS/Drone Visual Observer Course For Air Crew & Patrol Personnel.*)

Active Threat Preparation – They have also increased the courses that we bring to agencies that deal directly with active threat training and involve all agencies who may respond or be involved with these types of incidents. (*Whole Community Training. Rescue Task Force.*)

West Virginia: The primary issue continues to be funding for the law enforcement training program, in particular entry level training required for certification. West Virginia is going to have to delay two classes from June and August until early 2019. It does appear now that West Virginia will be receiving a onetime supplemental funding from the Governor to address this. This will allow classes to go on but does not “fix” the problem. The same issue will likely occur mid to late 2019.

West Virginia is addressing a legal challenge from a state university to provide entry-level training for police officers. West Virginia is a one academy state, operated by the West

Virginia State Police. The statute/legislative rules do allow for regional academies, but they have always been operated by a police department, and only sworn officers attend. Those regional academies were in the late 1980s/early 1990s.

Wisconsin: Wisconsin has a new POST Director, Dennis Fortunato. A special session of the legislature was called to develop a new Office of School Safety within the Wisconsin Department of Justice. They were awarded \$100 million dollars in grant funds to award over the next three years for K-12 schools to improve their school safety. However, this grant and office only provided funding for one position; and many of the staff from the Training and Standards Bureau are being “borrowed” by the Office of School Safety to award grants to schools.

Joyce Nelson (MI) will remain the Central Region Regional Representative.

South Region (Rebekah Taylor) (LA)

Florida: Florida has received nearly 1,000 discipline cases of officers a year. They continue to deal with the effects of the Parkland shooting. They are looking for information from IADLEST members on a certification program for school resource officers that are already implemented in schools. They are reducing the number of tactical skills being taught in the academy to increase the repetition of tactics that they are using in hopes of recruits retaining those skills longer.

Georgia: The Georgia Juvenile Justice requires 24-hours notice of speeding tickets and arrests by their officers. They are working on implementing de-escalation training, community policing, and autism.

Louisiana: Louisiana’s legislature now allows them to have more officer misconduct reported to them. This will allow them to revoke for cause (they do not decertify in Louisiana). They also revoke for failure to complete in-service training.

The legislature also asked that Louisiana incorporate de-escalation training into their academy, which increased the academy hours to 496 hours. They are now also required to train all 20,000+ certified officers on domestic violence during in-service training.

North Carolina: North Carolina is now using the National Decertification Index (NDI). They are now also accepting Federal Law Enforcement training.

South Carolina: South Carolina’s misconduct law was recently re-written. They have not felt the effects of this updated law yet; however, they generally receive about ten allegations of officer arrest or misconduct a month.

Tennessee: Tennessee now has some hard of hearing training requirements for their officers. They have also seen an unprecedented turnover of officers in their state. Eight months ago they implemented new legislation that requires an officer to report his or her own arrest within 24 hours. The agency is also required to report this information to the POST as well.

Virgin Islands: The Virgin Islands had nothing to report at this time.

Virginia: Virginia had nothing to report at this time.

Rebekah Taylor (LA) will remain the South Region Representative.

Midwest Region (Gary Steed) (KS)

Missouri: Missouri recently instituted a new online continuing education tracking system. They also reduced their annual in-service training to 24 hours. The training must include de-escalation training and fair and impartial policing.

Nebraska: Bill Muldoon resigned after 12 years as the Director at the Nebraska Law Enforcement Training Center and accepted a position as the Director of the Sarpy County 911 Center. The Nebraska legislature passed legislation regarding troop determination and law enforcement revocation and modification. They are also piloting the first basic satellite academy involving several Omaha metro agencies.

Wyoming: Dave Harris, the long-time Director from the Wyoming Training Academy, has retired. Wyoming law enforcement academy recently increased their law enforcement basic training course to 604 hours after adding a tactical medical course. The Wyoming legislature removed five of the six live-stock investigators' positions last year so the gap was falling on the local law enforcement officers. Local agricultural producers are now calling for increased training for law enforcement officers so they are exploring the cost and impact of adding live-stock investigation training to their law enforcement training academy.

The legislature also passed legislation allowing penalty assessment on state and county speeding fines with a \$5 fee going towards their peace officer continuing education and training program.

Oklahoma: Director Steve Emmons has retired from the Oklahoma POST. Oklahoma changed their academy system to allow students who are not yet

employed to pay their own way to attend an academy.

North Dakota: Last year North Dakota passed several legislative statutes regarding the use of confidential informants. They now require the POST to adopt rules for the use of a confidential informant. The rules include very specific requirements that the written agreement with the informant must contain.

New Mexico: The New Mexico law enforcement academy is celebrating its 50th anniversary in 2018. They are concluding a two year project of transitioning to the Envisage ACADIS records management system statewide. In 2017, the New Mexico enacted the first officer tourniquet and trauma kit training and distribution statewide.

Kansas: Like New Mexico, the Kansas law enforcement training center is celebrating its 50th anniversary in 2018. Director Ed Pavey is retiring after 25 years with the academy. The legislature finally passed legislation allowing the Kansas City POST records to remain confidential.

Charles (Chuck) Gerhart (OK) was elected as the new Midwest Region Representative.

West Region (Mike Sherlock) (NV)

Arizona: Arizona is just finishing up a JTA for their basic training program. They received a one-time enhancement of \$850,000 for their basic training program. They implemented a 3-hour academy instructor training program for the instructors in their basic training academy.

Alaska: The Alaska POST now has authority to track and deny peace officer applicants who fail the hiring process so they can prevent them from lying and

going elsewhere in Alaska to get hired. They implemented an online testing procedure for their academies and consolidated their instructors' certification process down to one certificate.

Colorado: Colorado is revamping their reserve certification, looking at their basic training to see how it prepares recruits for field training; and they are looking at a program to help facilitate agencies to backfill smaller neighboring agencies to allow those peace officers to attend training.

Guam: Guam implemented a required annual physical fitness testing for all officers. They have contracted with PoliceOne to help with their required continuing education.

Oregon: Oregon has implemented a continuing education requirement for corrections officers and dispatchers; 32 hours every three years. They added Crisis Intervention Training (CIT) to the continuing education requirements: four hours a year. They are also currently updating their 16-week basic training academy curriculum.

California: California had no update at this time.

Washington State: Washington's legislation is now mandating de-escalation training in the basic training academy. Washington is revamping the West Point leadership program to their needs, and they will make that curriculum available once it is done.

Nevada: The last legislative session in Nevada placed dispatch under the Nevada POST. They are in the process of developing a dispatch training program. Recruiting is a big issue in Nevada so the POST is looking at what role they can play to help agencies recruit new officers.

Montana: Montana is doing an \$8 million renovation on their academy facilities. They were able to change the academy funding source from court assessment fees to receiving a surcharge on temporary vehicle registrations: they now get \$16.50 per temporary registration.

Hawaii: Hawaii has passed some legislation to create a POST-like organization to deal with officer certifications and misconduct. This organization has not been funded yet.

Idaho: Idaho had no update at this time.

Utah: Utah had no update at this time.

Mike Sherlock (NV) will remain the West Region Representative.

International Region (Gary Bullard) (DC)

This year ICITAP is pleased to have over 75 international participants from 17 countries joining us here in Boston. Gary Bullard showed a video on what ICITAP does and then provided the following information.

ICITAP has had a long-standing relationship with the Bangladesh National Police Academy since ICITAP began their project in July 2010. The academy trains basic recruits at each of the three entry levels: constable, assistant sub-inspector, and assistant superintendents of police. Initially, ICITAP was not permitted to train constables as the attitude was that they would not benefit from any training beyond what they received during their first six months. To date we have trained over 11,000 recruits at the academy, and some of our curricula is now required.

Beginning early 2018, funded by INL and CT, ICITAP will begin training Host Nation Instructors (HNI). Projecting reduced

funding beyond 2020, ICITAP needed to identify ways where they could continue assistance at the same rate with less money. While special projects will still require American embeds, training requests continue to pour in from the Bangladesh police. The utilization of HNIs will ensure ICITAP can still maintain their level of training without sacrificing the program's integrity.

Essentially, ICITAP will conduct back-to-back iterations of the Instructor Development Course (IDC) for a full year, training hundreds of Bangladeshi police as instructors. HNIs will come from all vocations, and the majority will not be currently assigned to a training facility. Therefore, no matter where the officer may be posted and reposted, these skills will remain, and they will be available to teach. ICITAP will select the best from the IDC graduates to groom as ICITAP certified instructors to teach their courses. They will be mentored, co-training with ICITAP instructors, until competent to teach our courses. Before the end of 2018, HNIs will take over all IDC training and by early 2019 all ICITAP courses, except for the more complex courses, will be taught exclusively by HNIs.

The Colombian government has voted to re-establish the standards and training commission that will oversee the criminal investigators and criminal analysts. ICITAP worked with the Procuraduria, and they asked for the commission to be re-established and asked to take the leadership role of the commission. This was voted on at the last National Judicial Police Council meeting, and all the members voted yes so perhaps Colombia will have the first commission in the region again.

ICITAP Kosovo now has two certified IADLEST Accreditation Assessors. April 30 - May 4, 2018, the Kosovo Academy for Public Safety (KAPS) underwent a week long site inspection conducted by IADLEST, International Accreditation

Assessment team consisting of David Harvey, IADLEST Deputy Director and certified assessors: ICITAP's Senior Advisor Drita Perezic and National Advisor Rema Ibrahim. The team met with KAPS officials, Police Basic Training Instructors and Police Academy cadets to verify compliance with over 75 sub-standards comprising 12 core academy standards. The findings will be presented to the IADLEST Executive Committee for a final determination. Preliminary findings indicate KAPS has met basic requirements for accreditation.

Kosovo Academy for Public Safety has become the first Academy to receive IADLEST accreditation.

IACP Hate Crimes Working Group

President Zivkovich wanted to let the membership know that Al Liebno (MD) represents IADLEST on the IACP Hate Crimes Working Group. The following is a summary of the Hate Crimes Working Group Meeting from May 2018.

What: Partnership between IACP and the Lawyers' Committee for Civil Rights Under Law:

- Why: Established in reaction to the critical role that law enforcement, community leaders, and community organizations play in responding to hate incidents and hate crimes
- Who: Advisory committee includes diverse representation from law enforcement, civil rights organizations, and academia
- How: Hosted a series of meetings to discuss ways to break down barriers and strengthen law enforcement's response to hate crimes. The meetings convened leaders in law enforcement, civil rights, and academia for a series of comprehensive discussions examining

best practices for law enforcement's response to hate crimes, as well as how these practices shape community-police relations.

- Goal: To identify critical issues and associated action items for public officials, community leaders, law enforcement officers, and justice system leaders to help them create a seamless response to hate crimes.

The critical issues that emerged include:

1. Increasing Community/Law Enforcement Collaboration to Address Hate Crimes, Including Partnerships with Civil Rights and Community Organizations
 2. Enhancing Hate Crime Training and Education for Law Enforcement, Prosecutors, Public Safety Officials and Community Members
 3. Strengthening Data Collection, Reporting, and Analysis
 4. Improving Hate Incident and Crime Management Policies and Responses for Law Enforcement
 5. Role of Prosecutors: Early and Ongoing Communication with Law Enforcement, Proactive Engagement with Community, Development of Hate Crimes Expertise
- End product: A summary report outlining the critical issues and action items detailing the associated discussions from the advisory group meetings.

ADJOURNMENT: Having no other business to conduct, President Zivkovich called for adjournment at 10:31 AM Eastern Standard Time. There was a **MOTION** by Stephanie Pederson (WI) and a **SECOND** by Gary Steed (KS) to adjourn. The **MOTION CARRIED**.

Next Business Meeting: October 7, 2018, in Orlando, FL, in conjunction with the IACP conference.





IADLEST

National Certification Program

Certified Courses

For more information, contact:
peggyschaefer@iadlest.org
<http://iadlest-ncp.org>

Course

Approval



BOWMAC

8/29/2018

Interview & Interrogation

BowMac's Legendary Investigative Strategies program is designed to provide Investigators with proven techniques that can be applied in various accusatory and non-accusatory interview situations. Participants will develop skills in preparing for the interrogation with a "game plan" which emphasizes a Pro-Active, rather than Reactive role. Experienced Law Enforcement Instructors who are actual practitioners will train course participants in what to expect, what to look for, and how to interpret what is happening in the interrogation setting.

The courses include a series of lectures, video exercises, practical hands-on classroom experiences, and evening assignments. Literally thousands of officers, investigators, and related personnel across the country have had extremely successful experiences utilizing our tried and tested techniques. The program also includes up-to-date information on the legal aspects of interrogation and admissibility of the confession into court.

** Organizations are encouraged to contact BowMac using the link listed below to obtain most current Seat Pricing options. **

Catalog link

Class: In-Person **Length:** 40 hours

BSR/SUMMIT POINT TRAINING CENTER

08/29/2018



Combatives

Criminal or unlawful restraint occurs when someone illegally deprives another of his or her physical freedom. This can be accomplished through physical force, the use of weapons, or physical restraints. This program is designed to provide the knowledge and physical skills necessary to defeat and/or counter criminal forms of restraint to affect successful escape. The strikes are quick and effective and are designed to give maximum damage to an assailant using full body weight strikes. Techniques taught during this course of instruction will include: combative striking and counters to physical control and weapons disarms.

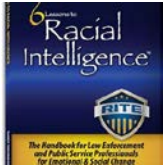
Catalog Link

Class: In-Person **Length:** 8 hours



Pro Train Inc.
Strategies & Tactics of Patrol Stops (STOPS) Instructors Course
[Catalog Link](#)
 Class: In-Person Length: 28 hours

5/01/2018



Rite Academy
Racial Intelligence for Law Enforcement & Public Service Professionals
[Catalog link](#)
 Class: In-Person Length: 12 hours

4/23/2018



Vistelar
Verbal Defense & Influence for Law Enforcement Professionals
[Catalog Link](#)
 Class: In-Person Length: 32 hours

4/02/2018



BSR / Summit Point Training Center
B.E.C.O.N. Active Shooter Emergency Preparedness Course
[Catalog link](#)
 Class: In-Person Length: 8 hours

3/29/2018



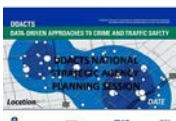
Bureau of Justice Assistance
Crime Analysis for Chief Executives
[Catalog link](#)
 Class: In-Person Length: 14 hours

3/26/2018



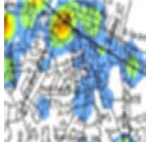
The Graffiti Consultants
Graffiti Investigations
[Catalog Link](#)
 Class: In-Person Length: 8 hours

3/02/2018



IADLEST
National Agency Strategic Planning Session - Maximizing the DDACTS Model
[Catalog Link](#)
 Class: In-person Length: 12 hours

2/27/2018



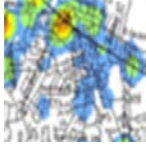
IADLEST – TXDOT
GIS: Mapping and Hot Spot Identification Part 3 - Identifying and Analyzing Hot Spots
[Catalog Link](#)
 Class: Blended Length: 1.5 hours

2/24/2018



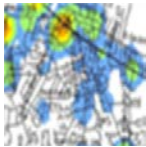
Community Safety Institute
Surviving a Mass Shooting: Train-the-Trainer
[Catalog Link](#)
 Class: In-Person Length: 8 hours

2/22/2018



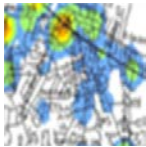
IADLEST - TXDOT
GIS: Mapping and Hot Spot Identification Part 2 - Dots on the Map
[Catalog Link](#)
 Class: Blended Length: 1.5 hours

2/07/2018



IADLEST - TXDOT
GIS: Mapping and Hot Spot Identification Part 1 - Introduction to ArcGIS for DDACTS
[Catalog Link](#)
 Class: Blended Length: 1 hour

1/21/2018



IADLEST - TXDOT
Data Analysis with Microsoft Access Series - Microsoft Access Application Webinar
[Catalog Link](#)
 Class: Blended Length: 1 hour

1/16/2018



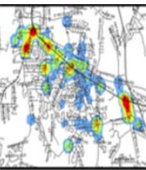
NHTSA – National Highway Traffic Safety Administration
Ignition Interlock Course for Law Enforcement
[Catalog Link](#)
 Class: Online Length: 2 hours

1/05/2018



Force Concepts, Inc.
Documenting Force
[Catalog Link](#)
 Class: In-Person Length: 16 hours

12/21/2017



IADLEST - TXDOT
Data Analysis w/ Microsoft Access: Other Helpful Queries, Reports, and Macros Part 4
[Catalog Link](#)
 Class: Blended Length: 1 hour

12/03/2017



Women Against Crime, LLC
Personal Safety Strategies
[Catalog Link](#)
 Class: In-Person Length: 4 hours

12/03/2017



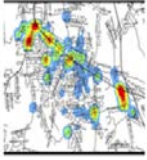
International Association of Law Enforcement Firearms Instructors, Inc. (IALEFI)

10/26/2017

Firearms Instructor Course

[Catalog Link](#)

Class: In-Person Length: 44 hours



IADLEST - TXDOT

11/13/2017

Data Analysis With Microsoft Access: Strategic Analysis and Querying- Part 3

[Catalog Link](#)

Class: Blended Length: 1 hour



Community Safety Institute

11/06/2017

Intermediate De-escalation by Community Safety Institute

[Catalog Link](#)

Class: In-Person Length: 8 hours



The Institute for Individual and Organizational Change (IFIOC)

11/06/2017

Motivational Interviewing for Law Enforcement

[Catalog Link](#)

Class: In-Person Length: 12 hours



IADLEST - TXDOT

10/26/2017

Data Analysis with Microsoft Access Series - Data Analysis & Table Structures- Part 2

[Catalog Link](#)

Class: Blended Length: 1 hour



Premier Police Training, LLC

10/23/2017

Vehicle Stops and Searches - A Revealing Journey to Becoming a More Effective Officer

[Catalog Link](#)

Class: In-Person Length: 16 hours



Premier Police Training, LLC

10/23/2017

Vehicle Stops and Searches - A Revealing Journey to Becoming a More Effective Officer

[Catalog Link](#)

Class: In-Person Length: 16 hours



Controlled F.O.R.C.E., Inc.

10/12/2017

Controlled F.O.R.C.E. Defensive Tactics Instructor Certification Level 2

[Catalog Link](#)

Class: In-Person Length: 16 hours



IADLEST - TXDOT

10/12/2017

Data Analysis with Microsoft Access Series - Data Analysis & Table Structures- Part 1

[Catalog Link](#)

Class: Blended Length: 1 hour



**Spokane County Sheriff's Office
Pursuit Immobilization Technique (PIT) Instructor Course**

9/25/2017

[Catalog Link](#)

Class: In-Person Length: 40 hours



**Controlled F.O.R.C.E., Inc.
Controlled F.O.R.C.E. Defensive Tactics Instructor Certification: LEVEL 1**

9/19/2017

[Catalog Link](#)

Class: In-Person Length: 16 hours



**IADLEST
Pursuit Policy**

9/06/2017

[Catalog Link](#)

Class: Online Length: 1 hour



**Spokane County Sheriff's Office
Autism in the Wild: Training for Law Enforcement**

8/08/2017

[Catalog Link](#)

Class: In-Person Length: 7 hours

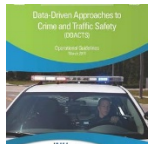


**Spokane County Sheriff's Office
Ethical Leadership**

8/07/2017

[Catalog Link](#)

Class: In-Person Length: 8 hours



**IADLEST
Data Driven Approaches to Crime & Traffic Safety**

8/03/2017

[Catalog link](#)

Class: In-Person Length: 16 hours

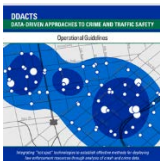


**Washington State University
Counter Bias Training Simulation (CBTsim)**

7/27/2017

[Catalog Link](#)

Class: In-Person Length: 4 hours



**IADLEST - TXDOT
DDACTS Strategic Agency Planning Session**

7/24/2017

[Catalog Link](#)

Class: In-Person Length: 8 hours



**HITS, Inc.
Street Cops**

6/23/2017

[Catalog Link](#)

Class: In-Person Length: 16 hours



Richard Whitehead & Associates, LLC
Forensic Statement Analysis

6/13/2017

[Catalog Link](#)

Class: In-Person Length: 8 hours



Code 9 Project
Code 9 Project Command Staff Workshops

6/06/2017

[Catalog Link](#)

Class: In-Person Length: 12.5 hours



Code 9 Project
Code 9 Project First Responder S.H.A.R.E Workshops

6/05/2017

[Catalog Link](#)

Class: In-Person Length: 12.5 hours



Pat McCarthy's Street Crimes Seminar
Pat McCarthy's Street Crimes Seminar

5/18/2017

[Catalog Link](#)

Class: In-Person Length: 21 hours



HITS, Inc.
Advanced Roadside Interview Techniques for Patrol Officers

4/19/2017

[Catalog Link](#)

Class: In-Person Length: 16 hours



Innovative Reasoning, LLC
Critical Decision Making for Public Utility Personnel

4/12/2017

[Catalog Link](#)

Class: In-Person Length: 16 hours



John E. Reid and Associates, Inc.
The Reid Technique of Investigative Interviewing for Child Abuse Investigations

4/12/2017

[Catalog Link](#)

Class: In-Person Length: 20 hours



First Responder Disability Awareness Training
Law Enforcement Disability Awareness Train the Trainer

3/23/2017

[Catalog link](#)

Class: In-Person Length: 12 hours



Kognito
Trauma-Informed Policing with Tribal Youth

3/15/2017

[Catalog link](#)

Class: In-Person Length: 1 hour



**You Got The Power Enterprises, Inc.
Community Policing**

2/22/2017

[Catalog link](#)

Class: In-Person Length: 16 hours



**Spokane County Sheriff's Office
Oleoresin Capsicum Certification Class (Basic)**

2/22/2017

[Catalog link](#)

Class: In-Person Length: 4 hours



**HITS, Inc.
Criminal Patrol/Drug Interdiction**

2/03/2017

[Catalog link](#)

Class: In-Person Length: 16 hours



**Innovative Reasoning
Critical Decision Making Module 2**

2/03/2017

[Catalog link](#)

Class: Online Length: 1 hour



**Innovative Reasoning
Critical Decision Making Module 1**

2/03/2017

[Catalog link](#)

Class: Online Length: 1 hour



**Spokane County Sheriff's Office
Clear Sight: Identifying & Adapting Your Bias**

2/03/2017

[Catalog link](#)

Class: In-Person Length: 4 hours



**Spokane County Sheriff's Office
Interaction and Perception (I&P)**

12/06/2016

[Catalog link](#)

Class: In-Person Length: 12 hours



**Advanced Interviewing Concepts
Statement Analysis® Interviewing Techniques**

11/15/2016

[Catalog link](#)

Class: In-Person Length: 8 hours



**The Graffiti Consultants
Ten Steps to a Graffiti Free City**

11/02/2016

[Catalog link](#)

Class: Online Length: 8 hours



Marin Consulting Associates
Performance and Accountability

10/12/2016

Catalog link

Class: In-Person Length: 16 hours



Innovative Reasoning
Workplace Violence and Active Shooter Preparedness

10/12/2016

Catalog link

Class: In-Person Length: 8 hours



Glidden Training & Consulting, LLC
Bulletproof Leadership

10/04/2016

Catalog link

Class: In-Person Length: 6 hours

About IADLEST: The International Association of Directors of Law Enforcement Standards and Training (IADLEST) is an international organization of training managers and executives dedicated to the improvement of public safety personnel. IADLEST serves as the national forum of Peace Officer Standards and Training (POST) agencies, boards, and commissions as well as statewide training academies throughout the United States. <http://IADLEST.org>

About NCP: The National Certification Program (NCP) was launched on June 1, 2015. The program is the first in the nation designed to increase the quality of law enforcement training and professionalism by ensuring the criminal justice training courses conform to best practices. Courses are rigorously validated by a national panel of subject matter experts before being allowed to carry the NCP seal. The program aims to eliminate many problems associated with a lack of standardization within police training and allows departments to discern more easily quality training from poor training when making purchasing decisions. The NCP standards ensure training content meets or exceeds any individual State certification requirements. All participating POST organizations will accept an IADLEST certified training course for annual in-service credit. <http://IADLEST-NCP.org>