

NEWSLETTER

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Nationally Certified Training Programs	Supplement

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ENGILITY

Engineered to Make a Difference

A Major Contributor to the 2018 IADLEST Annual Conference

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



Leaders in Law Enforcement Training Conference



- Mental & Emotional Wellness Training
- Community Relations
- Round Table Discussions
- Networking
- Exhibits
- Social Events

**May 20-23, 2018
Boston, MA**

Registration Fees:
Attendee- \$450
(\$50 discount for IADLEST Members)
Vendor-\$1,100

Registration Opening January 2018

Hosted by:
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200 Stuart Street
Boston, MA 02116



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entertainment. *Ticket included with conference registration.*

PRESIDENT'S MESSAGE

by: Dan Zivkovick, Director
Massachusetts Municipal Training Committee



As you have heard, IADLEST is engaged in multiple initiatives and projects at the national and international levels. The unique insights and input we have offered has engendered an appreciation and respect for the unique perspectives IADLEST

has to offer regarding public safety standards and training. As a result, these interactions have generated additional requests for advice, comments, and assistance, not only within the United States, but also internationally. Here are some examples.

As you know, we have developed an accreditation program for POST agencies and public safety training academies. After years spent building the standards and the process, we are rolling out the program with Kosovo being not only the first international agency to request IADLEST accreditation, but also being the *very first* agency to enroll in the program. Other agencies and academies are also joining the queue.

In addition, because of past collaborations, the IACP reached out to IADLEST to collaborate in the development of a clearinghouse for providing technical assistance in two dozen areas, such as crime analysis, active shooter response, public and private sector partnerships, problem solving techniques, proactive policing, mass casualty response, officer safety and wellness, mass demonstration response, shared service models, community engagement, at-risk youth, domestic violence reduction, human trafficking, school safety, and others. The endeavor is being funded by a multi-million-dollar federal grant.

As you know, IADLEST was mentioned in the Task Force on 21st Century Policing, including

an encouragement to expand use of the National Decertification Index (NDI). It also included this statement, "The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST)."

This recognition of IADLEST's value and the increased scrutiny being placed on police de-certifications has resulted in increased interest in the NDI and has resulted in IADLEST's expanding the types of agencies that can contribute records. For example, the Department of Defense has a POST Commission tasked with setting standards for military police and security officers. They are requesting the ability to enter military police officers who have been removed from their positions due to misconduct. Likewise, the National Park Service is requesting such access, too.

In addition, we continue to receive requests from Department of Justice agencies for advice and input; and the National Certification Program is helping to establish a higher bar for the quality of police training being delivered across the country.

With IADLEST's higher profile also comes an increased responsibility to look for opportunities to further shape and mold the public safety profession by promoting best practices, by participating in dialogue regarding emerging issues, and by influencing legislation impacting standards and training and officer safety. To that end, we continue to participate in and to watch for opportunities to participate in conversations regarding standards and training and to clarify misperceptions about how officers are trained and the standards to which they are held.

Moreover, all of us have benefited from information gleaned from surveys and from shared programs. And yet, even as recently as a decade ago, none of this would have happened. Back then, we were simply a fraternal

organization and these things were simply the vision of forward-thinking POST directors.

Certainly, the bulk of the credit goes to Executive Director Mike Becar. But even he agrees that such recognition and success could not occur without the active involvement of POST directors and without the membership participating in committees, attending meetings, and being willing to travel, call, and write on behalf of IADLEST.

Thank you to all of you who are actively involved in IADLEST and who are actively engaged in helping IADLEST to be a voice for the public safety profession and to be a respected, viable organization.

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 next Executive Committee and Business meeting will be held during the Annual IADLEST Conference May 20-23, 2018, at the Revere Hotel Boston Common; 200 Stuart Street; Boston, Massachusetts 02116.

The Executive Committee meeting will be held 8:30 to 11:30 a.m., Sunday, May 20, 2018, in the Salada Room. The general Business Meeting will be held 8:30 to 11:30 a.m., Tuesday, May 22, 2018, in the Liberty Hall room.

WELCOME NEW MEMBERS

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

Dr. Karen Amendola, Police Foundation, Washington, DC
Michael Antu, Texas POST, Austin, TX
Charly Ayidomihou, Dept. of Corrections, Helena, MT
Tim Bourgeois, Dir. Michigan POST, Lansing, MI
Jessica Bress, DC Metro Police Dept., Washington, DC
Gerald Butler, Rapides Parish Sheriff's Off., Alexandria, LA
Wade Creighton, Bureau of Indian Affairs, Artesia, NM
Lauren Fennell, Justice Academy, Columbia, SC
Rebecca Forsythe, Missouri POST, Jefferson City, MO
Dennis Fortunato, Dir. Wisconsin POST, Madison, WI
John Gadrow, State Police, North Scituate, RI
Holly Gederes, Dept. of Corrections, Helena, MT
Matthew Grable, Law Enforcement Academy, Pueblo, CO
David Henry, OPOTA (POST), London, OH
Greg Homes, Green Group Global, Edmond, OK
John Klug, Minot Police Dept., Minot, ND
Scott Loggins, California POST, W. Sacramento, CA
Judith Mack, Metro Police Dept., Washington, DC
Karlene McTaggart, State Police, North Scituate, RI
Ron Messen, Albany County Sheriff's Office, Albany, NY
Erik Misselt, Minnesota POST, Saint Paul, MN
Jason Proctor, Metro Nashville Police Dept. Nashville, TN
Maria Sandoval, California POST, W. Sacramento, CA
Scott Sterland, Montana POST, Helena, MT
Kelly Terrill, Police Legal Sciences, Inc., Washington, IA
Tim Tester, Southwest Criminal Justice Acad., Bristol, VA
Tommy Walker, Knoxville Police Dept., Knoxville, TN
Shane Watson, Knoxville Police Dept., Knoxville, TN
Collin Whitesell, Noblesville Police Dept., Noblesville, IN



IADLEST Academy Directors' Course

The purpose of the IADLEST Academy Director's 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

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POST DIRECTOR CHANGES



Michigan: In January 2018, Tim Bourgeois was appointed Executive Director of the Michigan Commission on Law Enforcement Standards (MCOLES). Tim retired from the Township of Kalamazoo

(Michigan) police department on December 31, 2017, after 41 years of service. He served the department as a cadet, dispatcher, police officer, undercover narcotics detective, patrol sergeant, detective sergeant, detective lieutenant, captain of operations, and since 2003, as its chief of police.

Tim is a past president of the Michigan Association of Chiefs of Police and served on a number of boards and commissions. While chief, he also held four gubernatorial appointments to: the Council on Law Enforcement and Reinvention; the Michigan Intelligence Operations Center for Homeland Security; the Mental Health Diversion Council, and the Michigan Commission on Law Enforcement Standards.

Tim has an Associate's of Applied Science degree in Law Enforcement from Kalamazoo Valley Community College; a Bachelor of Arts in Public Service Administration degree from Siena Heights College, and a Master's of Public Administration degree from Western Michigan University. He is a graduate of the Kalamazoo Regional Training Academy and the 187th session of the FBI National Academy.

Wisconsin: Dennis Fortunato was appointed Director of the Wisconsin Department of Justice Training and Standards Bureau within the Division of Law Enforcement Services in January 2018. He previously held the position of Deputy Director of the Crime Information

Bureau at the Wisconsin Department of Justice since 2012. Dennis has been in the law enforcement field for over 32 years with the City of Fond du Lac Police Department in Wisconsin. He served as a patrolman, and then was promoted through the ranks, ultimately to the position of Assistant Police Chief. Dennis has a Bachelor of Science degree in Quality and Productivity Management and a Master of Business Administration degree. He attended the State of Wisconsin Executive Development Program and the 204th Session of the FBI National Academy.

CLARENCE DARROW AWARD RECIPIENT



Roger L. Goldman is a recipient of this year's Clarence Darrow award. The Clarence Darrow Award is nationally regarded as one of the most prestigious and highly coveted in the realm of trial law.

Professor Goldman is an active IADLEST member and the Callis Family Professor of Law Emeritus at Saint Louis University School of Law. He is the nation's foremost expert on police licensing and license revocation laws. For more than two decades he has been helping states write and adopt laws that provide for removing the license or certificate of an officer who engages in serious misconduct.

Educated at Harvard College and the University of Pennsylvania Law School, Professor Goldman is also a leading expert on the U.S. Supreme Court and constitutional law. In addition to his many articles on police licensing, he is an author of books on the U.S. Supreme Court. Both national and local media frequently seek Professor Goldman's professional commentary.

When Professor Goldman began to address the problem of unfit police officers' moving from one department to another within a state, 15 states were without decertification/revocation laws. Today, only six states remain without revocation authority; he is now working with individuals in those states to enact such laws to keep bad officers off their streets. Professor Goldman's ultimate goal is to help create a federally mandated national data bank of decertified police officers to prevent them from moving and being employed in a different state.

**IADLEST
NATIONALLY CERTIFIED INSTRUCTOR
PROGRAM**

The IADLEST is moving to implement a Nationally Certified Instructor Program (INCI) to recognize and acknowledge the Nation's FINEST instructors. Targeted are those individuals who display the "best practices" in training delivery by being highly recommended by POST agencies, Academy Directors, and by maintaining their training acumen by completing continuing professional education instructor courses. This program will be available to all peace officers, deputy sheriffs, correction officers, detention officers, tele-communicators, analysts, academic instructors, private trainers, and others interested in improving law enforcement training and individual instructional skill sets.

There are obvious benefits for instructors to seek national recognition and become part of an elite instructional cadre. Certificates will be issued and a registry maintained of all those instructors who are approved.

Trainers who have completed a recognized instructor training program, have three years or more on law enforcement training experience, and are endorsed by a POST agency or academy director are prime candidates for consideration. Instructors would submit their experience, training credentials, and references to IADLEST for review. A fee would be assessed to cover administrative costs.

For more information contact:

- Peggy Schaefer peggyschaefer@iadlest.org or phone: 910-261-5933
- Dave Harvey daveharvey@iadlest.org or phone: 248-444-8798



**DON'T BE A HEADLINE:
PROTECT YOUR ORGANIZATION
FROM CYBERCRIME**

by: Envisage Technologies

Yahoo, eBay, EquiFax, Target, Anthem, Sony...the list of massive data breaches goes on and on. Unfortunately, cybersecurity is not just a concern for large companies. Academies and law enforcement agencies are responsible for significant amounts of personally identifiable information (PII) and other sensitive data, and public and private agencies alike have made headlines for sizeable breaches.¹ Not only does cybercrime have a significant financial implication, but for public institutions, the fallout from a breach can impact reputation and public trust². With so much at stake, it is imperative that organizations of all sizes guard against the increase of cyber threats.

The Ponemon Institute's 2017 Cost of Cyber Crime Study found that in the last year the

¹ Armerding, T. (2018, January 26). The 17 biggest data breaches of the 21st century. Retrieved March 01, 2018, from CSO Online website: <https://www.csoonline.com/article/2130877/data-breach/the-biggest-data-breaches-of-the-21st-century.html>

² Wilson, T. (2014, May 15). Study: Data Breaches Make Huge Impact on Brand Reputation. Retrieved March 01, 2018, from <https://www.darkreading.com/study-data-breaches-make-huge-impact-on-brand-reputation/d/id/1252742>

number of successful breaches grew by 27%.³ While this warrants immediate and dedicated attention, it is also important to recognize that no matter how many resources an organization allocates to cybersecurity, the potential for a breach is always there. Just as the constant threat of danger requires law enforcement to use a combination of preventative and reactive strategies, the inherent risks that come with using technology require a similar philosophy: do everything you can to stop a breach from happening, while preparing for the possibility that it might happen regardless.

Those with influence have a unique opportunity to model smart technology use and to encourage a culture of digital security within law enforcement. As with training, strive to be the best: understand the current threats, learn why certain safeguards are necessary, and educate other officers on essential policies and procedures.

Email security is paramount to protect against ransomware: One especially alarming aspect of cybercrime is the recent increase in ransomware, a breed of malware well known for its prevalence in law enforcement settings.⁴ This is a growing threat that encrypts data, making it unreadable, and requires users to pay a ransom to restore file access. The FBI reports that an average of 4,000 daily ransomware attacks have occurred since the start of 2016.⁵ This is double the rate of ransomware attacks from just one year prior³.

A Symantec report estimates that for public agencies, one in every 141 received emails is

malicious.⁶ For the Cockrell Hill Police Department, this was one too many—a ransomware incident wiped out seven years of Word documents, Excel files, body camera video, in-car video, surveillance, and some photographs. The Texas department was affected by a phishing email from an address imitating a legitimate departmental email.⁷

Often disguised as valid emails or attachments, ransomware can come from seemingly innocuous places. The tricks and tactics used to infect systems are also constantly evolving. In 2016 alone, there were 357 million new malware variants.⁶ One example, a new version called *Popcorn Time* takes an especially devious path. The hackers claim they will release the data only if the infected user tricks two other people into downloading the malware and paying a ransom.

Awareness is key to protecting against ransomware attacks. Never click an unknown link or attachment in an email, and exercise caution even with known links. Hover over hyperlinks to confirm the redirect address; better yet, navigate to a trusted address within a web browser rather than clicking through an email. Even emails that look like they originated within the organization for a legitimate purpose may actually be malicious. Hackers may spoof an email address or change just one letter that a busy recipient would never notice. If a communication looks odd, follow up with the sender via a different channel. Even email from a trusted sender should be called into question if it contains an attachment or link that was unexpected, as their account could have been compromised.

Help encourage a culture of awareness by never sending valid attachments with an ambiguous subject line. For example, vague subjects like

³ Richards, K., LaSalle, R., & Van den Dool, F. (n.d.). *2017 Cost of Cyber Crime Study* (Rep.). Retrieved March 1, 2018, from Ponemon Institute LLC/Accenture website: https://www.accenture.com/t20171006T095146Z_w_/usen/_acnmedia/PDF-62/Accenture-2017CostCybercrime-US-FINAL.pdf#zoom=50

⁴ Incidents of Ransomware on the Rise. (2016, April 29). Retrieved March 1, 2018, from <https://www.fbi.gov/news/stories/incidents-of-ransomware-on-the-rise>

⁵ Ransomware Prevention and Response for CISOs. (2016, July 14). Retrieved March 01, 2018, from <https://www.fbi.gov/file-repository/ransomware-prevention-and-response-for-cisos.pdf/view>

⁶ *Internet Security Threat Report* (Rep. No. 22). (2017, April). Retrieved March 1, 2018, from Symantec website: https://digitalhubshare.symantec.com/content/dam/ent/collat/reports/RPT_ISTR-Main-Report_EN.pdf?aid=elq_&elqTrackId=fcc7acaebac0421abc3616316b3cbb06&elqaid=3783&elqat=2

⁷ <http://www.wfaa.com/news/local/cockrell-hill-police-lose-years-worth-of-evidence-in-ransom-hacking/392673232>

“please read this” can be easy to mimic. Also consider limiting the number of attachments regularly sent within the department to further reinforce these principles.

Passwords are only as strong as their users:

While ransomware is of major concern, it is only one piece of the cybersecurity puzzle. Password cracking is another primary tool used to unlock private data for criminal means. In 2016, data breaches exposed 1.1 billion identities.⁶ At this same time, however, a Pew Research study found that 69% of adults who regularly access the internet are not concerned with the security of their online passwords. Yet 64% have been the victim of at least one form of data theft.⁸

One example of an automated password-cracking attack drained nearly 900 Bitcoin cryptocurrency accounts within seconds.⁹ The vulnerability for these particular accounts was a result of poorly hashed passwords. Hashing uses a mathematical function to map a password to a unique combination of letters and numbers. Because each password-protected site has to verify the credentials of each user, it must have some way to know that the entered password is actually correct. According to Jon Whitney, Software Development Manager for Envisage Technologies, there is no place that can safely store the list of all user passwords. Thus, hashing a password significantly increases digital security because a system does not need to store users’ actual passwords, it only needs to know when an entered credential matches the more secure hash.

While proper hashing provides a strong defense against incredibly fast password-guessing computer clusters, it cannot prevent someone from using the same password on a less secure site. In a poll conducted by Pew Research, 39% of U.S. adults

reported they use the same or very similar passwords for many of their online accounts.⁸ Even if someone has a strong password that they use for banking, and even if that bank employs multiple rounds of cryptographic hashing to protect the password, that same password may be easy to compromise if it is also used on a less secure site.

Fortunately, savvy technology users do not need to know the hash techniques used by every site they visit. By using only unique passwords and resetting passwords at regular intervals, it is much easier to keep data protected. Helpful, secure password managers like LastPass can also be used to generate hard-to-guess, original credentials for each site. Instead of having to memorize every single entry or keeping a list in an insecure place, only one memorable password is needed.

A strong password—one that is hard to guess by sophisticated computer programs—should include at least ten characters and avoid common words or phrases. Unsurprisingly, hackers are aware of the human tendency to use a memorable, easy password: in a test, 36.5% of password attempts by bots tried to use the password “admin.” Other popular illegitimate attempts included “password,” “admin123,” and default passwords for popular devices.⁶ Therefore, be sure to change the default credentials on all devices.

David Smart, Software Developer for Envisage Technologies, suggests using a random combination of four different words: this concept of a passphrase will make it easier to remember but remain hard to guess due to the length and unintuitive mix of words. Smart suggests, “If you can Google your passphrase and it returns search results, the combination is definitely not hard enough.” For example, think of four seemingly random words that may have personal meaning but no common meaning. “HorseBlueStarSwim” may be easy to remember for someone with a childhood experience riding horses under a blue sky and swimming under the stars. Searching for these four words within quotation marks returns no Google results, which is a good indicator that these are random enough to be protective. Envisage Technologies, the developers of the secure Acadis Readiness Suite used by many law enforcement academies and POSTs, recommends that users remember at least their unique email

⁸ Olmstead, K., & Smith, A. (2017, January 25). Americans and Cybersecurity. Retrieved March 01, 2018, from PEW Research Center website:

<http://www.pewinternet.org/2017/01/26/americans-and-cybersecurity/>

⁹ Goodin, D. (2016, February 15). Password cracking attacks on Bitcoin wallets net \$103,000. Retrieved March 01, 2018, from Ars Technica website:

<https://arstechnica.com/information-technology/2016/02/password-cracking-attacks-on-bitcoin-wallets-net-103000/>

password and password manager credentials to prioritize strong, original passwords.

Train personnel to be an asset instead of a liability: Personal behavior and accountability are an integral part of an organization's larger information security efforts. In a study of 5,000 organizations, Kaspersky Lab found that careless or uninformed staff caused 46% of the serious cybersecurity breaches.¹⁰ In another review, a California state auditor discovered that 95% of the queried agencies were not in compliance with security standards.¹¹

One example of personnel error resulted in a U.S. Department of Justice breach where some 29,000 employees—including those from agencies like the FBI—had their information leaked online.¹² After compromising an employee's email to gain credibility, the hacker posed as a new employee over the phone and fraudulently gained authentication to capture the data. This is a clear example of the interplay between technical security and the tech-savvy employee. Had any one of the links in this chain of criminal activity proven harder to compromise, the attack might not have been possible at all.

One way to measure staff awareness and compliance with cybersecurity policies is to run simulated tests: who clicks on what could have been an infected email? Who divulges passwords or secure information? Even if it is not part of a simulation, remind staff of the importance of digital security—call out questionable emails and enforce regular password reset timelines. One way to make security training more salient is to remind personnel of the personal threat as well. People who are vigilant with

their online security at home are more likely to be conscientious at work. Whether the motivator is to protect precious family pictures from ransomware or to prevent an agency system from being compromised, the end result of a more secure digital environment is beneficial.

Institute preventative policies and stick to them: While personnel need to understand the security policies governing their organization, those policies must be thorough and thoughtful. One of the most effective preventative policies is a remote backup. Frequent backups protect in the case of ransomware or other malware attacks, but only if the backup does not copy infected files. In the earlier Cockrell Hill example, their backup was automated in a way that did not check to prevent the infected files from saving over the original data. Protect against this by requiring that someone physically carry the files to a remote backup location, rather than an automated sync.

It is also important to regularly update online vulnerabilities. Older websites and web apps (such as an outdated crime map or online contact form) can also serve as weak links for attackers to abuse. Legacy code, as it is often called, does not offer up-to-date security features or fixes, potentially opening it to attacks a newer system could easily defend against. Organizations that manage their own web presence may give this concern particular attention; if the department's site is part of a larger network of municipal sites, calling it to the attention of the appropriate webmaster or IT department may be wise. Establish a regular timeline or assigned job duty to ensure that old vulnerabilities do not get overlooked.

Pay attention to the update frequency of any software vendors as well. Consider updating contract language to require secure behavior, setting concrete frequencies for security reviews, and establishing and clarifying direct lines of contact for security concerns.¹³ Organizations approaching renewal time with an otherwise

¹⁰ The Human Factor in IT Security: How Employees are Making Businesses Vulnerable from Within. (n.d.). Retrieved March 01, 2018, from Kaspersky Lab website: <https://www.kaspersky.com/blog/the-human-factor-in-it-security/>

¹¹ Newcombe, T. (2015, November). States Are Slacking on Cybersecurity [Editorial]. *Governing.com*. Retrieved March 1, 2018, from <http://www.governing.com/columns/tech-talk/gov-states-cybersecurity.html>

¹² Heller, M. (2016, February 9). Social engineering attack leads to leaked info on 20,000 FBI agents. Retrieved March 1, 2018, from <http://searchsecurity.techtarget.com/news/4500272795/> Social-engineering-attack-leads-to-leaked-info-on-20000-FBI-agents

¹³ Rothman, M. (2016, April 25). Building a Vendor IT Risk Management Program: Ongoing Monitoring and Communication. Retrieved March 01, 2018, from <https://securosis.com/blog/building-a-vendor-it-risk-management-program-ongoing-monitoring-and-communi>

satisfactory vendor, however, may wish to stipulate extra security actions. If searching for a new service, ask if there are any independent security tests that can verify the safety of the product: many federal agencies are required to do this before getting authority to operate.

Ultimately, cybersecurity is complex and ever-changing. However, knowing what to watch for, understanding why it happens, and knowing the basic steps to stay secure can help law enforcement training organizations stay proactive and minimize the consequences of a data breach.

WHAT'S IN YOUR LESSON?

by: *Bruce-Alan Barnard, JD,*
LLM bruce@broadcast.blue

You've been tasked to teach a 2-hour lesson on Officer Liability. You've spent 15 years as a patrol officer and you've been certified as an instructor by your academy so you feel comfortable with the subject matter. When you ask for the lesson plan, the person tasking you says: "Don't worry ... I'll send you the PowerPoint slides."

How many times has this happened to you? If you are like me, probably more times than you can remember. There are three very significant problems with this type of approach to law enforcement training. I will address these three problems in this article.

Problem 1 – There's a lot more to effective training than presenting a PowerPoint.

There is a difference between "training" and "informing." Informing is simply sharing information. We want the recipient to have the information; and we provide it in a convenient form like an email, a PDF document, or even a "read it yourself" PowerPoint. But training is different. With training, we want the recipient to DO SOMETHING with the information. We want them to use the information to make decisions like when they have probable cause to arrest someone (cognitive domain) or we want them to use the information to manipulate something physically like how to shoot a firearm

accurately or apply handcuffs properly (psychomotor domain), and sometimes we want them to "feel" a certain way about a situation (affective domain).

PowerPoint is a great presentation tool, and it can also be used very effectively for informing people. But as a training tool it has been elevated to a position of false importance; and it can actually hinder learning. We have all heard of "Death by PowerPoint", and most of you reading this article have actually experienced it: slide after slide after slide with words filling the screen from top to bottom. This is a terribly ineffective way to teach. The instructor is talking, but the students don't hear a word he is saying because they are reading the slides instead of listening. All the while, they are frantically trying to write it all down because they are convinced there is some "gold nugget" contained on the slide that will be required to answer a test question.

Does your agency have "mandatory slides" that every instructor must use in a particular lesson or course? Many people erroneously believe that it will ensure that all the students in the course will receive the same training, but it more likely will turn an instructor into an "information provider" and can actually hinder the learning process. Put the outline of instruction in the lesson plan ... not the PowerPoint slides.

Problem 2 – Any teaching aid should be used to teach the students ... not the instructor.

Many people erroneously believe that if you are a master of your craft or profession, you can successfully teach others what you know. This is simply not true ... education is a science, and being an instructor requires a skill set beyond subject matter expertise. A long time ago, when I was a law school student at the University of Florida, I had a professor who was nationally-renown in a specific area of the law. He literally "wrote the book" on the law in that area and his text book was used throughout the country. Few, if any, lawyers knew this area of law like he did. And I can honestly tell you he was one of the worst professors I ever had in any academic

program. He knew the subject matter, but he didn't know how to teach.

Your LEO instructors might be incredibly proficient in their profession of law enforcement, but that doesn't necessarily mean they can walk into a classroom and effectively teach. A subject matter expert needs to know WHY they are teaching something in addition to WHAT they are teaching. This is accomplished through a lesson plan. With a lesson plan, a subject matter expert has a roadmap to the instruction and knows the what and the why. A set of PowerPoint slides cannot provide this information.

I recently provided legal training to a group of LEOs in Jackson, Mississippi, under a contract. The organization that hired me to conduct this four-hour lesson asked me for my PowerPoint slides. They were dumbfounded when I gave them my slides ... all 18 of them. Think about it ... 18 slides for four hours of instruction. My lesson plan was my guide for the instruction, not my PowerPoint slides. My slides were mostly pictures and I probably had fewer than 100 words total on the slides. I have been an instructor/teacher/trainer since 1985 (before PowerPoint was even available). In my experience over the last 30+ years of teaching, PowerPoint slides full of text are more often for the *instructor* than for the student. If the instructor knows what to teach (subject matter content) and why he or she is teaching it (lesson learning objectives), then the slides shouldn't be full of text. To the extent PowerPoint is used at all, it should be geared to enhance the learner's comprehension. The use of "mandatory slides" means you either don't have a valid lesson plan or you don't trust your instructors (or both), and it actively encourages "Death by PowerPoint" as more and more information is crammed into the slides.

Problem 3 – It exposes an agency to potential liability for negligent training. If there is no detailed lesson plan and the PowerPoint slides are the "de facto" lesson plan, then when your agency is sued for "negligent training" and discovery takes place, your agency is exposed.

When I was an instructor for a federal agency (that I will leave unnamed), one of our Special Agents was sued in a *Bivens* action for something he did. His defense was "That's the way I was trained!" and the agency was joined in the law suit. We were called upon to prove what the agency taught this particular agent, which was made very difficult for us because at the time he was a student, instructors were given a set of slides and told "this is what you are supposed to teach." There was no formal lesson plan, and the slides became the only evidence we had to overcome the negligent training law suit. The actual instructor was long gone, and it was a very difficult task obtaining a copy of the slides used for that particular student in that particular class. Lesson plan development and record-keeping are absolutely essential in defending against these types of claims.

The Bottom Line: Any lesson should (at a minimum) be based on a detailed lesson plan that provides the instructor with clear lesson objectives, an outline of instruction, and information on the format and duration of the instructional delivery. Any instructional delivery tool, including PowerPoint, should be used only to enhance the delivery of the training at the option of the instructor. PowerPoint is not a lesson plan.

What's in your lesson? You would know if you had a valid lesson plan!



About the author: IADLEST member Bruce-Alan Barnard, JD, LLM

[\[bruce@broadcast.blue\]](mailto:bruce@broadcast.blue) is a former federal prosecutor and retired FLETC Legal Instructor who has trained over 30,000 state, local, tribal, and federal law enforcement officers across the country over the last 20 years. He received his law degree from the University of Florida and advanced law degree from the University of Alabama. He is a subject matter expert in the legal aspects of law enforcement, specializing in search and seizure law and electronic surveillance law. Bruce-Alan provides weekly updates on cases that impact the legal aspects of law enforcement by hosting the weekly podcast "Broadcast Blue" at www.broadcast.blue. He provides law enforcement education and training consulting through LEO LAW at www.leo.law and he is the Director of LEA, which provides online training on the Legal Aspects of Law Enforcement at www.lea.one.



MICHIGAN POST ENHANCES ITS ENABLING LEGISLATION

Late last year Michigan's Governor Rick Snyder signed Public Act 289 of 2016, which made a number of revisions to the Michigan POST (MCOLES) enabling legislation (MCL 28.601 et seq.). The Act became effective January 2, 2017, and includes a number of modifications that address requirements for licensure, license revocations, minimum standards for reserve officers, and other procedures. The more notable revisions are summarized below.

The Michigan Commission has the authority to revoke the license of a law enforcement officer in two main ways. The first is if an officer:

- Obtains the license by committing misrepresentation or fraud; or
- Obtains the license because another person committed misrepresentation or fraud.

For example, if it is learned at a later date that there was a misrepresentation of material facts or a failure to disclose material facts on a signed affidavit, the Commission will initiate the revocation process. The process starts with a summary suspension and a notification of the intent to revoke the license.

The statute requires licensed officers to report to the Commission any criminal charges for offenses that could result in revocation or any personal protection order (PPO) entered against them. The following offenses could result in revocation. The statute lists them as:

- An offense punishable by imprisonment for more than one year;
- Misdemeanor OWI or OUID (with a prior conviction within 7 years);
- Misdemeanor possession of hallucinogens or Schedule 5 drugs;

- Misdemeanor use of Schedule 1, 2, 3, 4, or 5 drugs
- Misdemeanor second offense domestic violence;
- Misdemeanor aggravated assault;
- Misdemeanor aggravated domestic violence;
- Misdemeanor stalking.

The courts have latitude in adjudicating a criminal proceeding for the offenses listed above. They also have discretion in imposing sentence. To ensure that a license is revoked in all outcomes in which an officer is deemed guilty, the statute requires a revocation if any of the following determinations on those offenses occurs:

- Judgment or verdict of guilty;
- Judgment or verdict of guilty but mentally ill;
- Entry of plea of guilty;
- Entry of a plea of nolo contendere.

The statute also mandates revocation if one of the above determinations is accompanied by any of the following orders:

- An order delaying sentence under MCL 771.1 or any other order delaying sentence;
- An order of probation under the Holmes Youthful Trainee Act (MCL 762.11);
- An order of probation under section 7411 of the Public Health Code (MCL 333.7411);
- An order of probation for domestic violence assault under section 769.4a of the Code of Criminal Procedure (MCL 760.4a).

In addition, law enforcement agencies must notify the Commission of any personnel transaction that removes an officer's authority to enforce the law. The Commission will then contact the agency to find out what happened and then decide what further action needs to be taken, if any.

License revocation can apply to misrepresentation, fraud, or nondisclosure committed during the application process to become licensed or enter academy training. The statute contains several other revisions as well.

STRENGTHENING U.S.-MEXICO RELATIONS WITH POLICE & LAW ENFORCEMENT EXCHANGES

by: Jason Terry, Associate, Director
Exchanges & Professional Development, Global Ties U.S.



When law enforcement professionals from the United States and Mexico have the opportunity to deepen their understanding of each others' criminal justice system, real change can occur on both sides. That is what the Police Professionalization Exchange Program (PPEP) seeks to accomplish.



Participants and trainers pose with a helicopter during their visit to the Universidad de la Policía de la Ciudad de México in Mexico City. Photo credit: Jason Terry

Now entering its second year, PPEP is launching a new series of online training modules and tours of Mexico for U.S. participants. These provide members of U.S. law enforcement agencies with greater context and background of issues facing the criminal justice system in Mexico, while also providing participants from Mexico the opportunity to develop their skills and crime response capabilities as the country continues to strengthen its legal system. In January, the program completed its first round of training institutes in Mexico. The training team—comprised of law enforcement professionals from Texas, New Jersey, and North Carolina—conducted two-day seminars in Mexico City, Guanajuato, and Toluca. Topics

included ethics-based leadership, resource management, recruiting quality talent, and developing a comprehensive training portfolio.

***“I THINK OUR CONTINUED FRIENDSHIP
AND SHARING OF INFORMATION WILL
CONTINUE TO BUILD BRIDGES.”***

— PEGGY SCHAEFER, IADLEST

Our trainers, who collectively possess over 150 years of experience in law enforcement professional development, noted some of the common challenges facing police departments in the U.S. and Mexico: both are trying to re-establish public trust in their work and retain quality officers.

“With continued partnerships and a passion for the profession, change can occur,” said Inspector Charles Patnode of the University of Texas System Police Academy.

The team also found common misperceptions of police in Mexico. Peggy Schaefer of the International Association of Directors of Law Enforcement Standards and Training (IADLEST), remarked on the strength of Mexico’s national law enforcement officer database and the practice of conducting periodic background checks on officers. In Mexico City, she found that their simulators for firearms and crime scenes surpasses “more than 80 percent of U.S. training academies.”

Chief Paul Chapa of the Trinity University Police Department added, “Though they may not have the latest technology in some cases as we do in the States... their approach towards twenty-first century policing has been very successful.”

The most notable impact of the training has been the renewed understanding and relationships on both sides of the border. Dan Howard of IADLEST said, “I have been fortunate enough to have had the opportunity to teach close to 1,500 law enforcement recruits and experienced officers... I can say without hesitation, the officers in the classes [in Mexico] were the most appreciative and attentive group of law enforcement personnel.” Schaefer added, “I think our continued friendship and sharing of

information will continue to build bridges.” In 2017, PPEP served 702 participants who visited 92 law enforcement and related agencies during their exchange to the U.S. This year, PPEP expects over 200 participants from Mexico to visit the U.S., more than 100 U.S. participants to travel to Mexico, and plans to serve more than 1,000 participants online through our learning modules.

If you are a Community-Based Member and want to get involved, submit a proposal online (open to CBMs only).

Special thanks to:

Capt. Mike Davis of the Shavano Park Police Department in Texas for coordinating the curriculum and putting the teams together.

Richard Bryan of the Alamo Area Regional Law Enforcement Training Academy in Texas for serving as a team lead.

Community-Based Member organizations who hosted our groups in 2017.



**KLETC DIRECTOR
ANNOUNCES RETIREMENT**

submitted by: Kansas Law Enforcement Training Center



Ed Pavey, director of the Kansas Law Enforcement Training Center for the past 23-1/2 years of his 28-year KLETC career, announced in late February to his staff and University of Kansas leadership

that he will retire June 16, following a 49-year law enforcement career.

Director Pavey has been a longtime member of IADLEST, joining the Association in 1990. Until 2006, Pavey assumed both the KLETC academy and state POST oversight responsibilities, serving as both KLETC director and the Commission’s staff. In 2006, at the request of Director Pavey, the Kansas Legislature passed legislation creating a new state agency, the Kansas Commission on Peace Officers’ Standards and Training, better known as KSCPOST. This newly created state regulatory agency was then provided with its own staff and operating funding through court docket fees.

In June 1993, KLETC hosted the national IADLEST Conference in Wichita. In conjunction with the training conference activities, the then Santa Fe Railway (now BNSF Ry) hosted the IADLEST SPECIAL, a special passenger train that operated from Wichita to Dodge City and back for all IADLEST Conference attendees, conference vendors, and Kansas law enforcement officials on board. The IADLEST conference attendees and accompanying passengers arriving in Dodge City were treated to a tour of the Boot Hill museum, along with a Buffalo BBQ cookout provided by the Kansas Department of Wildlife and Parks. On several occasions over past years, KLETC has hosted the Midwest regional meetings at their 173-acre 15-building campus facilities, located 12 miles southeast of Hutchinson Kansas, most recently hosting the 2017 Midwest regional.

Pavey shared with his staff and the University of Kansas leadership that on June 16, 2018, he will officially retire as KLETC director, having served as the Center’s third director since the 1968 Legislature established KLETC 50-years ago as Kansas’ central headquarters for all law enforcement training. In 2018, KLETC is celebrating its 50th year of serving the Kansas law enforcement community (431 agencies).

In his written announcement to his staff, Pavey shared, “It has been a tremendous honor and privilege to be a part of this truly remarkable KLETC Team effort. However, as we all know, there comes a time in one’s career when it’s time

to hand off the leadership reins to another professional who will bring a renewed vision and vitality as KLETC staff continue to address the contemporary training and education challenges associated with preparing today’s Kansas law enforcement officers to serve and protect our Kansas communities. Looking back, my 28+ years have passed very quickly, joining the KLETC staff on December 1, 1989, as Assistant Director, became Acting Director on July 18, 1994, followed by my appointment as the Center’s permanent director on June 17, 1995. Prior to joining the KLETC team, my preceding 20+-year career with the Sedgwick County Sheriff’s Department where I served under the leadership of Sheriffs’ Vern Miller, Johnnie Darr, and Mike Hill, remains a cherished although distant memory.”

For the past 28+ years at KLETC, Pavey said it has been his distinct honor and pleasure to be associated with a very committed and highly dedicated staff of men and women serving the Kansas law enforcement community. He further said that he would forever remember and cherish the many professional and personal friendships gained over all these past years, especially those gained during his 28 years as an IADLEST member. As Director Pavey’s tenure closes to an end in June, he shares with his IADLEST colleagues the very best success in their continued tradition of providing high quality, contemporary, best-practice law enforcement basic training and continuing education to law enforcement officers across our nation.

KLETC staff will host a Farewell Reception for Director Pavey on Thursday, June 7 at 1:30 pm in KLETC’s Integrity Auditorium.

IADLEST-BJA CRIME ANALYSIS GRANT PROGRAM UPDATE

by: Mark Damitio, IADLEST Accreditation and Grants Manager

During the first quarter of 2018, the IADLEST-BJA Crime Analysis Program offered a combination of workshops and technical assistance. The workshops are free to the student, and all materials are supplied. Students are responsible for their travel and expenses. You may always find the most up-to-date information on the IADLEST-BJA Crime Analysis Grant

Program on the IADLEST website under the “Projects” tab at <http://iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop.aspx>

Crime Analysis for Chief Executives Workshops:

Dates	Location	Instructors	Agencies	N
Jan. 11-12, 2018	Husson University, Bangor, ME	Christopher Bruce Brett Railey	5	8
March 13-14, 2018	Jefferson County Sheriff’s Office, Birmingham, AL	Christopher Bruce Brett Railey Robert Hubbs	10	31

The two-day open enrollment workshops are geared to agency team, and focus on fostering better coordination and understanding. The one-day workshops are geared to a specific agency and focus on improving and increasing analytical capacity.

IADLEST is in the process of developing additional workshops for 2018:

Dates	Location	Type
April 10-11, 2018	Indiana Law Enforcement Academy, Plainfield, IN	2-day open enrollment
May 1-2, 2018	Lansing Police Department, Lansing, MI	2-day open enrollment
May 30-31, 2018	Sam Houston State University, The Woodlands, TX	2-day open enrollment
July 9-10, 2018	LA HIDTA Training Center, Commerce, CA	2-day open enrollment
July 12-13, 2018	Visalia Fire Department, Visalia, CA	2-day open enrollment
July 26-27, 2018	Kansas City Regional Police Academy, Kansas City, MO	2-day open enrollment
July 31-August 1, 2018	Frederick Police Training Center, Frederick, MD	2-day open enrollment
August 8-9, 2018	Regional Training Academy, San Diego, CA	2-day open enrollment
August 14-15, 2018	Portland Police HQ, Portland OR	2-day open enrollment
August 28-29, 2018	Garden City Police Department, Garden City, MI	2-day open enrollment
September 5-6, 2018	Hillsboro County SO Jail, Tampa, FL	2-day open enrollment
TBA, 2018	Tucson Police Department, Tucson, AZ	2-day open enrollment
TBA, 2018	Phoenix AZ area TBA	2-day open enrollment

Crime Analysis Webinars (1.5 hours);

We held a webinar on February 21, 2018. It was presented by Annie Mitchell, Crime Analysis Supervisor for the Los Angeles County Sheriff's Department. The topic was a case study of the "Antelope Valley Crimefighting Initiative," a project involving the use of crime analysis that won the agency the Weber Seavey Award of Excellence by the IACP. It was attended by 26 people in person. There have been 8 views by people who have logged in after the webinar to view the recording. The total attendance to date is 34.

We held a webinar on March 27, 2018. It was presented by Christopher Bruce, IADLEST Crime Analysis Project Manager. The topic was "The 4P Approach: A Foundation for Crime Analysis and Proactive Policing." The focus of this session was on the types of evidence-based strategies affecting the four major ways that crimes concentrate - people, places, patterns, and problems - and the types of analysis that inform those strategies. It was attended by 154 people in person.

The project plans on presenting one webinar each in the second and third quarters in 2018: [Finding the Right Analyst for the Job](#), which will be presented by Sgt. Greg Stewart of the Portland (OR) Police Bureau. Topics include "What is and is not an analyst," "Qualities of a good analyst," "Choosing the best person," "Training and testing", and Interviewing.

Unprecedented Possibilities for Analysis, which will be presented by Deputy Chief Mitch Cunningham, Wilmington (NC) Police Dept. Topics include "Types of Analysts," "Processes," "Tools," and "Resources."

Watch the IADLEST Crime Analysis project page at: <http://iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop/CrimeAnalysisforChiefExecutivesWebinar.aspx> for dates and times as they are scheduled.

Prosecutor's Forum

In the deliverables for the current project, BJA expressed a desire to see more material specific to prosecutors as part of the workshop, webinars, and literature. The need for such material has been illustrated by the presence of prosecutors and prosecutorial staff members at the various executive workshops, as well as a recent focus on "Smart Prosecution," which uses data-driven, evidence-based strategies to create more efficient, effective, and fair strategies. The project applied to convene a forum on January 25-26, 2018, in Arlington, Texas, but due to a delay in approval, the date was moved to June 12-13, 2018. Over a two-day period, we will present a variety of moderated-discussion questions and exercises to better understand the unique crime analysis needs of the nation's prosecutors. The explicit goal of the discussions will be to develop the material necessary for a model training curriculum that focuses on those needs.

Project Timelines: Currently, the project is funded through September 2018. All required deliverables will be exceeded by the end of the grant.

E N V I S A G E
T E C H N O L O G I E S

UNMANNED AIRCRAFT SYSTEM SOLUTIONS FOR MODERN POLICING

*by: Joshua Brown, President and
CEO of Icarus Aerospace Inc.*

The term "Modern Policing" has become a strong topic in recent years; but to truly modernize policing methods this must also incorporate modern technology. Unmanned aircraft systems (UAS) can provide law enforcement with critical information to increase situational awareness, help mitigate risk to life, and improve response capabilities throughout many missions. In most cases, a UAS can access areas traditional helicopters and officers on foot can't, providing a more nimble tool for surveillance, crime scene or traffic accident analysis, crowd monitoring, and more. With the influx of cheaply made, inexpensive devices, many have overlooked the safety and security provided by true technology versus hobby

devices. The law enforcement market must select the right tool for the right job while also being keenly aware of the policies related to the implementation of such devices. This must all be accomplished while simultaneously keeping in mind how this new tool will be received by the public as well as affect the fiscal budgets.

The technology required for successful police operations is much more advanced than the hobby devices commonly available through many retailers. Due diligence is a must when selecting an airborne assets. Many off-the-shelf aerial vehicles provide surveillance capabilities but are not durable or secure enough to serve the needs of law enforcement. Secure real-time data transmission is a must – every system should include some form of encryption and be able to beam information to hospitals, fire departments, or other agencies whose services are required for mutual aid.

Modern policing is something that has many layers whether it be the technology, policy, training, or how to express its use to the public at large. This is a process that takes time and consideration which must be done methodically as some groups already oppose law enforcement use of UAS. These groups feel there is a lack of any real oversight and knowledge related to UAS for law enforcement which will ultimately lead to abuses by law enforcement personnel. By understanding how UAS can be implemented to support law enforcement operations and protect the public interest, the concept of modern policing can become a more efficient, cost effective resource while making the public safer every day.



**YOGA FOR FIRST RESPONDERS:
BREATH & MINDFULNESS FOR TACTICAL
TRAINING**

by: Howard W. Sweeney, III

I believe the proper breathing that occurs with the practice of Yoga can directly influence Tactical Skills required by Law Enforcement on

a daily basis. After I journeyed into a deeper understanding of Yoga during my week-long Yoga for First Responders (YFFR) class, I found a new appreciation for breathing. Before that week of training I knew breathing was important because of my grappling class, but I didn't understand exactly how important.

At my day job as a Police Corporal and Physical Training / Control Tactics Instructor for Detroit Police Department, it's become quite repetitive and mundane constantly telling recruits to breathe while performing job-specific training procedures. Yoga breathing, or "tactical breathing" as it's referred to in law enforcement and YFFR protocol, allows you to automatically change responses your body creates.

The first tactical skill that's at the forefront is close quarter hand-to-hand combat. When officers are engaged in a physical fight and holds their breath they are going to slow themselves down and their brain function will also suffer. If their brain function suffers this can cause the officers to possibly underperform, which could lead to serious injury or death. The opposite is also true, if officers overreacts and breathing is too heavily, this could lead to the subject being injured through excessive force. If officers are breathing properly while moving then their being mindful, which can also lead to less stress and an optimal outcome for both the officers and the subject. Proper breathing while in a fight to gain control of a subject could be the difference between officers lasting 20 seconds in a ground fight or a few minutes. Not breathing or improper breathing could also cause officers to lose focus, possibly spiking your blood pressure and causing dizziness as well as faster muscle fatigue. Breathing is what gives your body most of its oxygen, if you don't inhale you are not providing a steady supply of oxygen to your muscles and other vital organs such as your brain or eyes. Every officer needs his or her brain and eye-sight, along with other organs, to be operating at high levels of functioning.

The second tactical skill set requiring proper breath work is firearms training. I remember someone once saying, "Just hold your breath

prior to shooting and that's the breathing you need to worry about." Boy, were they wrong! I've learned throughout the years that proper shooting requires relaxation, and you cannot relax while holding your breath, or for that matter breathing improperly. For example, one breathing technique is to simply count to four while inhaling deeply, count another four while holding your breath, and then exhaling your breath for a final four counts. Relaxing and breathing properly throughout pulling the trigger will result in easier target acquisition and ease of maintaining a good sight picture. "Tight muscles redirect energy and can end up redirecting the most careful of targeting. "What does it take to actually be a yogi? Not spiritual attainment or asana (physical posture) performance, but the beautiful embrace of your own reality." (Whitwell 1505)

The third and final tactical skill set I'll discuss is mental toughness. Yoga helps build mental toughness by providing aid toward becoming more reflective and calm, by positively managing stress, and by building resilience. This is the main objective of Yoga for First Responders. The focus, concentration, and stillness required during the practice of Yoga helps you remove clutter in your life. Also, the practice of Yoga's physical postures, meditation, and breathing helps reduce an officer's heart rate and lowers his or her's blood pressure. This can increase an officer's sense of well-being and decrease their level of stress. Yoga helps officers develop good posture. Officers without good posture can convey self-doubt leading to poor self-esteem. Having good posture increases their self-confidence and their projection of competence to the public. Mental toughness, a.k.a. mindfulness, is a practice and continual process. It may take a while to develop this skill set, but once developed, regular practice can help officers pay closer attention to their thoughts and to learn to take a step back from them. Practicing mindfulness can also help officers develop more compassion and empathy in life, both of which are needed in job performance.

Overall, I believe that officers can build resilience in their weekly practice of Yoga by moving through the postures while properly breathing and

holding postures past their usual comfort level but stopping at the point of injury or unnecessary pain.

Works Cited: Whitwell, Mark. *Yoga of Heart*. Lantern Books, 2004. Digital Book

Kolk MD, Bessel van der. *The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma*, 2014. Digital Book

Officers can learn to become one with them through proper breathing to lessen shaking, wobbling or stumbling about the mat which, in turn, allows them to learn more about themselves by challenging themselves as they progress in their practice. The challenge that comes with performing yoga teaches your brain how to be flexible when adapting to change because the repetition and holding postures makes for a stronger connection throughout the rest of the body.

I believe the practice of yoga is beneficial to officers because when faced with real life challenges on the streets they will be better equipped to be in command of the situation and not reactionary. Yoga can also aid officers in building resilience to handle the trauma that occurs in their daily lives. Trauma results in how the brain and mind manage perceptions. "We have learned that trauma is not just an event that took place sometime in the past: it is also the imprint of life by experience on mind, brain, and body. This imprint has on-going consequences for how the human organism manages to survive in the present." (Kolk 21)

In my opinion, officers without a personal yoga practice will not have an effective way to manage the daily stresses of their occupation. Law enforcement agencies around the country aim to build resilience amongst officers but as of now it's just a concept, without action, a non-solution is a disservice to all.

I think that over time more agencies will begin to realize the importance of yoga in the public safety community. I certainly hope so as we have lost many of our co-workers, friends, and family members to stress-related illness and suicides. I believe this is the optimal moment for the leaders of our agencies to add to the officer's tool belt the gift of proper breathing techniques and the practice of being mindful on-duty and off-duty. It would benefit law enforcement agencies around the country by drastically lowering mental health separations, lessening time taken off for stress, leave and greatly reducing citizen complaints.

For more information on Yoga for First Responders, visit: www.YogaForFirstResponders.org



OREGON UPDATE FOR APRIL 2018

by: Eriks Gabliks DPSST Director

During the 2018 session, the Oregon Department of Public Safety Standards and Training (DPSST) requested funds for five additional basic police and one additional basic corrections class. Last week, the 2018 Legislative Session approved our request of \$3,657,838, and authorized seven permanent positions and six limited duration positions to meet demands during the 2017-19 biennium. The legislature also approved an expenditure limitation increase, on a one-time basis, by \$623,260 to reimburse DPSST for expenses incurred for training and certifying Oregon National Guard members as wildland firefighters during the 2017 fire season.

DPSST also provided assistance and testimony on a bill (HB 4056) that was introduced to provide tuition assistance to children of fallen public safety officers (police, corrections, parole and probation, fire, etc.) who desire to attend college. This Bill passed both chambers and is heading to Governor Kate Brown for anticipated approval.

<https://olis.leg.state.or.us/liz/2018R1/Downloads/MeasureDocument/HB4056>

The changes approved to the first four weeks of Basic Police Course (Phase 1) were reviewed and approved by our Board at its meeting last month. The changes will be implemented with the Basic Police class starting in April. The Phase 2 work group is being formed, and staff will begin working with them to review, update, and propose changes for consideration by our Police Policy Committee and the Board on Public Safety Standards and Training (BPSST).

DPSST is working on its 2019-2021 Agency Request Budget. Enrollment to address retirements will be a primary focus of the

agency. DPSST will also request funds to address infrastructure issues as the 235 acre campus is getting close to 12 years old and items are starting to wear out. DPSST is also discussing a request from the Oregon Department of Corrections to evaluate the return of basic training for newly hired state corrections officers to the Academy. Academy enrollment continues to be strong. The largest numbers are in the basic police course where the statewide estimate is that 1,000 officers (+/- 20%) are eligible to retire over the next three years. The Basic Corrections class for city and county officers also continues to see strong numbers. DPSST plans to begin a new Basic Police class every month for the next three years, if warranted, and funded by the legislature, to meet the hiring and training needs of our statewide partners. The February class started with 40: 39 are enrolled for March, and we have 20 enrolled in the April class. We have not slowed down and are getting newly hired officers into basic training within 90 days of hire, if not sooner.

DPSST is working with a group of chaplains who are developing a class specifically for public safety chaplains. The closest class is in Washington and is in high demand which means slots for Oregon chaplains are limited. The chaplains group will develop and deliver the class for public safety chaplains who support law enforcement, fire, EMS, and 9-1-1 centers, their staff, and their customers. DPSST will host the class at the Academy free of charge and offer meals and lodging as well.

DPSST was pleased to host the first ever Oregon Association of Chiefs of Police (OACP) Small

Agency Conference at the Oregon Public Safety Academy in Salem on February 27 and 28, 2018. More than three dozen agency leaders from every corner of the state attended this first-ever gathering. More than 6,200 men and women serve and protect Oregonians as full-time law enforcement officers. These dedicated professionals work for 181 city, county, state, tribal, and university law enforcement agencies. What many Oregonians may not realize is that of the 181 agencies in the state, 72 of these agencies employ less than nine full-time officers.

DPSST's leadership team recently completed a statewide, 12 city, listening tour that focused on its criminal justice partners. This was done because there are so many changes occurring in both standards and training for police, corrections, parole and probation, and 9-1-1 that the specific focus was necessary. More than 80 of the 208 criminal justice agencies attended with more than 150 participants. The feedback was very good with a common theme statewide regarding increased communications from DPSST to agencies while their students were in the Academy. There was also feedback regarding updating the supervision and middle management training courses.

DPSST received \$400,00 in funding from the Oregon Health Authority to assist with delivery of classes, specifically for public safety personnel responding to incidents with people in crisis. This training ranges from one-week CIT classes to one-day specialized classes all offered on a regional basis around the state.

DPSST has been asked by the FBI Portland Division to help support their FBI Youth Camp in July. This will be the first-ever residential (overnight) FBI Youth Camp held in the country. DPSST is pleased to help support events that allow youth to explore future career opportunities.

DPSST hosted Dr. Matthew Bacon from the University of Sheffield (UK) who is visiting our Academy to learn more about our Center for Policing Excellence (CPE) and the exciting

work they are doing in our various training programs.

Dr. Bacon lectures on Criminology at Sheffield's School of Law. <https://www.sheffield.ac.uk/law/staff/mbacon>



CLARIFYING MISREPRESENTATIONS ABOUT LAW ENFORCEMENT INTERROGATION TECHNIQUES

*by: Joseph P. Buckley, President,
John E. Reid and Associates*

Over the years, social psychologists, defense attorneys and some academicians have offered a number of criticisms of current law enforcement interrogation practices, and, in particular, the Reid Technique. Some of these criticisms are:

- the goal of an interrogation is to get a confession whether it is true or not
- investigators use minimization tactics in which they offer the suspect leniency if he confesses, and harsher punishment (maximization) if he does not
- investigators oftentimes interrogate innocent people whom they have erroneously classified as guilty
- investigators use coercive tactics and procedures to secure confessions
- investigators feed crime details to the suspect so that the authenticity of their incriminating statements is difficult to assess
- investigators lie to the suspect about evidence
- investigators do not modify their tactics when questioning juveniles or mentally impaired individuals
- the interrogation is designed to make the suspect feel isolated and hopeless so that he sees no way out except to confess

- the Reid Technique is a guilt-presumptive approach

John E.Reid and Associates has prepared a document that discusses each of these criticisms and describes exactly what is taught with respect to law enforcement interrogation techniques, and the Reid Technique of Interviewing and Interrogation in particular. The following are the topics addressed in the paper:

- The Purpose of an Interrogation
- Guilt Presumptive Process
- How Social Psychologists Describe Interrogation
- The Use of Minimization Techniques
- The Three Errors that Lead to False Confession: Misclassification, Coercion, and Contamination
- The Reid Behavior Analysis Interview
- Lying to a Suspect About Evidence
- Modifying Techniques When Questioning Juveniles and Individuals with Mental or Psychological Disabilities
- Courts and Attorneys Use Reid as the Benchmark for Proper Procedures
- Cause of False Confessions

John E. Reid and Associates can send your agency, pdf copy of the document for your staff, or you can advise your officers that they can access the document on our website at: <http://www.reid.com/pdfs/20180126.pdf>.

**EXECUTIVE COMMITTEE
MEETING MINUTES
October 21, 2017
Philadelphia, Pennsylvania**

CALL TO ORDER: President Dan Zivkovich (MA) called the meeting to order at 3:00 PM Eastern Standard Time on Saturday, October 21, 2017.

ROLL CALL: The roll of attendees was called by Secretary Pederson (WI). There were nine Executive Committee members present:
President Dan Zivkovich (MA)

Second Vice-President Victor McCraw (ID)
Treasurer Jami Cook (AR)
Secretary Stephanie Pederson (WI)
Northeast Region Representative Michael Wood (NY) (Dan Zivkovich Proxy)
Central Region Representative Joyce Nelson (MI)



Midwest Region Representative Gary Steed (KS)
Western Region Mike Sherlock (NE)
International Region Gary Bullard

Committee members absent:
First Vice-President Sue Rahr (WA)
Immediate Past-President Brian Grisham (TN)
Second Immediate Past-President Kim Vickers (TX)
Southern Region Representative Rebekah Taylor (LA)

There was a quorum to conduct business.

IADLEST Staff:
Executive Director Mike Becar
Deputy Director Dave Harvey
Director of Operations Yvonne Pfeifer
Grants and Accreditation Manager Mark Damitio
NLEARN Manager Dan Setzer

ADDITIONS TO AGENDA: President Zivkovich asked if there were any additions to the agenda. President Zivkovich had two additions: He will talk about the IACP Technical Advisory Panel and a request from the

IACP for IADLEST to participate in COPS office initiative. Additionally, Stephanie Pederson wanted to introduce the CoverMe Blue Initiative coming out of Wisconsin.

INTRODUCTIONS OF GUESTS: President Zivkovich introduced the following guests who gave presentations as summarized below:

Renee L. Wright, M.Ed.
Outreach Team Manager
Columbia Southern University
Orange Beach, AL

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 all the way through to Master's degrees in Emergency Services programs.

Ms. Wright said the University is seeking a learning partnership with IADLEST. The University will help IADLEST in any way they can and in return would like IADLEST's help in disseminating information and materials to the IADLEST membership. The University also 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. President Zivkovich clarified that if IADLEST partnered with the University and signed a memorandum of understanding (MOU), then this would make any officer who falls under a POST that is part of IADLEST eligible for the tuition discount. Ms. Wright said yes that would be the case. If IADLEST agrees to partner with Columbia Southern University, they would also allow IADLEST to use their logo on the IADLEST website.

President Zivkovich asked if the executive committee wanted to take any action at this time. Deputy Director Harvey asked to table any action until the committee talked a little later in the meeting about the proposed policy and procedures for any endorsements or donations. The committee agreed.

APPROVAL OF EXECUTIVE COMMITTEE MINUTES: President Zivkovich asked for a motion to approve the Executive Committee Meeting Minutes from May 21, 2017 (Nashville, TN). There was a **MOTION** by Mike Sherlock and a **SECOND** by Victor McCraw to approve the minutes. **The MOTION CARRIED.**

EXECUTIVE DIRECTOR'S BRIEFING: Executive Director Becar provided information on the following:

- **Changes in POST Directors:**
Mike Akselrud is the new POST Director in Wisconsin.
Cory Amend is no longer the POST Director in Colorado. He is moving to the Department of Revenue as the Deputy Senior Director of Enforcement. The new director is Erik Bourgerie.
- **Executive Committee Resignation:** Sue Rahr (WA), who was the First Vice-President, resigned from the executive committee because she has a lot going on and felt it would not be fair to commit to the committee and then not be able to fulfill that role adequately. She still supports IADLEST and will continue to send staff members to the IADLEST conference and events.

President Zivkovich explained that after conversations with the Executive Director and the Second Vice-President Victor McCraw, the decision was made that Victor McCraw would not move up to the First



Vice-President position. When Victor McCraw took on the position as the Second Vice-President he did so factoring in what was going on in his agency over the next few years, the transition happening there, and his movement through the positions of Second Vice-President, then to First Vice-President, and then to President. He cannot take on the full duties of the First Vice-President until next year. Victor McCraw will remain the Second Vice-President but has volunteered to take on some of the First Vice-President duties.

In the mean time, the First Vice-President position will remain vacant. At the 2018 conference, the President position that would have been filled by Sue Rahr will be put up for election. According to the By-Laws, if no one is voted in as the new President, Dan Zivkovich will remain in that position for another year. Victor McCraw will move up to the First Vice-President position at the 2018 conference.

Additionally, the First Vice-President normally runs the election process at the General Business meeting at the annual conference. However, since that position will be vacant, Victor McCraw or Brian Grisham will run the election so there is no conflict of interest if President Dan Zivkovich winds up remaining as President for another year.

- **Staff Retreat:** The IADLEST staff and contract employees participated in a 1-½ day retreat in Denver in September 27-18, 2017. They talked about each other's backgrounds to help identify everyone's strengths and what they bring to IADLEST. They reviewed the IADLEST strategic plan, policies and procedures manual, and discussed the website upgrade. They all went through administrative training on

things like processing invoices, etc. The group also worked on developing an "elevator" speech/presentation that any of them could give to market IADLEST and increase membership. The staff determined that the membership committee needs to be reinstated to review initiatives to increase and manage membership. Finally, the staff discussed ways to generate revenue that is not dependent on grants.

- **National Certification Program:** Executive Director Becar reminded everyone again to support the National Certification Program (NCP). IADLEST will be taking a larger role in marketing the NCP going forward and will lean on POSTs to help market classes offered in that state. NCP is raising the bar on training and many classes that were submitted for certification are being reworked to meet the standards.

Jami Cook asked Executive Director Becar to clarify the fees associated with the NCP for vendors (certificate fee). Vendors have to pay a fee to get national certification and then there is an administrative fee (formerly known as a certificate fee) that is charged if a vendor uses their own Learning Management System (LMS). If the course is in the national catalog, then the administrative fee would not apply. If a vendor uses their own LMS, then a course roster has to be uploaded to First Forward, a training record has to be created so as to follow that officer, they would do an evaluation of the course, and market the course for the vendor. These are the things that are covered by the administrative fee for vendors who use their own LMS.

Jami Cook's concern is that in Arkansas they have a statute that says they cannot charge anything to any agency for training or certification. This ongoing expense is a concern for her state.

Peggy Schaefer and Deputy Director Harvey had a meeting with NCP vendors. Overall the vendors like the NCP. Some large agencies are asking if these vendors are

certified, not necessarily by NCP, but by anyone. Vendors approved by NCP can now say “yes” and they are running into this more and more with agencies asking more questions about their training. Right now there are 38 states that accept the NCP. The main reason others do not is due to legislation in their state. Many states are changing their legislation to accept the NCP vendors.

Accreditation Program: The Academy and POST Accreditation audits have been slow getting off the ground. These programs have a lot of potential, and IADLEST is going to start pushing these two programs harder. Academies can market themselves as receiving national accreditation by IADLEST.

- **Model to Host Training Initiative:** One training initiative Executive Director Becar would like to implement is a model to host training. The training that IADLEST would present around the country would be primarily Nationally Certified courses and would help these vendors get their courses held around the nation and see a real benefit with the NCP program. It could also help generate some revenue for IADLEST to offset the shortage of indirect money that is falling off from a lack of grants.
- **Academy Directors’ Courses:** Mark Damitio is working to put the final lesson plan together for the Academy Director’s course. Executive Director Becar has some ideas of offering a training track for Academy Directors at the next conference and offering the Academy Director course or modules from that course in that track, provided there is room in the schedule.
- **Collaborations:** There are a lot of companies and vendors that want to use the IADLEST logo and/or want IADLEST to help sell their products. The first thing IADLEST needed to do was establish a policy so that IADLEST endorsements are equitable and fair and meets certain criteria. Deputy Director Harvey is working with several companies that are willing to pay a fee to partner with IADLEST.
- **Large Truck and Bus:** IADLEST is no longer working with the Large Truck and Bus grant. There have been delays in IADLEST getting paid, and there is still about \$60-70,000 in outstanding payments owed to IADLEST. However, through the grant, there are now certified instructors all around the country; and IADLEST may offer this training for a fee in the future in lieu of another grant.
- **National Instructor Certification:** Many POSTs already have programs to train and certify instructors in their state; and many instructors must attend re-training for topics like firearms, defensive tactics, etc., to be recertified every few years. However, there is not a lot of higher level training given to instructors. IADLEST is thinking of establishing a National Instructor Certification where IADLEST can go beyond what the states are doing.
- Some of the ideas for training include topics like: Writing effective and measureable objectives and curriculum development, measuring training, test writing development, practical exercise considerations, training task analysis development, blended learning development, and online course development. A national certification would take instructors to the next level. POSTs could require their instructors to take this to get training that a POST is not or cannot offer.
- **Webinar with Google Corporation:** Executive Director Becar participated in a webinar with Google Corporation in October. Google has a group that is helping develop higher level training for law enforcement. The current topic they are focused on is de-escalation of force, and they want to work with IADLEST to make that happen and ensure they have the most up-to-date best practices, etc. Executive Director Becar also talked with them about

national certification, and they were very interested in that. Deputy Director Harvey will work with Google Corporation.

Paul Capatelli who is the former director of the California POST started up his own consulting firm. A major company approached him about doing training for law enforcement, and he talked about getting IADLEST involved to work with them especially on national certification. The company was so excited about what IADLEST is doing that they wanted information on how they could become a sponsor for IADLEST.

- **Grants:** IADLEST applied for three grants this year besides the TxDOT grant:
 1. The first one IADLEST applied for was a Bureau of Justice Assistance (BJA) Grant for \$2.5 million for one year on Responding to People with Mental Illness and Intellectual and Developmental Disabilities. However, BJA awarded this grant to someone else.
 2. IADLEST applied to be advisors for the Pacific Institute for Research and Evaluation (PIRE) Partnership with a company Jim Copple referred IADLEST to. IADLEST would be advisors for the training side, and a different company would do the evaluations and statistical analysis. IADLEST would produce a Sentinel Event Reporting training curriculum and toolkit and also leverage the NLEARN system and coordinate NCP certification for the curriculum. This will bring in about \$178,000 for IADLEST. However, Executive Director Becar has not heard back on this application yet.
 3. The third grant IADLEST applied for was for a \$2 million grant (one year) on Combating Opioid Overdose through Community-Level Intervention. IADLEST would provide training and technical assistance to law enforcement agencies to learn innovative approaches,

strategies, and responses to persons in opioid crisis. IADLEST would also leverage the NLEARN system to provide updated curriculum as it was developed under the new project. Again, Executive Director Becar has not heard back on this grant yet.

TREASURER’S REPORT: Treasurer Jami Cook (AR) provided the following information:

Assets: \$511,480.89
Liability: \$155,000.00
Balance: \$356,480.89

President Zivkovich asked for a motion to approve the Treasurer’s Report. There was a **MOTION** by Stephanie Pederson and a **SECOND** by Victor McCraw to approve the Treasurer’s Report. The **MOTION CARRIED**.

CONFERENCE REPORT: Yvonne Pfeifer provided the following financial information after the Annual Conference in Nashville:

Total Revenue: \$177,295
Expenses for meals and breaks: \$82,629
Miscellaneous Fees (AV costs, entertainment, printing, staff travel, etc.): \$78,997
Balance: \$15,668

The 2018 conference will be in Boston from May 20 – 23 at the Revere Hotel Boston Common. The theme for the conference will be Mental and Emotional Wellness and Community Relations. The registration fee will be \$400 for IADLEST members and \$450 for non-members. The vendor registration will be the same as last year at \$1,100.

The call for presenters was opened in August with a deadline being the end of September. There were 74 submissions for presentations, and the conference committee is in the process of reviewing those submissions now. A total of 12-14

presentations will be chosen out of those 74 submissions.

The events planned so far include going to a Red Sox Game on Sunday, May 20.

Attendees will be able to purchase their tickets when they register for the conference. Yvonne will get a block of seats, and the cost will be approximately \$60. Transportation will be available from the hotel to Fenway Park. Because of the game, registration will be opened earlier on Sunday from 8 am to 11 pm to accommodate those attending the game. Additionally, due to the return time from the game, there will not be a welcome reception the first night as in past years.

On Tuesday, May 22, the offsite event and live auction for the Special Olympics will be a dinner boat cruise with two private decks being reserved for IADLEST.

There are three hours set aside for a keynote speaker on Monday, May 21. President Zivkovich recommended Terry Cunningham, last year's IACP President and a retired chief from Massachusetts, as a keynote speaker. President Zivkovich talked with Terry Cunningham, and he agreed to talk at the conference but not for the full three hours. President Zivkovich offered a few options if he will not use the full three hours. First, Terry Cunningham could split the time with another speaker. Another option is to have Terry Cunningham talk for an hour and then have an extra round of workshops. Jami Cook suggested we add more time to the round tables because they always seem rushed. Deputy Director Harvey suggested maybe moving the discussion with the international members to the first day and not making it an option: make it part of the opening day. Stephanie Pederson suggested having the POST Director from the Virgin Islands or someone from Houston talk about the hurricanes that hit those areas and how they were able to continue working.

Executive Director Becar has been talking with the Virgin Islands and Yvonne is going to set up a GoFundMe page to raise money for rebuilding and trying to continue working. Specifically they asked for a generator and supplies to fix their roof which is leaking. Executive Director Becar suggested that Guam might be able to talk about this as well. Victor McCraw said maybe just talking about continuity of business at a POST which would also support the agencies in the state.

The 2019 conference will be in Milwaukee, Wisconsin. Dates TBD.

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

Policy and Procedures Manual (Mike Becar): Executive Director Becar sent an updated version of the Policy and Procedures manual out via email. The proposed changes are highlighted in red. Many of the changes can also be found on a two-page report that Mark Damitio created. One of the grants IADLEST received required that their grantees have policies on certain things and wanted a copy of IADLEST's policy and procedures manual. When they looked at the manual, they mentioned that certain things were missing. Mark took that information and evaluated the policy and procedures manual which he summarized in the two-page report. That prompted some of the changes in the manual.

There are two big changes that did not have to do with the grant:

1. New requirements for partnering.
2. Giving the Executive Director authority to act in good faith if the Executive Committee couldn't meet and weigh in immediately.

Another change, which was already in practice but not in the current manual, was the schedule for record retention.

Ninety percent of the changes went through a legal review. This document is a fluid document, and changes can be made to it at any time.

President Zivkovich asked for a motion to approve the changes to the IADLEST Policy and Procedures Manual. There was a **MOTION** by Jami Cook and a **SECOND** by Stephanie Pederson to approve the updated IADLEST Policy and Procedures Manual. The **MOTION CARRIED**.

NEW BUSINESS

Life Membership (Mike Becar): Executive Director Becar cannot nominate a member for life membership: it would have to be someone from the executive committee. However, Executive Director Becar discussed how Deputy Director Dave Harvey has contributed a significant amount of time and effort into IADLEST. He wanted to mention this to the executive committee to see if anyone on the committee wanted to recommend Deputy Director Harvey as a lifetime member of IADLEST.

President Zivkovich made a **MOTION** to approve Deputy Director Dave Harvey as a lifetime member. There was a **SECOND** by Victor McCraw to approve Deputy Director Harvey as a lifetime member of IADLEST. The **MOTION CARRIED**. This motion need only be approved by the Executive Committee. It does not need to go to the General membership for approval.

Resignation of 1st Vice President (Dan Zivkovich (MA)): This topic was discussed in the Executive Director's Report

COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

NLEARN/Website Redesign (Mark Damitio): The National Highway Traffic Safety Administration (NHTSA) gave

IADLEST a grant to upgrade the NLEARN website to make it more accessible, make it more user-friendly, and give it a more modern look. Envisage Technology is the technology vendor for the upgrade and is ahead of schedule. A Beta site is functioning and Dan Setzer, Yvonne Pfeiffer, Executive Director Becar, and Mark Damitio are still giving input on the site. The new site should go live in January 2018. The new website will have language support so that the entire site can be switched over to a different language for IADLEST's international members. The site will also be scalable for different platforms so that it can be used on mobile devices as well as on laptops, iPads, etc.

Sourcebook (Mark Damitio): A year and a half ago, the International Academy of Public Safety (IAPS) offered to redevelop the Sourcebook. The last successful Sourcebook was completed in 2005. There was one in 2010, but not everyone participated. The Beta test revealed some issues that needed to be fixed prior to this being released to the entire IADLEST membership. Based on those issues, the IAPS is in the midst of improving the process that will make it much easier to enter data. POST directors will get a new email when the Sourcebook is open again and available for input.

National Consensus Policy on Use of Force (Dan Zivkovich [MA]): The IACP released the National Consensus Use of Force Policy earlier this year. On October 22, the IACP is going to release the discussion paper that goes along with the policy. The paper addresses the questions that were raised when the policy was released. The paper basically states that the policy was meant to give agencies something to think about when they review or develop their Use of Force Policy. IADLEST is a signatory on that discussion paper.

Technical Advisory Panel (TAP) (Dan Zivkovich [MA]): The IACP and NHTSA

have a Technical Advisory Committee that sets the standards for the drug recognition experts and standardized field sobriety testing curriculum. President Zivkovich is the IADLEST/POST representative on that panel. President Zivkovich wanted to let the executive committee know that the National Safety Council and the National District Attorneys' Association and NHTSA have all publicly stated that no states should establish per se levels for marijuana because of the metabolism of marijuana, how it's absorbed, etc. Those numbers do not reflect impairment. These three organizations recommend that states have an impairment standard not a per se standard.

Strategic Plan and Advocacy Committee (Dan Zivkovich [MA]): One of the Strategic Planning goals is to bring a budget director on board to manage the grants and deal with fiscal matters. The Strategic Planning Committee had an informal discussion and determined that IADLEST should also hire a marketing-communications manager as well. As IADLEST grows and branches out into social media and market IADLEST more, it will be harder for Yvonne Pfeiffer to continue to do those things along with all of the other operations issues she handles on a daily basis. IADLEST has hired an intern at this point to help with marketing and social issues. Adding this position will have to be a fiscal decision based on when IADLEST can pay for a full-time position.

The Advocacy committee, for all intensive purposes, is an IADLEST lobbying group. The committee was scheduled to go to Washington, DC, and testify to one of the criminal justice groups; however, with all of the federal organizations still dealing with transition issues that was postponed. The good news is there are still conversations going on and the work is still getting done.

Hate Crimes Advisory Board (Dan Zivkovich (MA): The IACP in conjunction with a lawyers group has convened a broad panel to talk about Hate Crimes and Hate

Crime legislation. The ultimate outcome is to produce an action agenda that public officials, community leaders, and law enforcement can use to help them create a seamless response to Hate Crimes. The IACP is rolling out a "Stronger Than Hate" campaign during the IACP conference.

Additionally, Jami Cook sat on an IACP committee on law enforcement ambushes. IACP will be rolling out their findings and deliverables on Violence Against Law Enforcement at the IACP conference on October 23 at 3 pm.

Collaborative Reform Initiative for Technical Assistance (CRI-TA): The IACP and the Fraternal Order of Police (FOP) are applying to be a part of a collaborative reform for technical assistance. Due to IADLEST's participation in the use-of-force discussion, they invited IADLEST to partner with them in applying to be part of this initiative. The goal of the CRI-TA is to develop and execute a national law enforcement technical assistance program for state, local, territorial, and tribal law enforcement agencies that will improve their organizational public safety, crime reduction, and community policing effectiveness while reflecting the US Department of Justice's priority of recognizing local control and accountability for effective policing. The committee felt this would be a good initiative to be involved in. President Zivkovich will let the IACP know that IADLEST is interested.

National Fire Protection Association (NFPA) 3000 Project Update (Dave Harvey): Fire and EMS adhere to NFPA standards. NFPA started this initiative in Orlando to create standard protocols, policies, and procedures for law enforcement, fire, and EMS to respond to mass casualties. The NFPA has completed the first six months of a three year process, and they decided they needed someone from IADLEST to help with this project. Deputy Director Harvey went to two meetings and helped finalize the

first draft of this policy and procedures. Deputy Director Harvey had two concerns, one is will the officers follow NFPA guidelines? The second was that there was no National Sheriff's Association (NSA) representative at the training sub-committee, and he suggested that NSA needs to be there. The work is continuing and IADLEST will be involved long term.

Personnel Committee (Jami Cook for Kim Vickers): The Personnel Committee met and discussed offering a retirement benefit to IADLEST employees. The Personnel Committee recommends that IADLEST establish a simple IRA, which does not cost IADLEST anything to set up, and offer to match employee contributions up to 3%. Right now there are no retirement benefits for IADLEST employees.

President Dan Zivkovich asked for a motion to establish an IRA and to match monthly employee contributions up to 3%. There was a **MOTION** by Gary Bullard and a **SECOND** by Mike Sherlock to approve the establishment of an IRA and to match employee monthly contributions up to 3%. The **MOTION CARRIED**.

By-Laws Committee (Mark Damitio): There have not been any requests for updates since the by-laws were approved at the annual conference. However, as the by-laws were being reviewed before publishing them some grammatical errors that went back decades were found and corrected. No substantive changes were made. The new by-laws were passed at the annual conference in May 2017 and were posted on the IADLEST website in July 2017.

National Certification Committee (Mike Becar): This topic was covered in the Executive Director Report earlier.

Training and Standards Committee (Dave Harvey): Deputy Director Harvey will continue to chair this committee. Just before this executive committee meeting, committee members received thumb drives

with the presentation submissions for the Boston conference to look over. There were 74 submissions for this conference. The committee members will look through these presentations and each member will rate their top 20. Ultimately the committee will choose 12-14 presentations for the conference. Gary Bullard wanted to review the submissions to see if there are presentations that the International contingent may want to hear.

Skill Acquisition and Rate of Perishability (Dave Harvey): At the May 2017 Executive Committee meeting, Bill Lewinsky presented some findings on a study that Force Science did regarding skill acquisition and the perishability rates of skills. They do not have anything to report back at this point.

Accreditation Committee (Mark Damitio for Rick Gauthier): Mark Damitio stated that the Accreditation Committee conducted a conference call on September 7, 2017. Mark Damitio provided the committee members with an overview of the program and process, the documentation involved, sent copies of the matrices, and answered questions. This is a new committee so there will be some follow up conference calls in the near future.

Membership Committee (Dan Zivkovich for Kim Vickers (TX): Kim Vickers is the chair of the membership committee. Executive Director Becar and President Zivkovich will work with the Chair to reinvigorate this committee.

National Decertification Index (NDI) Advisory Committee (Dan Zivkovich for Bill Muldoon (NE): There are now 43 states reporting in the NDI. There are 23,000 actions reported in the NDI. There is now a new NDI logo. Additionally, the verbiage in NDI has been expanded. The definition of officer has been expanded to include Full Time, Part Time, Reserve, Volunteer, Deputies, Troopers, Corrections, Patrol and Probation officers.

NDI is also now going to include a statutory prohibition. This stemmed from Connecticut that has a statute that says if you do certain things, you cannot be a law enforcement officer. If someone falls under that statute, the POST does not take any action because the person is barred from becoming a law enforcement officer. This addition will still allow states to add the individual to NDI citing why they are barred from becoming a law enforcement officer.

Some states were not aware that they can still enter someone in NDI even if they are only under investigation. This will prevent officers from going to another agency to gain employment during the investigatory phase which can take months sometimes. If someone is entered into NDI under the investigation action and/or for states that have the authority to suspend someone for a period of time, NDI will send an email out every quarter to remind those states of these temporary actions. A state may then remove that action or change the code on it if the investigation is over and the officer is going to be decertified.

Executive Director Becar explained that out of the 23,000 actions, there are over 500 duplicate records entered into the NDI. Years ago NDI removed the social security numbers as a unique identifier which could be adding to the duplication problem. Executive Director Becar asked the committee if anyone would have a problem with NDI requiring the use of birth dates to reduce the number of duplicate records. No one on the committee had any issue with this.

NLEARN Committee (Dan Setzer): NLEARN had a very good year. NLEARN is getting a lot of new members, especially from Florida. Dan Setzer believes that Florida is requiring their officers to go through the NHTSA courses located on NLEARN which is why their membership is increasing specifically. Membership is over 3,500 now. Dan Setzer and Executive

Director Becar are encouraging POSTs to submit their lesson plans for academy courses to NLEARN. Dan would post these lesson plans which would allow other states and instructors to see and potentially use those lesson plans. Arizona and Ohio POST academies have submitted their entire academy curricula to NLEARN.

Nominations Committee (Victor McCraw [ID]): Victor McCraw reiterated that a new President will need to be elected with Sue Rahr stepping down and a new Second Vice-President will need to be elected to replace Victor McCraw as he moves into the First Vice-President position.

Kosovo Report (Dave Harvey): Deputy Director Harvey went to Kosovo for the ICITAP conference. He gave several presentations on IADLEST. One of the things that came out of his presentations is that the Kosovo Academy is interested in being accredited by IADLEST. They are currently getting accreditation through the European Union. ICITAP is waiting to go through the accreditation process until they complete the process for the European Union. Deputy Director Harvey and two in-country ICITAP members will be the assessors. Deputy Director Harvey expects they'll move forward with the accreditation process during the first part of 2018. This will be the first international academy accreditation.

CoverMe Blue (Stephanie Pederson [WI]): Stephanie provided information on a program starting up in Wisconsin called CoverMe Blue. This program is based on the CoverMe Veteran program used by the Wisconsin Veteran's Affairs. The CoverMe Veteran's program provides free gun skins for the grip/gun handle to veterans that they can customize. They can put a photo of a family member, their dog, their buddies, or anything that stops them from using their gun to die by suicide using that weapon. The idea is that when the veteran picks up the gun, they see the photo, and it stops them from killing themselves.

This group approached the Wisconsin Department of Justice about taking the Veteran's program and transitioning it to law enforcement. They do not have a funding source to provide these gun grips for free for law enforcement at this point. They are looking for someone to help fund this project, but they can offer each gun grip for approximately \$30 at this time. The gun grips do not affect the grip integrity and are not a permanent sticker: they can be removed with no residue left behind on the grip. This is a method of suicide prevention that Wisconsin has never seen before and Stephanie wanted to share the information with the committee and anyone else who was interested in the program.

ADJOURNMENT: Having no other business to conduct, President Zivkovich called for adjournment at 5:58 pm Eastern Standard Time. There was a **MOTION** by Stephanie Pederson and a **SECOND** by Joyce Nelson to adjourn. The **MOTION CARRIED**.

Next Executive Committee Meeting:
February 10-11, 2018, in Washington, DC.

BUSINESS MEETING MINUTES
October 22, 2017
Philadelphia, Pennsylvania

CALL TO ORDER: President Dan Zivkovich (MA) called the meeting to order at 8:00 AM Eastern Standard Time on Saturday, October 22, 2017.

ROLL CALL: The roll of attendees was called by Secretary Pederson (WI). There were fourteen POST agencies represented. There was not a quorum so no official action could be taken. Items needing action will be tabled until the next business meeting.



ADDITIONS TO AGENDA: President Zivkovich asked if there were any additions to the agenda. President Zivkovich stated that he would talk about the IACP Technical Advisory Panel and Stephanie Pederson would talk about the CoverMe Blue Initiative coming out of Wisconsin.

INTRODUCTIONS OF GUESTS: President Zivkovich introduced the following guests who gave presentations as summarized below:

Kristen Mahoney
Deputy Director
Bureau of Justice Assistance (BJA)
United States Department of Justice

The Bureau of Justice Assistance (BJA) has a new director, John Adler. Deputy Director Mahoney stated that IADLEST has been an important partner to BJA for years and is continually making adjustments to their portfolio based on input and feedback from IADLEST.

She thanked IADLEST for their work on training crime analysts which she feels is going to be extremely important to law enforcement in the future. BJA is getting ready to release a Crime Analysis Toolkit and is creating a Crime Analysis Community of Practice where they are working to professionalize the crime analyst job and connect agencies with crime analysts with each other.

In September 2017, BJA partnered with the International Association of Crime Analysts and provided scholarships to 50 crime analyst to go to the international conference in New Orleans. BJA plans on taking these crime analysts down to Charlotte, NC, to see

the work going on there with a real time crime center and their partnership with the University of North Carolina.

Deputy Director Mahoney also talked about the Valor program. The challenge with this program is that BJA is constantly updating the curriculum to meet the needs of law enforcement. She hopes that academies are using the Valor program and wants feedback regarding if academies are using the curriculum, how easy the curriculum is to train, and general feedback on the program, etc. She would like to see this as an agenda item for the next meeting.

President Zivkovich said that the Valor program is used sporadically around the United States mainly because IADLEST did not know about this until the program was completed. If IADLEST would have been brought in on this program earlier, IADLEST could have helped promote it with the state POSTs. President Zivkovich said it would be good to have a presentation on the Valor program to educate everyone on the Valor program or have some IADLEST Executive Committee members attend a Valor course to get a better understanding and provide feedback on the program.

The Valor program can make adjustments based on feedback and the evaluations they get. They recently partnered with the Police Foundation to conduct an evaluation of the Valor program to see where it is having an impact and see what it is missing. Valor also does active shooter training through the Texas University; they are working on crisis intervention training with IACP and de-escalation training with Polas Solutions.

BJA is also working on how they can help the Chief Information Officers (CIO) in police agencies. Generally the person assigned to this duty is the officer with the most computer or technology experience, but there does not seem to be any formal training in this area. BJA would like to develop partnerships with colleges with

engineer programs and figure out a way to get their students with a strong computer/technology background interested in the criminal justice system. The ultimate goal is to align criminal justice curricula with computer engineering curricula.

Additionally, BJA is partnering with the National Law Enforcement Officers Memorial Fund and Valor to create Destination Zero with the goal of driving down the number of Line of Duty Deaths. One major focus is on lowering deaths due to vehicle crashes. These deaths are preventable through safety practices and safe officer behaviors. The inaugural Destination Zero conference was held in Orlando, Florida, where 15 agencies presented on officer safety issues.

BJA has adopted fourteen cities as part of the Attorney General's National Public Safety Membership. These cities are high crime cities. BJA works with them for 3 years and provides training and technical assistance. It is not a grant program. By working with IADLEST, BJA is hoping to improve programs around the country. The areas where BJA works with these cities are crime analysis, gun violence and ballistics, technology, and investigative work. BJA accomplishes this work through a combination of peer-to-peer visits and training by subject matter experts. BJA needs help from IADLEST in identifying subject matter experts to conduct this training. BJA also conducts assessments and on-site visits to help them improve programs.

Executive Director Becar talked about BJA getting Valor and other BJA programs NCP certified. Executive Director Becar said he could have someone from IADLEST meet with them and walk BJA through the process of getting the courses nationally certified.

BJA is also working on a new Resiliency training. They are working with the University of Pennsylvania on this project.

BJA would like to get IADLEST's feedback on this training. Additionally, BJA wanted to make everyone aware of the National Domestic Communications Assistance Center run by the FBI. They offer free training; and they will send their trainers anywhere focused on communication tools, the dark web, etc.

BJA and the Executive Committee discussed training revolving around de-escalation/diffusing training. President Zivkovich suggested that if BJA could collect best practices from around the nation through IADLEST and partnered with IADLEST, it would help BJA develop training surrounding this topic.

Finally, BJA is working on an initiative to improve the relationship between probation/parole, corrections, and law enforcement.

**Nick Breul (MPDC Ret.)
Director of Officer Safety and Wellness
National Law Enforcement Officers
Memorial Fund**

The National Law Enforcement Officers Memorial Fund collects and provides information of officer fatalities to improve officer safety and wellness. Right now there are 21,183 names on the Memorial Wall. Three hundred and ninety-four names were added in 2016. One hundred and thirty-six of those were current-year Line-of-Duty (LOD) deaths. Seventy-four deaths put on the Wall last year were due to the effects of officers' 9/11 rescue and recovery efforts. There was a significant link to cancer due to the toxins to which officers were exposed. Twenty-two thousand people participated in last year's candlelight vigil. The vigil is now held on the National Mall due to construction of the National Law Enforcement Museum.

The Museum is currently under construction and is expected to open in October 2018. The museum tells the story of American law enforcement throughout history. The

museum will be not only for law enforcement, but it will help the public understand law enforcement better.

Right now, firearms are still the leading cause of LOD deaths. Shootings increased 58% from 2015 to 2016, and that was a 94% increase from 2013. There were 107 deaths in 2013 and 136 in 2016. One of the things Director Bruel's office is doing is looking at traffic crash data. They found that in approximately 50% of officer fatalities due to crashes, the officer was not wearing a seatbelt. They also found that 22% of officers killed were not wearing their vests in 2016. So far in 2017, there have been 104 LOD deaths which is one less than last year at this time. So far this year, fatalities due to traffic-related fatalities and firearms are equal at 38 each, and because of the hurricanes and storms, there were four officers who died by drowning.

Director Bruel stated that they would be focusing on single-vehicle crashes more. There were 28 automobile crashes in 2016. Eleven of them were single-vehicle crashes. In 47% of those single-vehicle crashes the officers were not going code or responding to a call for service. This is an area they are hoping they can focus on in the future.

The Destination Zero program is an award program to honor the winners, but, it also promotes safety and wellness. There are resources and ideas located on the website (<http://www.nleomf.org/programs/destination-zero/>) that agencies can use to draft policies, develop training programs and best practices, and promote officer safety and wellness. Destination Zero is part of the Valor program so if Valor provides training, Destination Zero will also be there to share all of the information they have on these programs.

Director Bruel's office promotes many safety programs such as Below 100. They are currently working with an agency called Responder Safety out of Cumberland Valley Volunteer Fire Association. They are

pushing training to reduce struck-by crashes for all first responders (fire, law enforcement, EMS). They have a module that has been certified by the Federal Highway Administration (FHWA) so you can get your Traffic Incident Management (TIMs) certificate online.

Director Bruel's office also works with the National Institute for Occupational Safety and Health (NIOSH), part of the Centers for Disease Control and Prevention (CDC). They are analyzing some of the fatalities and making recommendations to help develop a safety culture within law enforcement. Additionally, they work with the Concerns of Police Survivors (C.O.P.S.) and also with the Community Oriented Police Services (COPS) office. A report should be published soon on some analysis and findings along with recommendations to prevent deaths that was done in conjunction with the COPS office. The Executive Committee members asked if IADLEST could be put on a distribution list to get that report and any other reports. IADLEST could then share those reports with the members.

As a follow-up to the discussion about getting any of the programs mentioned by BJA nationally certified, there was a discussion about the administrative fee. Gary Bullard raised a concern about paying that fee for the international courses.

APPROVAL OF BUSINESS MEETING

MINUTES: President Zivkovich stated that we did not have a quorum to make a motion to approve the Business Meeting Minutes from May 23, 2017 (Nashville, TN). These notes were published, and they will be put on the agenda for the next meeting for approval.

EXECUTIVE DIRECTOR'S BRIEFING:

Executive Director Becar provided information on the following:

- **Changes in POST Directors:**
 - Mike Akselrud is the new POST Director in Wisconsin.
 - Cory Amend is no longer the POST Director in Colorado. He is moving to the Department of Revenue as the Deputy Senior Director of Enforcement. The new director is Erik Bourgerie.

- **Executive Committee Resignation:** Sue Rahr (WA), who was the First Vice-President, resigned from the Executive Committee because she has a lot going on and felt she could not devote the time to fulfill that role adequately. She still supports IADLEST and will continue to send staff members to the IADLEST conference and events.

After conversations between the Executive Director, President Zivkovich, and the Second Vice-President Victor McCraw, the decision was made that Victor McCraw would not move up to the First Vice-President position. Victor McCraw will remain the Second Vice-President but has volunteered to take on some of the First Vice-President duties. In the meantime, the First Vice-President position will remain vacant. At the 2018 conference, the President position that would have been filled by Sue Rahr will be put up for election. According to the By-Laws, if no one is voted in as the new President, Dan Zivkovich will remain in that position for another year. Victor McCraw will move up to the First Vice-President position at the 2018 conference.

- **Staff Retreat:** The IADLEST staff and contract employees participated in a 1-½ day retreat in Denver in September 2017. They reviewed the IADLEST strategic plan, policies and procedures manual, and discussed the website upgrade. They all went through administrative training on things like processing invoices, etc. The group also worked on developing an "elevator" speech/presentation that any of them could give to market IADLEST and increase membership. The staff determined

that the membership committee needs to be reinstated to review initiatives to increase and manage membership. Finally, the staff discussed ways to generate revenue that is not dependent on grants.

- **National Certification Program:** Executive Director Becar reminded everyone again to support the National Certification Program (NCP). IADLEST will be taking a larger role in marketing the NCP going forward and will lean on POSTs to help market classes offered in that state. NCP is raising the bar on training, and many classes that were submitted for certification are being reworked to meet the standards.
- **Model to Host Training Initiative:** One training initiative Executive Director Becar would like to implement is a model to host training. In this model, IADLEST would facilitate and host training around the country using contracted trainers. IADLEST would then be able to collect a percentage of the revenue generated. The training that IADLEST would present around the country would be primarily Nationally Certified courses and would help these vendors get their courses held around the nation and see a real benefit with the NCP program. It could also help generate some revenue for IADLEST to offset the shortage of indirect money that is falling off from a lack of grants.
- **Academy Directors' Courses:** Mark Damitio is working to put the final lesson plan together for the Academy Directors' course. Executive Director Becar has some ideas for offering a training track for Academy Directors at the next conference and offering the Academy Director course or modules from that course in that track, provided there is room in the schedule.
- **Collaborations:** There are a lot of companies and vendors who want to use the IADLEST logo and/or want IADLEST to help sell their products. The first thing IADLEST needed to do was establish a policy so that IADLEST endorsements are

equitable and fair and meet certain criteria. The Executive Committee approved that policy at the Executive Committee Meeting on October 21, 2017. Deputy Director Harvey is working with several companies who are willing to pay a fee to partner with IADLEST.

- **Accreditation Program:** The Academy and POST Accreditation audits have been slow getting off the ground. These programs have a lot of potential, and IADLEST is going to start pushing these two programs harder. Academies can then market themselves as receiving national accreditation by IADLEST. A few academies are getting ready to go through the process, as well as Kosovo, which will be the first international academy to be accredited.
- **National Instructor Certification:** Many POSTs already have programs to train and certify instructors in their state and many instructors must attend retraining for topics like firearms, defensive tactics, etc., to be recertified every few years. However, there is not a lot of higher level training given to instructors. IADLEST is thinking of establishing a National Instructor Certification where IADLEST can go beyond what the states are doing.

Some of the ideas for training include topics like: Writing effective and measureable objectives, curriculum development, measuring training, test writing development, practical exercise considerations, training task analysis development, blended learning development, and online course development. A national certification would take instructors to the next level. POSTs could require their instructors to take this to get training that a POST is not offering or cannot offer.

- **Webinar with Google Corporation** Executive Director Becar participated in a webinar with Google Corporation in October. Google has a group that is helping

develop higher level training for law enforcement. The current topic they are focused on is de-escalation of force and they want to work with IADLEST to make that happen and ensure they have the most up-to-date best practices, etc. Executive Director Becar also talked with them about national certification, and they were very interested in that. Deputy Director Harvey will work with Google Corporation.

Paul Capatelli who is the former director of the California POST started up his own consulting firm. A major company approached him about doing training for law enforcement, and he talked about getting IADLEST involved to work with them especially on national certification. The company was so excited about what IADLEST is doing they wanted information on how they could become a sponsor for IADLEST.

– **Grants** - IADLEST applied for four grants this year:

1. The first one IADLEST received was from the Texas Department of Transportation for a half a million dollars to continue the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) training in Texas.
2. The second one IADLEST applied for was a Bureau of Justice Assistance (BJA) Grant for \$2.5 million for one year to develop training on Responding to People with Mental Illness and Intellectual and Developmental Disabilities. However, BJA awarded this grant to someone else.
3. IADLEST applied to be advisors for the Pacific Institute for Research and Evaluation (PIRE) Partnership with a company referred to IADLEST by Jim Cople. IADLEST would be advisors for the training side, and a different company would do the evaluations and statistical analysis. IADLEST would produce a Sentinel Event Reporting

training curriculum and toolkit and also leverage the NLEARN system and coordinate NCP certification for the curriculum. This will bring in about \$178,000 for IADLEST. However, Executive Director Becar has not heard back on this application yet.

4. The fourth grant IADLEST applied for was for a \$2 million grant (one year) on Combating Opioid Overdose through Community-Level Intervention. IADLEST would provide training and technical assistance to law enforcement agencies to learn innovative approaches, strategies, and responses to persons in opioid crisis. IADLEST would also leverage the NLEARN system to provide updated curriculum as it was developed under the new project. Again, Executive Director Becar has not heard back on this grant yet.

IADLEST TREASURER'S REPORT:

Treasurer Jami Cook (AR) provided the following information:

Assets: \$511,480.89
Liability: \$155,000.00
Balance: \$356,480.89

President Zivkovich again stated that since there is not a quorum, the motion to approve the Treasurer's Report will be tabled until the next meeting in May 2018.

CONFERENCE REPORT: Yvonne Pfeifer provided the following financial information after the Annual Conference in Nashville:

Total Revenue: \$177,295
Expenses for meals and breaks: \$82,629
Miscellaneous Fees (AV costs, entertainment, printing, staff travel, etc.): \$78,997
Balance: \$15,668

The 2018 conference will be in Boston from May 20 – 23 at the Revere Hotel Boston

Common. The theme for the conference will be Mental and Emotional Wellness and Community Relations. The registration fee will be \$400 for IADLEST members and \$450 for non-members. The vendor registration will be the same as last year at \$1,100.

The call for presenters opened in August with a deadline being the end of September. There were 74 submissions for presentations, and the conference committee is in the process of reviewing those submissions now. A total of 12-14 presentations will be chosen out of those 74 submissions.

The events planned so far include going to a Red Sox Game on Sunday, May 20. Attendees will be able to purchase their tickets when they register for the conference. Yvonne will get a block of seats, and the cost will be approximately \$60. Transportation will be available from the hotel to Fenway Park. Because of the game, registration will be opened earlier on Sunday from 8 am to 11 am to accommodate those attending the game. Additionally, due to the return time from the game, there will not be a welcome reception the first night as in past years.

On Tuesday, May 22, the offsite event and live auction for the Special Olympics will be a dinner boat cruise with two private decks being reserved for IADLEST.

The 2019 conference will be in Milwaukee, Wisconsin. Dates TBD.

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

- **Policy and Procedures Manual (Dan Zivkovich):** The Executive Committee approved an updated version of the Policy and Procedures manual on October 21, 2017. The document will be available on the IADLEST website soon.

- **The updated By-Laws** that were approved at the May 2017 Business Meeting are also posted on the IADLEST website. However, there were a few grammatical changes made prior to them being posted – no content changed.

NEW BUSINESS - Resignation of 1st Vice President (Dan Zivkovich [MA]): This topic was discussed in the Executive Director's Report.

COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

- **NLEARN/Website Redesign (Mark Damitio):** The National Highway Traffic Safety Administration (NHTSA) gave IADLEST a grant to upgrade the NLEARN website to make it more accessible, make it more user-friendly, and give it a more modern look. Envisage Technology is the technology vendor for the upgrade and is ahead of schedule. A beta site is functioning; and Dan Setzer, Yvonne Pfeiffer, Executive Director Becar, and Mark Damitio are still giving input on the site. The new site should go live in January 2018. The new website will have language support so that the entire site can be switched over to a different language for IADLEST's international members. The site will also be scalable for different platforms so that it can be used on mobile devices as well as on laptops, iPads, etc.
- **Sourcebook (Mark Damitio):** A year and a half ago, the International Academy of Public Safety (IAPS) offered to redevelop the Sourcebook. The last successful Sourcebook was completed in 2005. There was one in 2010, but not everyone participated. The beta test revealed some issues that needed to be fixed prior to this being released to the entire IADLEST membership. Based on those issues, the IAPS is in the midst of improving the process that will make it much easier to enter data. POST directors will get a new

email when the Sourcebook is open again and available for input.

- **Below 100 (Mark Damitio):** Mark Damitio wanted to comment on the Valor program and Below 100 program. One of the reasons that the Below 100 program has been so successful is because of the training format it follows. The Below 100 trains officers in the program for the first four hours, and then the second four hours is actually a train-the-trainer course. Attendees become trainers and are able to take that information back to their agencies and states to train more officers on the Below 100 program. IADLEST is now working on following up the Below 100 program. The Below 100 cadre, Houston State University, and Law Enforcement Management Institute of Texas have developed a new Below 100 Executive level course that is called “Implementing a Culture of Common Sense Officer Safety.”

Zivkovich wanted to let the IADLEST membership know that the National Safety Council, the National District Attorneys’ Association, and NHTSA have all publicly stated that no state should establish per se levels for marijuana because of the metabolism of marijuana, how it’s absorbed, etc. Those numbers do not reflect impairment. These three organizations recommend that states have an impairment standard not a per se standard.

- **Hate Crimes Advisory Board (Dan Zivkovich [MA]):** The IACP, in conjunction with a lawyers group, has convened a broad panel to talk about Hate Crimes and Hate Crime legislation. The ultimate outcome is to produce an action agenda that public officials, community leaders, and law enforcement can use to help them create a seamless response to Hate Crimes. The IACP is rolling out a “Stronger than Hate” campaign during the IACP conference.



The first “beta test” course is being taught in the Dallas area in November 2017. IADLEST is partially funding this with NHTSA. If this is successful this will be a third component that will be added to the Below 100 program.

- **Technical Advisory Panel (TAP) (Dan Zivkovich [MA]):** The IACP and NHTSA have a Technical Advisory Committee that sets the standards for the drug recognition experts and standardized field sobriety testing curricula and certifications. President Zivkovich is the IADLEST/POST representative on that panel. President

- **National Consensus Policy on Use of Force (Dan Zivkovich [MA]):** The IACP released the National Consensus Use of Force Policy earlier this year. On October 22, the IACP is going to release the discussion paper that goes along with the policy. The paper addresses the questions that were raised when the policy was released. The paper basically states that the policy was meant to give agencies guidance when they review or develop their own Use of Force Policy. IADLEST is a signatory on that discussion paper.

- **Kosovo Report (Dave Harvey):** Deputy Director Harvey went to Kosovo for the ICITAP conference. He gave several presentations on IADLEST. One of the things that came out of his presentations is that the Kosovo Academy is interested in being accredited by IADLEST. They are currently getting accreditation through the European Union. ICITAP is waiting to go through the accreditation process until they complete the process for the European Union. Deputy Director Harvey and two in-country ICITAP members will be the assessors. Deputy Director Harvey expects they'll move forward with the accreditation process during the first part of 2018. This will be the first international academy accreditation.
- **Skill Acquisition and Rate of Perishability (Dave Harvey):** At the May 2017 Executive Committee meeting, Bill Lewinsky presented some findings on a study that Force Science did regarding skill acquisition and the perishability rates of skills. There is nothing new to report at this point.

REGION REPORTS

- **Northeast Region** (Dan Zivkovich for Michael Wood [NY])

Connecticut: Connecticut is operating with very low funding because the state has not passed the budget yet.

Maryland: Maryland is still trying to deal with, and implement, the requirements imposed by the Legislative action that were discussed during the Regional Meeting at the National Conference last year. Some of the legislation restructured their POST system. Some of the legislation conflicted so Maryland is working through all of those issues.

Massachusetts (President Dan Zivkovich): Massachusetts is finalizing its overhauled recruit curriculum and will roll out three pilot sessions in 2018, with the

goal of a statewide mandatory rollout in January 2019. The reason for the pilot sessions is because the delivery will be significantly different than traditional recruit training. It will be less instructor-centric and less focused on conveying information in a relatively linear fashion. The new curriculum will have more self-learning, student-led and team learning, facilitated delivery, and more practical applications and exercises. It will also focus on acronym-based problem solving.

The project started with hiring a trusted developer (F.O.R.C.E. Concepts, Inc.) and was followed by a Job Task Analysis (JTA) to establish the instructional objectives, followed by peer and subject matter expert reviews of lesson plans and training materials. The developer was told to assume Massachusetts did not have any curriculum or content at present because they did not want a rewrite: they wanted best practices. The resultant curriculum is currently estimated to need about 700 hours for delivery, but the actual time frame will not be known until the curriculum is piloted next year.

New York (Michael Wood): Work continues on the comprehensive review/update of New York's basic recruit curriculum. They anticipate completion by the end of 2018. Many key changes have recently been adopted by their Municipal Police Training Council in the areas of Use of Force, Defensive Tactics, and much more. The course in Police Supervision is under preliminary review.

New York also recently updated their model policy on eyewitness identification procedures to comply with the legislative change. New York was previously the only state in the country that did not allow evidence of photographic identification at trial. Updates to the model policy on video-recording of interrogations are expected in early 2018 to comply with additional legislative changes.

New York's version of decertification (based on revocation of an officer's training certificate after removal for cause) is about a year old now, with numerous reports from police and corrections agencies (well over 100). New York's regulation does provide for reporting to the National Decertification Index (NDI).

– **Central Region (Joyce Nelson [MI])**

Arkansas: Director Cook advised the Arkansas Commission on Law Enforcement Standards and Training is undergoing a rule clean-up following the 2017 legislative session and the new authorities granted to the Commission.

The Governor awarded them \$1 million for general improvements to their facilities, and they received funding to launch a statewide Crisis Intervention Team training program. Director Cook advised they received a grant to purchase individual first aid kits for distribution to all students upon completion of Tactical Emergency Casualty Care (TECC) training.

Director Cook advised they are working with partners to fund an online training/testing initiative in all academies. They added one session at the Northwest Arkansas academy, and they opened a Central Arkansas academy in partnership with their National Guard. All the academies are running over maximum sizes.

Illinois: Director Fischer advised the construction on their new academy is complete, and they took possession on September 20, 2017. The academy is located at the Richland Community College, and the first basic law enforcement academy will begin in January 2018 at that location.

Director Fischer noted the basic curriculum hours were increased to 560 hours recently, and the first basic training with the increased hours went well. Director Fischer also noted

there have been updates to the Corrections and K-9 curriculums.

Director Fischer offered to help coordinate the regional/COPS meeting for Spring 2018, with possible location cities being Bloomington, Springfield, or Oakbrook. More information will follow.

Indiana: Executive Director Goodpaster advised Indiana had a statute change that now allows them to charge a fee for basic training. They have a three-tiered system depending on size and duties of agencies. The fee for Tier I (traditional officers, e.g., city, county, university, etc., that are already hired) will be \$500 per officer. Tier II (towns with three or less officers, Department of Corrections assigned as police officers, hospital police, and gaming commission) will be \$250, and Tier III (investigators only for Inspector General, Attorney General, etc.) will be \$50. Executive Director Goodpaster advised they have had success in getting some major updates/upgrades to their facility to include: new chiller, boilers, and roof on the Emergency Vehicle Operations (EVO) pole barn. Next spring they will be putting a new roof on the main building and putting in digital thermostats to help the chiller and boilers run more efficiently.

Executive Director Goodpaster stated the basic course numbers continue to be large and they just graduated 130 and have 157 scheduled to begin next Monday.

Kentucky: Commissioner Filburn successfully changed an administrative regulation that kept Kentucky officers from training on diminishable skills on a yearly basis. The Kentucky Department of Criminal Justice Training (DCJT) is now moving forward utilizing 16-hour blocks to train officers in diminishable skills (firearms, driving, legal update, defensive tactics, and first aid/CPR) in their in-service training package.

Kentucky has added two new positions to their instructional design section. They have

hired two Training Development Specialists. They chose two individuals with an education background: both have a teaching background and Master's degrees. They have already begun extensive work on revamping the basic curriculum. They are validating the test questions and making positive recommendations for change. Their expertise is greatly needed as recruits' jobs depend on valid testing procedures. Commissioner Filburn is very excited about the possibilities with these positions and feels they have moved that area into the 21st Century.

Kentucky held its first Post Critical Incident Seminar (PCIS) in September 2017. They are trying to pass legislation to keep this valuable program moving forward. They have modeled the program after South Carolina's.

Kentucky PCIS Information: The FBI developed the Post Critical Incident Seminar (PCIS) in the 1980's to help their agents cope with the effects of critical incidents. This program offers officers a safe and effective method for post-incident training in critical stress management. This model has been adopted by the South Carolina Law Enforcement Assistance Program (SCLEAP) and has been in place since 2001. Eric Skidmore, Director of SCLEAP, took the FBI model and developed their current program, which is delivered free to the officers in their state. The SCLEAP program is funded through a legislative mandate amongst five state law enforcement/veteran organizations and a non-profit organization that was developed to help fund PCIS.

The South Carolina PCIS is a three day training program that is led by mental health professionals (MHP) and driven by a team of law enforcement peers. The MHP's have been specifically trained to work with law enforcement officers and offer blocks of instruction on topics such as: coping, grief, relationships, medications, and stress management. A lead MHP facilitates a large group session where every participant,

including their spouse/significant other, is given an opportunity to tell their story. Many times officers who are involved in critical incidents are reluctant to tell their stories outside of this venue, however, within the PCIS everyone has a story and a unique bond is formed amongst the participants.

The law enforcement peer team is comprised of officers who have experienced their own critical incident and have been trained in Critical Incident Stress Management (CISM). The CISM model is internationally recognized. The peer team members lead the small group sessions where officers and spouses are grouped with other officers who have experienced similar events. Examples of small groups would be officers involved in shootings being grouped together, with spouses in another group, and line-of-duty deaths together and so on. The peer support is critical to the success of the program.

As the training progresses throughout the three days, the training team continually assesses the mental health of the participants. If an officer, or their family member, needs additional services the MHP's provide one-on-one therapy sessions for them. There are also therapeutic massage therapists on site to help alleviate the anxiety of reliving their event.

This program has resulted in a much healthier law enforcement community in South Carolina. They have conducted their own research that proves this point. They have also torn down walls that have historically stood between the law enforcement community and mental health professionals. The macho culture of law enforcement, one that encourages officers to "suck it up and go on" is no longer present in South Carolina. Officers there know that they have the resources available and that it is encouraged to seek them out.

The lack of mental health initiatives for the law enforcement community has proven to be detrimental. Studies show that officers kill themselves at a rate higher than the

general public. In fact, more officers kill themselves than die at the hands of criminals (six officer suicides in Kentucky over the last two years). The stress of the job manifests itself into deviant behaviors such as: domestic violence (4x the norm), drug/alcohol abuse (affects ¼ of officers), or it prematurely ends a career (50% leave the profession). Other studies have demonstrated a correlation between stress and an increase in the use of force.

All of these factors illustrate that we are not investing in the human capital of our officers. We train the technical skills of the job but don't help them deal with the stressors brought on by the unique nature of the job. We must now turn our attention to training holistically and mitigate the psychological impact the job has on our officers and their families.

The Kentucky PCIS mission statement is: to provide education and support services in comprehensive crisis intervention to Kentucky law enforcement officers, and their families, involved in critical incidents.

Michigan: On April 19, 2017, the Michigan Commission on Law Enforcement Standards (MCOLES) released a report titled, *Fostering Public Trust in Law Enforcement in Michigan*, per Michigan Governor Snyder's direction. The report contains 16 recommendations for both law enforcement agencies and the Commission. The recommendations focus on improving the quality of procedural justice by the police.

Beginning in the fall of 2017, MCOLES will begin a project to update its current job task analysis (JTA). The current JTA is from 2006. This update will include identifying the core roles, responsibilities, and duties of agency managers and police first-line supervisors. It will also focus on defining performance standards for entry into the profession and continuing education initiatives as well as basic recruit training.

Michigan Completes a Study on Public Trust in Law Enforcement: In October 2016, Michigan's Governor Rick Snyder directed the Michigan Commission on Law Enforcement Standards (MCOLES) to undertake a study and produce a set of recommendations that address public trust and confidence in law enforcement in Michigan. The study was not an indictment of any law enforcement agency, or a reaction to a specific police-citizen encounter in Michigan, but instead a pathway to be proactive in strengthening police-community relations at the local level by hearing from residents all across the state. The public report titled, *Fostering Public Trust in Law Enforcement in Michigan*, contains 16 recommendations, or guiding principles, for both law enforcement agencies and the Commission to help improve the quality of procedural justice by the local police.

Over a period of several months, the Commission conducted its work along three lines of inquiry as directed by the Governor: community engagement, training, and recruiting. In formulating its recommendations, the Commission sought public comment and input, explored the relevant academic research, and talked to criminal justice professionals across the state about successful community engagement programs, effective recruiting practices, and research-based training methods.

First, the Commission collected commentary from residents through a series of public forums and a community member survey, which was posted online. Next, the Commission examined the academic research, which created a conceptual framework for merging traditional police roles with contemporary models aimed at strengthening police-community relations. Finally, agency site visits, interviews with police practitioners, and input from criminal justice professionals enabled the Commission to connect theory with practice.

Residents who participated in the five regional public forums talked about the need for agencies to recruit from within the community, increase non-enforcement police-resident encounters, move toward a more diverse work force, and take full advantage of social media to become more transparent with the public. The results from the online survey addressed the need for more non-enforcement one-on-one encounters with the local police, the importance of honesty and integrity within the ranks, and more positive interactions with youth.

The report also addresses evidence-based, or research-based, training requirements designed to enhance relationships between residents and the police. Specifically, the Commission explored the relevant research in criminal justice, the cognitive sciences, and community policing in order to create a theoretical support for the recommendations. The Commission also heard from agencies all across the state that shared professional best practices in community policing, recruiting, training, and procedural justice so everyone had an opportunity to consider success stories from a variety of sources.

The report focuses on how law enforcement leadership, agency members, and the Commission itself can best work within the community engagement framework to provide essential services to the communities across the state, given the realities of contemporary policing. Commitment and leadership by those at the top are essential to turn the recommendations into practices and procedures. The full report can be accessed online at www.michigan.gov/mcoles.

Michigan Job Task Analysis Information - MCOLES Updates Its Job Task

Analysis: Beginning this fall, the Michigan Commission on Law Enforcement Standards (MCOLES) will initiate a project to update its current job task analysis (JTA). Most every state has a job task analysis, or similar study, that identifies the essential job

functions, or core job tasks, of the position of police officer. Such studies also identify the underlying behavioral characteristics, or professional constructs, to function as a minimally competent law enforcement officer. Essential job functions help establish the legitimacy and validity of Michigan's medical and non-medical entry criteria and licensure as a law enforcement officer.

Michigan's very first job task analysis was completed in 1979, updated in 1996, and then updated again in 2006. These updates ensure that the resulting job description remains current, comprehensive, and useful for defining performance standards for entry into the profession, as well as for continuing education initiatives and basic recruit training. For the 2017 update, the Commission will also identify the core roles, responsibilities, and duties of agency managers and police first-line supervisors.

There are 600 law enforcement agencies in Michigan, and a stratified random sample will be identified to participate in the study. Participating in this project creates a unique opportunity for line officers to let the Commission know what type of person should be entering the profession. In general, police job task analyses measure job activities in terms of frequency and importance. Although the Commission staff routinely reviews and evaluates its entry-level standards, basic training curriculum, and licensing examination, the JTA must remain contemporary and accurately describe the job as it exists today.

In the prior JTAs, road officers were asked how often they perform a specific task and their supervisors were asked to rate the relative criticality, or importance, of each task. A weighted formula was used to generate a comprehensive list of essential job functions, or core tasks, that are associated with the position of police officer in Michigan. A similar method will be used for the current JTA so comparisons can easily be made to the previous studies. The

Commission wants to know how the profession has changed over the years. The Commission will work in conjunction with an outside vendor to complete the project and publish the required written reports. The contractor will also gather data from the field and perform the necessary statistical analyses to identify core tasks, equipment used, and the frequency of response to complaints.

Overall, law enforcement responsibilities change little from year to year. Officers continue to respond to crimes in progress, make custodial arrests, administer first aid, investigate offenses, conduct traffic stops, and so on; but at the same time, the Commission acknowledges the increasing complexity of law enforcement work. Unquestionably, certain job tasks have changed over the previous ten years, particularly in the realm of modern technology, and Michigan intends to keep pace with an ever-changing work environment. What the Commission learns will provide the underpinnings for a comprehensive modernization of law enforcement standards and will serve as a foundation upon which such standards will be based over the coming decade.

Minnesota: Executive Director Gove advised that Minnesota has signed a contract with Pearson Vue testing to offer their professional officer licensing exam online. This test will be available in Minnesota, across the country, and internationally.

Executive Director Gove advised PSI Exams is building the Minnesota Board of Peace Officer Standards and Training's (POST) new licensing exam.

Erik Misselt has joined the Minnesota POST as the Assistant Executive Director, where he directs and coordinates the day-to-day operations of the POST Board staff and their projects.

Executive Director Gove advised they are building learning objectives for 16

Continuing Education (CE) hours including Cultural Diversity, Mental Health Crisis Response, and Conflict Management and Mediation. These topical areas are part of the new learning objectives in their professional peace officer education. Currently there is a requirement for peace officers to complete a minimum of 48 CE hours within the three year licensing period in order to maintain and renew their license.

Ohio: Executive Director Davis advised a bill is moving through the legislature that would make the POST responsible for the basic training and certification of dog wardens and deputies doing dog warden responsibilities. This would be in addition to peace officers, correction officers, jailers, probation and parole officers, bailiffs, private security officers, and humane agents' certifications.

Currently, the budget covering calendar years 2018 and 2019 does not allow for any funding for Continuing Professional Training (CPT) for peace officers and troopers. Between 2014/2015 there were four hours annually, and that increased to 11 hours in 2016 and 20 hours in 2017. Without funding, the CPT hours will be zero for 2018 and 2019.

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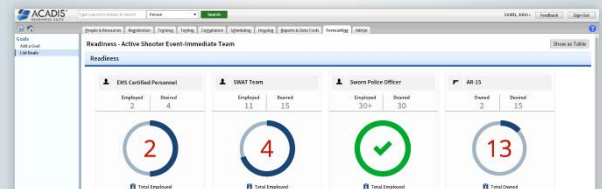
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A new training was developed in partnership with the Ohio Department of Mental Health and Addiction Services focusing on officer approaches to those who have lived through traumatic experiences. The training is available to all 34,000 officers in the state.

There have been ongoing trainings offered to drug related issues. Courses entitled “The Heroin Epidemic: Recognition and Investigation” and “Opiate Overdose Death Investigations” have/are being offered; and by the end of 2017, it is anticipated over 1,000 officers will have attended at least one of the courses. Ohio peace officers can also access the academy online courses 24/7. One of the courses related to Narcan training has been viewed by over 3,000 officers.

Executive Director Davis also advised for the past five years there has been a focus on training to equip officers with the necessary skills to work in an undercover environment. To date, 487 officers have had this training.

In 2017, the Ohio Peace Officer Training Academy (OPOTA) provided the opportunity for 19 officers from the State of Ohio to obtain their Certified Crime Scene Investigator certification. Each of these officers has completed OPOTA’s core classes toward their Master Evidence Technician Certification issued by OPOTA while preparing to take their International Association for Identification (IAI) exam. There are currently only 24 people in the State of Ohio who hold this certification.

Ohio STEP Program Information - Scenario Based Training (The STEP Program): OPOTA is also rolling out a new program to assist agencies with running high cost scenario based training. The Scenario Training Equipment Program (STEP) is a cost-effective method to bring force-on-force scenario-based training to Ohio’s law enforcement officers. STEP provides an inventory of training equipment that the Attorney General’s Ohio Peace Officer

Training Academy (OPOTA) will manage like a library. The equipment will be organized in kits and available free to agencies.

Each kit will include:

- Training pistols
- Training rifles (AR-style)
- Marking cartridges
- Training tasers, pepper spray, and batons
- Protective gear for students, role players, and instructors
- Role player props

Agencies can:

- Address local hot topics
- Conduct training during any shift
- Teach and enforce agency policies and procedures
- Customize the training. (for example, detectives could do one type of scenario, patrol officers another)
- Save money by borrowing equipment, managing training overtime, and cutting down on travel

West Virginia: Law Enforcement Professional Standards Coordinator Sadler reported the Law Enforcement Professional Standards (LEPS) program is responsible for the training and certification of law enforcement officers in West Virginia. The funding source for the program has not changed since 1982 and is a \$2 fee on court actions. This is not enough money, and they are seeking an increase in fees and/or a standard line item to fund the program.

Retired Captain Sadler advised they are in the process of seeking a new contract agreement for their electronic tracking system for officer certification. Currently they are using Envisage’s ACADIS.

There is an officer revocation of certification for a domestic violence related incident on appeal to the West Virginia Supreme Court after the POST’s equivalent body’s revocation order was overturned by a Circuit Court Judge.

Wisconsin: Education Consultant Pederson reported Wisconsin has a new POST Director. Mike Akselrud was promoted from within and is now the Director for Wisconsin.

Wisconsin's POST is in the process of purchasing the online training module from Envisage. They will be testing it out on a 24-hour crossover between the jail and secure juvenile detention training. It may expand to law enforcement training if it works well.

In 2016, Wisconsin held its first Chaplain training, and over 110 chaplains attended. Many in attendance advised they had never had any training related to their job function as an agency chaplain. There is also an increased interest by agencies in having a chaplain, resulting in a one day training session on the benefits of such a program.

- **South Region (Rebekah Taylor [LA]):**
There was no update on the South Region.
- **Midwest Region (Gary Steed [KA]):**

New Mexico: New Mexico is rolling out Tourniquet and Trauma Kit Training. The training is based on the National Academy of Surgeons and the Committee on Trauma known as the Hartford Consensus. The New Mexico POST has partnered with state and local agencies, the National Security Council, and Federal agencies on this training. The premise is that "no one should die from uncontrolled bleeding" during an active shooter or mass casualty incident. The program includes training and issuing of tourniquets and trauma kits to all agencies for all first responders.

New Mexico is also seeking approval for replacing their existing antiquated database with the Envisage Readiness Suite.

Missouri: Missouri moved from a three year continuing education reporting period to an

annual continuing education cycle. Officers used to be required to do 48 hours of continuing education every three years – it has now been changed to 24 hours each year.

The 24 hours must include the following topics:

- Two hours on officer well being, including mental health and/or physical health;
- Two hours of Fair and Impartial Policing including implicit bias recognition;
- Two hours on handling persons with mental health or cognitive impairment issues; and
- Two hours Tactical training which must include one or more of the following areas: de-escalation techniques, crisis management, critical thinking, or social intelligence.

They have developed an in-house, on-line continuing-education tracking system.

Wyoming: Due to budget issues, Wyoming is planning to move the POST offices from Cheyenne to the Academy in Douglas, Wyoming. The Wyoming POST has the Acadis database up and running, and it is well received by Wyoming law enforcement agencies.

They established a Crisis Intervention Team (CIT) cadre to develop a state CIT curriculum specific to Wyoming. It will be based on the Memphis model and housed at the Academy.

The Wyoming POST re-vetted the use of the Cooper Institute fitness norms for entry fitness assessment into basic training. *Bauer v. Lynch* was a beneficial case for instituting these norms in the academy. Wyoming assesses fitness levels to meet the rigors of training – not an officer's ability to perform the job. Wyoming is interested in the

findings of IADLEST's review and recommendations in this area.

North Dakota: The North Dakota POST Board and Academy recently updated the basic academy's Terminal Performance Objectives (TPOs). The following was added to the curriculum:

- Human Trafficking – the oil boom brought problems they have not had to deal with before, including human trafficking.
- Active Threat – dealing with active shooters has been a problem in the country for a while. It is now mandatory training in the curriculum.
- Physical Fitness – a new physical test was added to the requirements. It is a Critical Task Assessment, which is more like an obstacle course. It has a mandated passing score to graduate.
- As more agencies move away from shotguns towards rifles, the academy started training students on rifles also. This is not a TPO, but it is still going to be taught.

Kansas: The Kansas City POST (KSCPOST) instituted a new Central Registry database and it is working well. The KSCPOST has been working on an open records bill for the past two years to protect their records. It started out as a way to reinforce their current Training Act which states the KSCPOST records are intended only for agencies that hire law enforcement officers. The Attorney General felt that the statute needed to be brought up-to-date and that the open records language needed to be strengthened. They tried to write a bill that looks similar to the protections afforded to judges, lawyers, barbers, cosmetologists, and nurses.

The bill did not pass last year, and it was finally sent back to the Judicial Committee for a recommendation. After much discussion, the bill has now come full circle and now reads more like what was originally proposed. If it passes it will close the

investigative files in which no action was taken. The hope is that the bill will pass the legislature next year.

The Kansas Law Enforcement Training Center (KLETC) is working with Envisage to use their modules for testing and academy records and modules for tracking dormitory beds and maintenance requests. Blue Courage is a very popular program in Kansas. KLETC has completed substantial training across the state for Blue Courage.

KLETC was tasked by their legislature with training School Resource Officers (SROs) and School Superintendents and their staff on the Kansas Juvenile Justice Reform Act with the hopes of keeping juveniles out of the Criminal Justice System. Like New Mexico, they have instituted training on Tourniquets and Trauma Kits. Every graduate leaves the academy with a kit. KLETC now has adequate funding via legislation from last year. In addition to money they receive from court fees, they also will now receive \$1.25 from every license tag renewed or issued in the state. Lastly, KLETC has a new statue honoring law enforcement at the academy.

– **West Region (Mike Sherlock [NV])**

Alaska: Due to low crude oil prices, Alaska's budget is struggling. They have no out-of-state travel allowed and there is no advanced training provided by the POST. The Alaska POST will now keep permanent files on applicants for Peace Officer jobs who are disqualified because of their background. These officers will be permanently disqualified from ever becoming an officer in Alaska for failing the background check.

Arizona: Arizona is conducting a JTA related to the basic training delivery. They are aiming to complete the JTA in 2017.

California: California is trying a new testing method within their basic training

programs. It is called Testing Management and Assessment System II (TMAS II). It appears pretty successful in their testing so far. The best results seem to be that their reality-based training has improved based on the written test that they are giving students. It is vignette-type testing, and Nevada is looking at their testing model because they like the model being used.

California received \$5 million to develop Procedural Justice and Implicit Bias training which they are working on now.

Colorado: Colorado has a new Director as stated in Executive Director Becar's update earlier.

Guam: Guam mandated physical fitness standards for both new peace officers and incumbent officers. It is an annual test that officers must pass to maintain their certificate as a peace officer. Nevada is also interested in this initiative.

Hawaii: Hawaii is looking at standardized training across their three counties. There is no POST in Hawaii but they are looking at some way to standardize training, at least the minimum standards. Honolulu updated their scenario training rooms and modernized them.

Idaho: Idaho recently secured National Crime Information Center (NCIC) access for the POST. They are working on new minimum age standards across several disciplines under their jurisdiction. They are also looking to legislate new funding mechanisms based on budget issues that they have been having.

They have a new patrol officers' basic training curriculum that they are getting ready to roll out next year. Finally, Victor McCraw is looking for input on how POST academies deliver training – specifically whether or not academies are using in-house instructors as opposed to using contract instructors and how that is financed.

Montana: Montana developed a minimum standard for SWAT training and removed a requirement to swear an oath to the Code of Ethics before you can be certified in Montana.

Nevada: Nevada recently created a statute that requires out-of-state training vendors to be NCP certified to get credit in Nevada. This statute went into effect in mid-October 2017. Nevada just created career enhancement training focused on a core detective series. They began rolling out the first courses on basic investigations.

Nevada just finished a legislative session which included bills that were introduced to statutorily mandate training on de-escalation, constitutional use-of-force, and many other requirements. All of these proposed bills were defeated except Nevada now mandates body cameras for all uniform officers in the state. Based on this new statute, Nevada purchased body cameras for their academy so that recruits can start using them from day one in the academy.

Recreational marijuana was approved in Nevada. Unfortunately, law enforcement does not receive any funding from the taxation of marijuana sales. It all goes to the rainy day fund for the state or for education.

Lastly, dispatchers now fall under the Nevada POST. They have already created a basic training program for dispatchers.

Oregon: Oregon cleared up the language requiring peace officers to be citizens in order to be certified. They made some improvements on their mental health curriculum for basic training, and they are looking at requirements for mid-management and executive-level certificates and licensing for polygraph operators. Oregon is also bracing for a mass retirement wave. They expect at least 1,000 officers to retire in the next year.

Utah: Utah launched an online POST application process and have addressed officer prescription misuse.

Washington: Washington did not report anything for this meeting.

The West Region meeting will be hosted by Arizona in Phoenix on November 15 and 16, 2017.

– **International Region (Gary Bullard)**

Bangladesh: The International Criminal Investigative Training Assistance Program (ICITAP) is in the early stages of working with Bangladesh. Karl Clark is the program manager in Bangladesh and has been there almost a year now. ICITAP finally got the funding for the program. Karl Clark wants to continue to develop the relationship with IADLEST.

Colombia: Colombia was going to try and come to the business meeting, but they did not make it. One of the issues that Carl Risheim is struggling with is getting the Department of State to realize the importance of developing police standards in countries. They do not want to fund those types of programs. Columbia has started the process of a JTA which will hopefully help them develop the minimum standards for the National Police in Colombia.

Kosovo: In addition to what Deputy Director Harvey covered, Kosovo's hope is that they will receive the honor of being the first country to be accredited.

Gary Bullard was at an anti-gang conference in Costa Rica with the program manager in Panama who has been given the responsibility for regional work. As a result of that, ICITAP just started a program in Belize. This could lead to Belize attending the annual IADLEST conference in Boston. ICITAP should also be going into Guatemala soon to provide some assistance there. Most of the support deals with

training and curriculum design and developing that partnership.

ICITAP is also about to start a program in Iraq again. Gary Bullard visited this summer, and he hopes to have them back in IADLEST by next year.

With the current administration, ICITAP does not really know its status from month-to-month. The America First policy that President Trump instituted is having an impact on foreign assistance of helping other countries. Most programs are in pretty good shape, but the status for 2019 is questionable. Additionally, the Department of Justice is looking at reorganizing. There is a plan, in place, but ICITAP is waiting to find out what that means for them. They are still under a hiring freeze. They are able to hire in the field, but the headquarters is understaffed.

There was a special Inspector General (IG) investigation conducted for the police development piece in Afghanistan. The IG highlighted ICITAP in the report and said that they should be the primary organization to provide international law enforcement development in the world.

All of the countries who attended the annual IADLEST conference in Nashville loved it and want to continue to come. There were 125 people at the IACP conference the week of this meeting from 15 countries, and they hoped to connect with IADLEST members while at the IACP conference.

Gary Bullard mentioned that he has a challenging assignment in Bamako, Mali. He is in need of a mid-to senior-level law enforcement executive who speaks fluent French. The job pays well, housing is provided, the person would be on the diplomatic staff at the embassy, etc. The posting will go out on USA jobs in November or December 2017.

Gary Bullard also mentioned the International Managers of Police Academy

and College Training (IMPACT). This is an IACP section/board that is focused on enhancing the quality of law enforcement and policing at the international level through education and training. They do have a non-voting position on the advisory board. IADLEST has been invited to express its interest in having a person sit on that board. President Zivkovich said that IADLEST would be interested in this position. Gary Bullard said he will pursue this inquiry with the IMPACT Advisory Board.

Lastly, Gary Bullard received an email stating that on October 26 and 27, 2017, at the ICITAP office, there will be a strategic communications and counter-terrorism and law enforcement workshop. This workshop is co-sponsored by the State Department, Bureau of Counterterrorism and Countering Violent Extremism, and ICITAP. If anyone wants to attend, they are more than welcome.

- **CoverMe Blue (Stephanie Pederson [WI]):** Stephanie provided information on a program starting up in Wisconsin called CoverMe Blue. This program is based on the CoverMe Veteran program used by the Wisconsin Veteran's Affairs. The CoverMe Veteran's program provides free gun skins for the pistol's grip/gun handle to veterans that they can customize. They can put a photo of a family member, their dog, their buddies, or anything that stops them from using their gun to die by suicide using that weapon. The idea is that when the veteran picks up the gun and sees the photo it stops them from killing themselves.

This group approached the Wisconsin Department of Justice about taking the military Veteran's program and transitioning it to law enforcement. They do not have a funding source to provide these gun grips for free for law enforcement at this point – they are looking for someone to help fund this project – but they can offer each gun grip for approximately \$30 at this time. The gun grips do not affect the grip integrity and

are not a permanent sticker: they can be removed with no residue left behind on the grip. This is a method of suicide prevention that Wisconsin has never seen before and Stephanie wanted to share the information with the committee and anyone else who was interested in the program. She also advised that the military version of the program already had documented saves where military members admitted the grips had kept them from committing suicide.

- President Zivkovich introduced Dr. E. Beverly Young (retired from the Pennsylvania POST). She provided information on a series of three books she's written on Social Change through Training and Education.
- **Meeting with Colombia Delegation (Gary Bullard):** This meeting was tabled because the delegation could not make it to the business meeting.

ADJOURNMENT: Having no other business to conduct, President Zivkovich called for adjournment at 11:35 a.m. Eastern Standard Time. There was no quorum for a motion but everyone agreed to adjourn the meeting.

Next Business Meeting: May 22, 2018, in Boston, MA





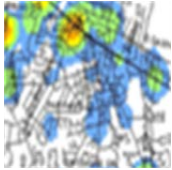



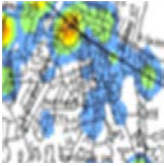
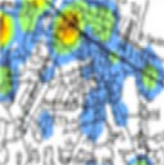
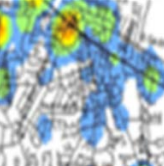
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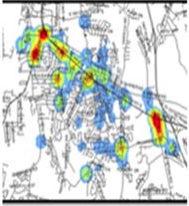

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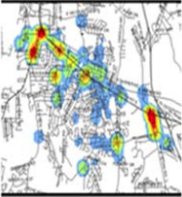
	Course	Approval
	<p>The Graffiti Consultants Graffiti Investigations</p> <p>NEXT COURSE: MAY 9, 2018 at the NORWALK POLICE DEPARTMENT; Norwalk, CT</p> <p>http://www.thegraffiticonsultants.com/conferences.html</p> <p>The Graffiti Investigation Course provides strategic information you will need to perform a successful graffiti vandalism investigation.</p> <ul style="list-style-type: none"> -The Best Solution for Graffiti on Private Property: Graffiti Ordinances That Work-Getting Graffiti Vandals to Stop: How to Establish an Effective "Package of Penalties"-Tips and Tricks for Catching Graffiti Vandals-Let's Work Together: How to Build a Successful Anti-Graffiti Collaborative Partnership-Let's Stop It Before It Starts: Graffiti Prevention and Alternatives <p>Additional Location Information: NEXT COURSE MAY 9, 2018 at NORWALK POLICE DEPARTMENT More Info at: http://www.thegraffiticonsultants.com/conferences.html Please contact Rick Stanton at 408-206-4259 or rick@thegraffiticonsultants.com if you would like to host this training at your agency.</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p style="text-align: center;">Approval</p> <p style="text-align: center;">3/2/2018</p>

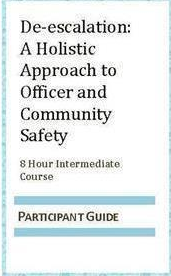
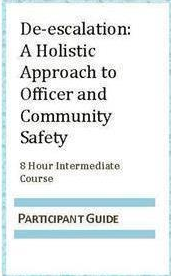
	<p>IADLEST National Agency Strategic Planning Session - Maximizing the DDACTS Model</p> <p>The National Strategic Agency Planning Session is a 12-hour training event designed to provide specific agencies with DDACTS Subject Matter Expertise in helping to create an actionable DDACTS Implementation plan. After the initial DDACTS overview, focus groups will actively work with facilitators to draft a workable plan that will guide agencies in their crash and crime reduction efforts.</p> <p>Catalog Link Class: In-person Length: 12 hours</p>	<p>2/27/2018</p>
	<p>IADLEST – TXDOT GIS: Mapping and Hot Spot Identification Part 3 - Identifying and Analyzing Hot Spots</p> <p>Identifying and Analyzing Crash and Crime Hot Spots is Part 3 of a training series designed to provide participants with the tools necessary to utilize Microsoft Access® to analyze agency data and develop data-driven and measurable deployment strategies designed to support the implementation of the Data Drive Approaches to Crime and Traffic Safety (DDACTS) model. At the end of this block of instruction, the participant will be able to describe and explain the purpose of crash and crime analysis, data sources, and the data structures in the relational database Microsoft Access®.</p> <p>Catalog Link Class: Blended Length: 1.5 hours</p>	<p>2/24/2018</p>
	<p>Community Safety Institute Surviving a Mass Shooting: Train-the-Trainer</p> <p>This program is specifically designed for law enforcement personnel will teach officers from around the country how to properly instruct the Protecting Your Family in Public Places course. During this eight-hour block of instruction, officers will learn the ESCAPE Model, participate in role-playing activities, and receive all curriculum, materials, and access to a secured instructor’s portal which will allow them to continue to provide potentially life-saving information to the public long after the initial seminar has concluded.</p> <p>To Schedule a Seminar or Law Enforcement Training, call 972-576-8662</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>2/22/2018</p>



	<p>IADLEST - TXDOT GIS: Mapping and Hot Spot Identification Part 2 - Dots on the Map</p> <p>Dots on the Map: Plotting and Querying Crash and Crime Data from a Variety of Data Sources is Part 2 of a training series designed to provide participants with the tools necessary to utilize Microsoft Access® to analyze agency data and develop data-driven and measurable deployment strategies designed to support the implementation of the Data Drive Approaches to Crime and Traffic Safety (DDACTS) model. At the end of this block of instruction, the participant will be able to describe and explain the purpose of crash and crime analysis, data sources, and the data structures in the relational database Microsoft Access®.</p> <p>Catalog Link Class: Blended Length: 1.5 hours</p>	<p>2/07/2018</p>
	<p>IADLEST - TXDOT GIS: Mapping and Hot Spot Identification Part 1 - Introduction to ArcGIS for DDACTS</p> <p>Introduction to ArcGIS for DDACTS is Part 1 of a training series designed to provide participants with the tools necessary to utilize Microsoft Access® to analyze agency data and develop data-driven and measurable deployment strategies designed to support the implementation of the Data Drive Approaches to Crime and Traffic Safety (DDACTS) model. At the end of this block of instruction, the participant will be able to describe and explain the purpose of crash and crime analysis, data sources, and the data structures in the relational database Microsoft Access®.</p> <p>Catalog Link Class: Blended Length: 1 hour</p>	<p>1/21/2018</p>
	<p>IADLEST - TXDOT Data Analysis with Microsoft Access Series - Microsoft Access Application Webinar</p> <p>This training webinar is an extension of the “Data Analysis with Microsoft Access” four-part series in which participants will use provided crash data to perform various analytical techniques in Microsoft Access®. This is an application webinar aimed at providing law enforcement personnel with the technical training necessary to analyze their data to develop data-driven and measurable deployment strategies.</p> <p>At the end of this block of instruction, the participant will have a better understanding through hands-on application of:</p> <ul style="list-style-type: none"> Simple and complex querying Aggregate and crosstab querying Importing and exporting data Developing reports and macros for automating reports <p>Catalog Link Class: Blended Length: 1 hour</p>	<p>1/16/2018</p>


	<p>Oak Grove Technologies Ignition Interlock Course for Law Enforcement Pretest</p> <p>This pretest will give you an idea of your knowledge about ignition interlocks compared to what you can learn in the Ignition Interlock Course for Law Enforcement.</p> <p>Catalog Link Class: Online Length:</p>	<p>1/05/2018</p>
	<p>NHTSA – National Highway Traffic Safety Administration Ignition Interlock Course for Law Enforcement</p> <p>The Ignition Interlock Course for Law Enforcement provides general information and resources for law enforcement officers who may encounter drivers who are required to use an ignition interlock. This course provides information about the definition and purpose of an ignition interlock, ignition interlock components and functionality, state ignition interlock laws and programs, and four recommended steps to verify that a functioning ignition interlock is installed. This course includes a downloadable, printable Ignition Interlock Course Resource Guide with links to current information and job aids.</p> <p>Catalog Link Class: Online Length: 2 hours</p>	<p>1/05/2018</p>
	<p>Force Concepts, Inc. Documenting Force</p> <p>Documenting Force delivers proven strategies that help officers avoid unnecessary internal and external scrutiny. Participants receive instruction on how to:</p> <ol style="list-style-type: none"> 1. Learn body-worn camera reporting strategies. 2. Explain decisions and actions in quantifiable terms. 3. Identify critical details needed for use of force reports. 4. Write and examine reports using step-by-step strategies. 5. Apply strategies that make reports easier to read and write. 6. Write consistently to avoid unnecessary liability and scrutiny. <p>For a schedule of upcoming classes, click the More Information button.</p> <p>Additional Location Information: To view our complete course schedule, visit http://www.force-concepts.com/documenting-force.htm</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>12/21/2017</p>



	<p>IADLEST - NTP Documenting Force-by-Force Concepts</p> <p>Documenting Force delivers proven strategies that help officers avoid unnecessary internal and external scrutiny. Participants receive instruction on how to:</p> <ol style="list-style-type: none"> 1. Learn body-worn camera reporting strategies. 2. Explain decisions and actions in quantifiable terms. 3. Identify critical details needed for use of force reports. 4. Write and examine reports using step-by-step strategies. 5. Apply strategies that make reports easier to read and write. 6. Write consistently to avoid unnecessary liability and scrutiny. <p>For a schedule of upcoming classes, click the Information Link.</p> <p>*This course is taught by Force Concepts but managed by the IADLEST National Training Program.</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>12/21/2017</p>
	<p>IADLEST - TXDOT Data Analysis w/ Microsoft Access: Other Helpful Queries, Reports, and Macros Part 4</p> <p>This course of training will familiarize the student with the skills needed to drive in heavily congested traffic and aggressive traffic. It will also identify procedures and instructional techniques needed for employing the Pursuit Immobilization Technique (PIT). Students will demonstrate the skills necessary to perform a PIT maneuver during a controlled lab exercise. Students will use instructed driving techniques (i.e., steering, braking, throttle, and eye control to achieve proper vehicle placement) to execute a PIT safely. Students will also be aware of the advantages and disadvantages associated with the use of the PIT maneuver.</p> <p>Catalog Link Class: Blended Length: 1 hour</p>	<p>12/03/2017</p>
	<p>Women Against Crime, LLC Personal Safety Strategies</p> <p>This program of instruction is designed to provide the participant with the foundational knowledge, skills, and abilities to build a safe and effective system for personal safety and security. Although the primary training audience for this program is civilian women, the concepts covered equally apply to the male population. Additionally, public safety professionals will find this program useful when deployed as a cornerstone of community policing, citizen safety and public outreach efforts.</p> <p>Catalog Link Class: In-Person Length: 4 hours</p>	<p>12/03/2017</p>




	<p>International Association of Law Enforcement Firearms Instructors, Inc. (IALEFI) Firearms Instructor Course</p> <p>The Firearms Instructor Course is designed to train instructors of law enforcement, military and licensed security personnel. This 44-hour course is highly interactive with students directly participating in course presentation through developing and teaching segments of learning while being mentored by experienced firearms instructors. The course consists of the following sections of learning:</p> <ul style="list-style-type: none"> Orientation and Course Overview IALEFI® Safety Check and Shooting Pretest Liability and Court Case Exercises Duties and Responsibilities of Law Enforcement Firearms Instructors Safety Pistols and Revolvers Preparation of Lesson Plans Methods of Instruction Range Procedures - Commands and Safety Diagnosing and Correcting Shooter Problems Practical Range Exercises (Including low light) Written Examination <p>Catalog Link Class: In-Person Length: 44 hours</p>	<p>10/26/2017</p>
	<p>IADLEST - TXDOT Data Analysis With Microsoft Access: Strategic Analysis and Querying- Part 3</p> <p>This four-part series is designed to provide law enforcement personnel with the technical training necessary to analyze agency data to develop data-driven and measurable deployment strategies. At the end of this block of instruction, the participant will be able to describe and explain the purpose of crash and crime analysis, data sources, and the data structures in the relational database Microsoft Access®.</p> <p>This is the third part of the series aimed at providing law enforcement personnel with the technical training necessary to analyze agency data to develop data-driven and measurable deployment strategies. Using the sample data provided, the participant will be able to demonstrate 2 methods of querying data in Microsoft Access® for strategic analysis.</p> <p>Catalog Link Class: Blended Length: 1 hour</p>	<p>11/13/2017</p>





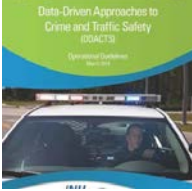


	<p>Community Safety Institute Intermediate De-escalation by Community Safety Institute</p> <p>CSI De-escalation course incorporates specific tactics and strategies using a holistic, integrated approach of various aspects of law enforcement activities ranging from officer/deputy communications to tactical positioning to trauma response. Our course demonstrates how de-escalation is really a personal and organizational cultural change and not just an operational tactic.</p> <p>Good de-escalation skills help to increase officer safety, require less use of physical force, reduces agency liability, and improve community relations. How an officer responds to an evolving situation can mean the difference between a peaceful, non-violent resolution or one that escalates and physical force or even deadly force is necessary. Many agencies now require that officers articulate their de-escalation efforts in reports and this class outlines specific observations that will help in that report and in the courtroom.</p> <p>This course is managed by IADLEST NTP.</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>11/06/2017</p>
	<p>IADLEST - NTP Intermediate De-escalation by Community Safety Institute</p> <p>The CSI De-escalation course incorporates specific tactics and strategies using a holistic, integrated approach of various aspects of law enforcement activities ranging from officer/deputy communications to tactical positioning to trauma response. Our course demonstrates how de-escalation is really a personal and organizational cultural change and not just an operational tactic.</p> <p>Good de-escalation skills help to increase officer safety, require less use of physical force, reduce agency liability, and improve community relations. How an officer responds to an evolving situation can mean the difference between a peaceful, non-violent resolution or one that escalates, and physical force or even deadly force is necessary. Many agencies now require that officers articulate their de-escalation efforts in reports, and this class outlines specific observations that will help in that report and in the courtroom.</p> <p>This course is managed by IADLEST NTP.</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>11/06/2017</p>

	<p>The Institute for Individual and Organizational Change (IFIOC) Motivational Interviewing for Law Enforcement</p> <p>Motivational Interviewing is an evidence-based method of communication developed in the addiction field and is now used widely in behavioral health, healthcare, corrections, and law enforcement. This course focuses on specific assessment and communication strategies that minimize or eliminate resistance and effectively resolve ambivalence towards productive resolution. Officers who become measurably "competent" in Motivational Interviewing have seen a notable reduction in the use of force and improved outcomes with difficult calls.</p> <p>Course Learning Objectives:</p> <ol style="list-style-type: none"> 1. Recognize Stages of Change 2. Identify how "Equipose" affects engagement and the Motivational Interviewing process. 3. Differentiate between Resistance Talk, Sustain Talk, and Change Talk. 4. Develop strategic responses in difficult conversations. <p>Catalog Link Class: In-Person Length: 12 hours</p>	<p>11/06/2017</p>
	<p>IADLEST - TXDOT Data Analysis with Microsoft Access Series - Data Analysis & Table Structures- Part 2</p> <p>This is the second of the four-part series designed to provide law enforcement personnel with the technical training necessary to analyze agency data to develop data-driven and measurable deployment strategies.</p> <p>This portion is aimed at providing law enforcement personnel with the technical training necessary to analyze their data to develop data-driven and measurable deployment strategies. Using the sample data provided, the participant will be able to demonstrate two methods of querying data in Microsoft Access® for tactical analysis.</p> <p>Catalog Link Class: Blended Length: 1 hour</p>	<p>10/26/2017</p>









 <p>PREMIER Police Training, LLC — 4th Amendment Policing —</p>	<p>Premier Police Training, LLC Vehicle Stops and Searches - A Revealing Journey to Becoming a More Effective Officer</p> <p>Join use of force expert Don McCrea as he presents this timely and much needed use of force training.</p> <p>Don is a passionate and highly-respected instructor, author, and officer who will lead attendees on a dynamic journey to demystify the Constitutional concepts governing force. This course is specifically designed to assist officers in making reasonable use of force decisions, defending their decisions through proper verbal and written articulation, and creating use of force incident reports that will stand up to legal scrutiny.</p> <p>This course will also improve an officer’s ability to investigate and evaluate use of force incidents to determine reasonableness. Past attendees have declared time and time again how much they appreciate Don’s ability to break these concepts down so they are easily understood.</p> <p>It is Don’s goal to help officers become their best by providing the most impactful and applicable use of force training possible.</p> <p>All course materials are provided by Premier Police Training. Minimum class size may be reduced depending on proximity to South Dakota.</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>10/23/2017</p>
 <p>PREMIER Police Training, LLC — 4th Amendment Policing —</p>	<p>IADLEST - NTP Police Use of Force - A Dynamic Journey to Becoming a More Confident Officer</p> <p>Join use of force expert Don McCrea as he presents this timely and much needed use of force training.</p> <p>Don is a passionate and highly-respected instructor, author, and officer who will lead attendees on a dynamic journey to demystify the Constitutional concepts governing force. This course is specifically designed to assist officers in making reasonable use of force decisions, defending their decisions through proper verbal and written articulation, and creating use of force incident reports that will stand up to legal scrutiny.</p> <p>This course will also improve an officer’s ability to investigate and evaluate use of force incidents to determine reasonableness. Past attendees have declared time and time again how much they appreciate Don’s ability to break these concepts down so they are easily understood.</p> <p>It is Don’s goal to help officers become their best by providing the most impactful and applicable use of force training possible.</p> <p>All course materials are provided by Premier Police Training. Minimum class size may be reduced depending on proximity to South Dakota.</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>10/23/2017</p>

	<p>Premier Police Training, LLC Vehicle Stops and Searches - A Revealing Journey to Becoming a More Effective Officer</p> <p>This is no ordinary search and seizure class. Join instructor, author, officer, and search and seizure expert Don McCrea as he leads attendees to a clear understanding of an officer’s authority during vehicle stops and warrantless searches of vehicles and vehicle occupants.</p> <p>There is a huge difference between thinking you know your authority and knowing your authority! Citizens are challenging the authority of officers and holding law enforcement accountable as never before. In our profession, “not being sure” during a tense street encounter or a traffic stop is not an option. Since there are far more legal issues involved with vehicle stops and searches than even many veteran officers realize, it is imperative that officers clearly understand their lawful authority and perform their duties with confidence.</p> <p>Don will provide definitive answers to the questions you have. Come prepared to get involved in this course presented by a passionate and knowledgeable instructor. Content is backed by case law.</p> <p>All course materials are provided by Premier Police Training. Minimum class size may be reduced depending on proximity to South Dakota.</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>10/23/2017</p>
	<p>IADLEST - NTP Vehicle Stops and Searches - A Revealing Journey to Becoming a More Effective Officer</p> <p>This is no ordinary search and seizure class. Join instructor, author, officer, and search and seizure expert Don McCrea as he leads attendees to a clear understanding of an officer’s authority during vehicle stops and warrantless searches of vehicles and vehicle occupants.</p> <p>There is a huge difference between thinking you know your authority and knowing your authority! Citizens are challenging the authority of officers and holding law enforcement accountable as never before. In our profession, “not being sure” during a tense street encounter or a traffic stop is not an option. Since there are far more legal issues involved with vehicle stops and searches than even many veteran officers realize, it is imperative that officers clearly understand their lawful authority and perform their duties with confidence.</p> <p>Don will provide definitive answers to the questions you have. Come prepared to get involved in this course presented by a passionate and knowledgeable instructor. Content is backed by case law.</p> <p>All course materials are provided by Premier Police Training. Minimum class size may be reduced depending on proximity to South Dakota.</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>10/23/2017</p>





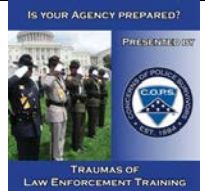

	<p>Controlled F.O.R.C.E., Inc. Controlled F.O.R.C.E. Defensive Tactics Instructor Certification Level 2</p> <p>“Survival Tactics”</p> <p>Controlled F.O.R.C.E. Level 2 teaches personnel how to survive a surprise attack and then transition to control tactics. The system builds upon the basic principles of body movement and positioning learned in Level 1. Where Level 1 teaches personnel how to control and arrest an aggressive subject, Level 2 prepares the officer for the sudden and violent situations that are not expected. These techniques are proven to save lives.</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>10/12/2017</p>
	<p>IADLEST - TXDOT Data Analysis with Microsoft Access Series - Data Analysis & Table Structures- Part 1</p> <p>This is the first part one of a four-part training series designed to provide participants with the tools necessary to utilize Microsoft Access® to analyze agency data and develop data-driven and measurable deployment strategies designed to support the implementation of the Data Drive Approaches to Crime and Traffic Safety (DDACTS) model.</p> <p>At the end of this block of instruction, the participant will be able to describe and explain the purpose of analysis, data sources, and the data structures in the relational database Microsoft Access®.</p> <p>Catalog Link Class: Blended Length: 1 hour</p>	<p>10/12/2017</p>
	<p>Spokane County Sheriff's Office Pursuit Immobilization Technique (PIT) Instructor Course</p> <p>This course of training will familiarize the student to the skills needed to drive in heavily congested traffic and aggressive traffic. It will also identify procedures and instructional techniques needed for employing the Pursuit Immobilization Technique (PIT). Students will demonstrate the skills necessary to perform a PIT maneuver during a controlled lab exercise. Students will use instructed driving techniques (i.e., steering, braking, throttle, and eye control to achieve proper vehicle placement) to execute a PIT safely. Students will also be aware of the advantages and disadvantages associated with the use of the PIT maneuver.</p> <p>Catalog Link Class: In-Person Length: 40 hours</p>	<p>9/25/2017</p>

	<p>Controlled F.O.R.C.E., Inc. Controlled F.O.R.C.E. Defensive Tactics Instructor Certification: LEVEL 1</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>9/19/2017</p>
	<p>IADLEST Pursuit Policy</p> <p>Catalog Link Class: Online Length: 1 hour</p>	<p>9/06/2017</p>
	<p>Spokane County Sheriff's Office Autism in the Wild: Training for Law Enforcement</p> <p>Catalog Link Class: In-Person Length: 7 hours</p>	<p>8/08/2017</p>
	<p>Spokane County Sheriff's Office Ethical Leadership</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>8/07/2017</p>
	<p>IADLEST Data Driven Approaches to Crime & Traffic Safety</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>8/03/2017</p>
	<p>Richard Whitehead & Associates LLC Instructor Development/Certification</p> <p>Catalog Link Class: In-Person Length: 40 hours</p>	<p>8/02/2017</p>
	<p>Washington State University Counter Bias Training Simulation (CBTsim)</p> <p>Catalog Link Class: In-Person Length: 4 hours</p>	<p>7/27/2017</p>

 <p>DDACTS DATA-DRIVEN APPROACHES TO CRIME AND TRAFFIC SAFETY Operational Guidelines</p>	<p>IADLEST - TXDOT DDACTS Strategic Agency Planning Session</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>7/24/2017</p>
	<p>HITS, INC Street Cops</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>6/23/2017</p>
	<p>Richard Whitehead & Associates LLC Forensic Statement Analysis</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>6/13/2017</p>
	<p>Code 9 Project Code 9 Project Command Staff Workshops</p> <p>Catalog Link Class: In-Person Length: 12.5 hours</p>	<p>6/06/2017</p>
	<p>Code 9 Project Code 9 Project First Responder S.H.A.R.E Workshops</p> <p>Catalog Link Class: In-Person Length: 12.5 hours</p>	<p>6/05/2017</p>
	<p>Pat McCarthy's Street Crimes Seminar Pat McCarthy's Street Crimes Seminar</p> <p>Catalog Link Class: In-Person Length: 21 hours</p>	<p>5/18/2017</p>
	<p>HITS, INC. Advanced Roadside Interview Techniques for Patrol Officers</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>4/19/2017</p>

	<p>Innovative Reasoning, LLC Critical Decision Making for Public Utility Personnel</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>4/12/2017</p>
	<p>John E. Reid and Associates, INC. The Reid technique of investigative interviewing for child abuse investigations</p> <p>Catalog Link Class: In-Person Length: 20 hours</p>	<p>4/12/2017</p>
	<p>First Responder Disability Awareness Training Law Enforcement Disability Awareness Train the Trainer</p> <p>Catalog Link Class: In-Person Length: 12 hours</p>	<p>3/23/17</p>
	<p>Kognito Trauma-Informed Policing with Tribal Youth</p> <p>Catalog Link Class: In-Person Length: 1 hours</p>	<p>3/15/17</p>
	<p>You Got The Power Enterprises, INC. Community Policing</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>2/22/17</p>
	<p>Spokane County Sheriff's Office Oleoresin Capsicum Certification Class (Basic)</p> <p>Catalog Link Class: In-Person Length: 4 hours</p>	<p>2/22/17</p>
	<p>HITS, INC. Criminal Patrol/Drug Interdiction</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>2/03/17</p>
	<p>Innovative Reasoning Critical Decision Making Module 2</p> <p>Catalog Link Class: Online Length: 1 hours</p>	<p>2/03/17</p>

	<p>Innovative Reasoning Critical Decision Making Module 1</p> <p>Catalog Link Class: Online Length: 1 hours</p>	<p>2/03/17</p>
	<p>Spokane County Sheriff's Office Clear Sight: Identifying & Adapting your Bias</p> <p>Catalog Link Class: In-Person Length: 4 hours</p>	<p>2/03/17</p>
	<p>Spokane County Sheriff's Office Interaction and Perception (I&P)</p> <p>Catalog Link Class: In-Person Length: 12 hours</p>	<p>12/06/2016</p>
	<p>Advanced Interviewing Concepts Statement Analysis® Interviewing Techniques</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>11/15/2016</p>
	<p>The Graffiti Consultants Ten Steps to a Graffiti Free City=</p> <p>Catalog Link Class: Online Length: 8 hours</p>	<p>11/02/2016</p>
	<p>FMCSA/IADLEST Large Truck & Bus Traffic Enforcement Training Program – Instructor Course</p> <p>Catalog Link Class: In-Person Length: 4 hours</p>	<p>10/18/16</p>
	<p>Marin Consulting Associates Performance and Accountability</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>10/12/16</p>
	<p>Innovative Reasoning Workplace Violence and Active Shooter Preparedness</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>10/12/16</p>

	<p>Glidden Training & Consulting, LLC Bulletproof Leadership</p> <p>Catalog Link Class: In-Person Length: 6 hours</p>	<p>10/04/16</p>
	<p>FMCSA/IADLEST Large Truck & Bus Traffic Enforcement Training Program</p> <p>Catalog Link Class: In-Person Length: 2 hours</p>	<p>9/21/16</p>
	<p>Innovative Reasoning Critical Decision Making – Encounters with Mentally Ill/Highly Intoxicated Persons</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>8/31/16</p>
	<p>International Ethics and Leadership Training Bureau LLC Law Enforcement Peer Intervention Training</p> <p>Catalog Link Class: In-Person Length: 8 hours</p>	<p>8/31/16</p>
	<p>Concerns of Police Survivors, Inc. The Traumas of Law Enforcement</p> <p>Catalog Link Class: In-Person Length: 21 hours</p>	<p>6/16/16</p>
	<p>Innovative Reasoning Critical Decision Making – Encounters with Mentally Ill/Highly Intoxicated Persons</p> <p>Catalog Link Class: In-Person Length: 16 hours</p>	<p>5/11/16</p>

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://IADLES-NCP.org>