

# NEWSLETTER

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Volume 27 Number 4

October 2016

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



# IADLEST Law Enforcement Academy Accreditation Program

The purpose of the IADLEST Law Enforcement Academy Accreditation Program is to evaluate and improve the operational viability of academies by sharing and recommending industry best practices.

## What the Program Can Do for YOU:

- Demonstrate adherence to national standards
- Add defensibility via an objective and thorough certification process
- Comply with statewide standards and practices
- Increase marketability due to validation of high-caliber training and practices
- Enhance issue identification techniques and implementation of best practices

**COST:**

*\*\$6,000 Initial  
3-year accreditation*

*\*\$2,500 Subsequent  
3-year accreditation*

*\*Plus travel expenses*

## *Now You Have a Choice From the Association You Trust!*

### **72 Standards Encompassing:**

- Statutory and Regulatory Compliance
- Mutual Aid Agreements and Policies
- Operations
- Record-keeping
- Staff
- Training Development, Delivery, and Assessment
- Students
- Information Technology
- Facilities
- Fiscal
- Equipment
- Recommendations for Other Best Practices

Learn more at [www.IADLEST.org](http://www.IADLEST.org)

International Association of Directors of  
Law Enforcement Standards and Training

*"The Committed Catalyst for Law Enforcement Improvement"*

**IADLEST LAUNCHES  
ACCREDITATION PROGRAM  
FOR CRIMINAL JUSTICE  
TRAINING ACADEMIES**

*“Have your academy accredited by the **ONLY** organization that really knows criminal justice training academies!”*

The International Association of Directors of Law Enforcement Standards and Training (IADLEST) now offers a comprehensive accreditation program for training academies. The accreditation process is designed to provide academies with feedback regarding their alignment with national best practices and state standards. The assessment is conducted by proven professionals with expertise in criminal justice standards and training.

By way of background, IADLEST is the committed catalyst for law enforcement improvement and engages with established experts in all areas of law enforcement education to develop the most effective training and to ensure it remains on the cutting edge with regard to best practices in training, training delivery, and training technology. In addition, our members are the primary providers of both basic and advanced criminal justice training for all public safety training academies. This enables IADLEST to integrate the best, most current ideas from all levels of law enforcement and academia (local, state, federal, and international) into its assessment. Plus, constant and ongoing collaboration with our expansive group of experts assures your academy will receive comprehensive, best-practices feedback regarding your training and will be the key to implementing training needs that are becoming more and more complex.

Consequently, IADLEST accreditation offers a unique opportunity for each academy to demonstrate its adherence to national and state standards, while enhancing implementation of best practices. Accreditation ensures your academy will be at the top of the class in providing its enrollees with the best training and training methods available.

We invite you to participate in the IADLEST Academy Accreditation Program from the

Association that you trust. Take a look at the attached flyer to see what the program can do for you. To enroll in the program or for more information, contact Mark Damitio, Accreditation Manager, at (316) 640-6513 or email [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org). We look forward to hearing from you soon.

*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](mailto:Yvonne@iadlest.org).*

## **MEETINGS SCHEDULED**

The October 2016 Executive Committee meeting and the General Business Meeting will be held in conjunction with the IACP Conference in San Diego, California. The Executive Committee meeting will be held Saturday, October 15, 2016, from 4:00 to 6:00 p.m. The Business meeting will be held Sunday, October 16, 2016, from 8:00 a.m. to 2:00 p.m. Both meetings will be held at the Hilton Garden Inn - San Diego Downtown; 2137 Pacific Highway Building B; Elm Board Room; San Diego, California; phone: 619-696-6300.

IADLEST members are welcome to attend either or both meetings. If you would like to address the Executive Committee, please notify the Executive Director so as to include listed on

the agenda. Members can attend the Business Meeting in person or remotely.

The General Business Meeting will be live on WebEx so members can attend remotely. Join us for a live interactive broadcast for the IADLEST General Business Meeting in San Diego, California. Your attendance is important so that we can reach a quorum to conduct business. Please complete the WebEx registration URL: <https://attendee.gotowebinar.com/register/7899138201868903938>; Webinar ID: 807-004-859

There will be a membership vote on Bylaw changes. The meeting agenda which appears in this newsletter (refer to the Business Meeting Agenda for October 16, 2016.

### **2016 GRANT FUNDING AVAILABLE AT IACP**

*by: Lonny Wilder*

### **IADLEST Members: Please Distribute to Your State's Police Chiefs Associations**

**GRANT SUMMARY:** Secured Communications provides agencies with an easy-to-use system that interconnects web, PC, and mobile devices in a private communication network for secure encrypted message, voice, and file share. This provides agencies with a solution for facilitating and managing non-radio communication for both intra-agency and inter-agency applications, including operational, on-demand, and emergency communication. Secured Communications is offering a private grant program that awards agencies with a full year of customized system service at no-cost or obligation to the agencies. Secured Communications uses the same encryption technologies as utilized by the White House, the NSA, CIA, FBI, and other high profile federal offices and agencies. Secured Communications expands and simplifies inter-agency communication and mobile connectivity for multi-agency incident responses, major investigations, inter-agency information sharing, and terrorist incident/disaster recovery response situations. For more information, schedule a demo, and receive the easy one-page (no obligation) application, please contact:

### **Lonny**

**Wilder:** lwilder@securedcommunications.com;  
Phone 972-746-1559

### **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.

#### **Joe Collins, FLETA, Glynco, GA**

**Uliks Gjonaj, Defense Academy, Goldach, Switzerland**  
**Alan Hardcastle, Brentwood PD, Brentwood, TN**  
**Edward Holsington, Lord Fairfax College, Front Royal, VA**  
**Chris Hutchinson, City of Calgary, Cochrane, Alberta\***  
**Frank Kubala, Kentucky POST, Richmond, KY**  
**Jerome Mayou, Ludlow PD, Ludlow, MA**  
**John McGuire, Kentucky POST, Richmond, KY**  
**Jarad Phelps, Prince William Co. PD, Nokesville, VA**  
**John Schwartz, Kentucky POST, Richmond, KY**  
**Rachel Stanley, U.S. Virgin Islands POST, St. Croix, VI**  
**Robert Wilson, Secure Communication, San Francisco, CA**  
**Jill Winter, PEEL Inst. of Applied Policing, Princeton, NJ**  
**\*Canada**

### **POST DIRECTOR CHANGES**



**Joe Collins Executive Director**  
FLETA Office of Accreditation

In June of 2016, Joe Collins was selected as the Executive Director, Office of Accreditation (OA), for the Federal Law Enforcement Training Accreditation (FLETA) Board.

Mr. Collins began his law enforcement career in 1986 in the U.S. Army Military Police Corp. He was stationed in Heidelberg, Germany, as a Protective Services Agent handling dignitary protection for commanding generals, and visiting dignitaries. He was also an undercover drug investigator throughout Europe.

In 1992, Mr. Collins joined the Kissimmee Police Department in Florida. While at the

Kissimmee Police Department, he worked in numerous areas, which included Patrol, Undercover Narcotics Task Force, as well as the Detective/Investigations Division: Violent Crimes Unit. He was also a member of the Hostage Negotiations/Crisis Intervention team. As a Sergeant, Mr. Collins led the Homicide/Violent Crimes detective division. He received the award for Investigator of the Year in 1995. He served as an adjunct instructor at the Osceola County Criminal Justice Academy in Kissimmee, and was appointed as Training Coordinator for the department.

Mr. Collins moved to the Denver, Colorado, area in 1999 and worked as the Law Enforcement Trainer/Division Director of Sales for a multi-media use of force judgmental simulator company.

In 2002, Mr. Collins joined the Transportation Security Administration (TSA) and was assigned to the Training Academy staff in Glynco, Georgia. He was transferred to Artesia, New Mexico, as the Acting Assistant Director for TSA Federal Flight Deck Officer (FFDO) Training Academy and was Branch Chief, TSA-FFDO Simulations. While with TSA, Mr. Collins helped establish the FFDO Program and received a DHS-TSA Service Appreciation Award for contributions to the design and implementation of the program.

In December 2003, Mr. Collins joined the staff of the Federal Law Enforcement Training Center (FLETC) in Artesia, New Mexico where he served as a Program Specialist overseeing the FFDO Program and Federal Air Marshal Basic Training.

Mr. Collins transferred to the FLETC Office of State and Local Programs in 2004 in Glynco, Georgia, where he ran the First Responder Training Program and Incident Command Training Program.

In 2006, Mr. Collins became a Program Manager for the FLETA, Office of Accreditation. He managed, coordinated, provided consultation, and facilitated federal law enforcement agencies through the federal law enforcement accreditation requirements.

In March of 2008, Mr. Collins joined the Pentagon Force Protection Agency (PFPA) serving as the Agency Representative to FLETC in Glynco, GA. Mr. Collins served in this multi-faceted position as the senior on-site Pentagon Force Protection Agency (PFPA) representative/liaison to the FLETC. He mentored, counseled, and supervised basic PFPA recruits as they attend training at FLETC, Glynco.

In June of 2012, Mr. Collins rejoined the FLETC as a Program Manager for Accreditation in the Inspection and Compliance Division. He supported the planning and directing of the accreditation process for all FLETC training facilities and programs. He reviewed, interpreted, and applied the FLETA standards consistent with the guidance and direction provided by the FLETA Board and OA.

Mr. Collins holds a Bachelor of Science in Criminal Justice degree from Troy University and graduated summa cum laude.

**CALL FOR PRESENTATIONS  
IADLEST 2017 ANNUAL CONFERENCE  
MAY 21-24, 2017  
NASHVILLE, TENNESSEE**

IADLEST is known for being the catalyst for law enforcement improvement; and each year, the annual conference showcases this commitment by focusing on the most pressing issues for training managers and executives. The IADLEST Conference will challenge delegates by examining emerging concepts and methods and providing access to:

1. New ideas and approaches to law enforcement standards and training
2. Both leading edge and topical presentations
3. Opportunities to connect with key individuals and organizations across the law enforcement standards and training segment

**PRESENTATION TOPICS:** The 2017 Conference will be held in Nashville, Tennessee; May 21-24, 2017; at the Hilton Downtown Nashville, and will give you an opportunity to

share your knowledge with peers. IADLEST is looking for approximately 10-12 professionals to present on a topic related to one of IADLEST's major mission areas, including:

- Law enforcement standards and training issues
- Executive level skills
- Results of research and analysis of training
- Best practices or technology in training
- Physical Agility – Testing for incumbents
- Emotional Survival – Perception vs Reality
- Warrior vs Guardian vs Statesman
- Community Policing – back to basics
- Distracted Driving

### Submission Process:

Submission Deadline: **October 30, 2016**

Two submission options:

1. An online form is available: <http://form.jotform.us/form/21774295934161>, which can be filled out and submitted. Bios or resumes may be uploaded and submitted with the online form.
2. A fillable PDF form is also available. That form can be filled out and printed. Bios and resumes may be mailed or emailed with the form. The printed version can be mailed to:  
IADLEST  
1330 Manship Pl.  
Meridian, ID 83642

- A printed version can also be scanned and emailed to: [mikebecar@iadlest.org](mailto:mikebecar@iadlest.org)
- You will receive a confirmation e-mail within 72 hours of receiving the completed form.

**Review Process:** The IADLEST Selection Committee will review abstracts during November 2016. During this time, the Committee will request more information from potential presenters, if needed. Presenter selections will be based on the following criteria:

1. Topic relevance to IADLEST's major mission areas and relevance to the majority

of IADLEST members and conference attendees

2. Clear statement of solutions to common challenges in the industry
3. Extent to which attendees would benefit from your presentation
4. Original work of the author/presenter
5. Speaker's topic expertise and knowledge
6. Speakers presentation experience and skill level

The selection of presenters will be announced, via e-mail by December 30, 2016. Selected presenters must sign a presentation commitment letter by January 25, 2017.

Corresponding papers will be published by IADLEST following the presentation at the 2017 Conference.

**Compensation:** Speakers will receive one night's lodging at the conference host hotel and will be provided a complimentary lunch during the day of the presentation.

Speakers will be offered a discounted registration fee to attend the entire conference if desired. Travel expenses, IADLEST conference registration fees (optional attendance), and other expenses incurred will be the responsibility of the presenter.

### **STATE OF MICHIGAN RESTRICTS OUT-OF-STATE TRAINING TO INCLUDE ONLY NATIONALLY CERTIFIED COURSES**

*by: Chris Borland  
National Certification Program Manager*

The State of Michigan recently announced that they will only accept out-of-state training for law enforcement officers that has been credentialed by the National Certification Program (NCP). The International Association of Directors of Law Enforcement Standards and Training (IADLEST) launched the NCP, created with the primary goal of improving the quality of training provided to law enforcement officers,

last year with the assistance and support of Envisage Technologies.

Currently, there are approximately 18,500 law enforcement officers employed in Michigan. Michigan is the latest state to mandate that out-of-state training courses be vetted through the NCP. Additionally, they join 33 other states which have already adopted the NCP standard.

“I believe that the NCP is a catalyst for significantly improving the quality of training provided to our profession. The Michigan Commission on Law Enforcement Standards (MCOLES) is committed to ensuring that only the best training is brought into the State,” said David Harvey, Executive Director of MCOLES.

Launched in June 2015, with the support of Envisage Technologies, the NCP is a revolutionary program designed to enhance standardization and quality within police training. The NCP sets minimum standards for vendors that provide continuing education to the law enforcement community and ensures training content meets those quality standards. NCP standards are designed to meet or exceed all individual state certification requirements ensuring that NCP-certified training will be accepted by all participating POST organizations in the United States. By compiling certified courses into a national training catalog, the NCP fundamentally improves access to quality training, reduces costs, and improves training efficiency.

“IADLEST is pleased that the State of Michigan has endorsed the NCP,” stated Mike Becar, Executive Director of IADLEST. “The NCP seal on any training course means not only that the training is of the highest quality, but also that that training will be accepted in their individual state for continuing education credit. It has been exciting to watch different states unite to adopt one standard—the highest standard—for law enforcement training.”

“The NCP is a fundamental shift in how departments access training for their deputies and officers,” added Ari Vidali, Envisage Founder & CEO. “By providing a seal of quality departments can trust, IADLEST has created the

nation’s first benchmark standard for what constitutes good training. It has been both encouraging and exciting to watch Michigan and so many other states adopt the NCP as their authoritative training standard in only the first year of its existence.”

Envisage Technologies provides the technical framework for the program and offers NCP-certified training through its FirstForward training network.

### **BLUE COURAGE IMMERSION INTO POST AND ACADEMY TRAINING**

*by: James E. Copple and Michael J. Nila*

***Blue Courage is a way of being, a philosophy that inspires one to embody the noblest of character and unquestioned devotion. It is to flourish in all aspects of life, to act with practical wisdom, to exude vitality, and to hearten human connections.***

At the core of Blue Courage is the shaping of police culture. It is not simply another program or project. This initiative embraces the challenge found in the [President’s Task Force on 21<sup>st</sup> Century Policing](#): “Trust between law enforcement agencies and the people they protect and serve is essential in a democracy. It is key to the stability of our communities, the integrity of our criminal justice system and the safe and effective delivery of policing services.” (P.1)

Trust must be built between an officer and the people he or she serves. Trust is anchored to beliefs and values that bring integrity, transparency, and honesty into relationships. This is about framing an attitude and approach to policing that strengthens the bonds between police and community.

The U.S. Department of Justice’s Bureau of Justice Assistance (BJA) awarded IADLEST a grant to develop a state-wide immersion program that would infuse law enforcement training with the values, principles and practices promoted by Blue Courage.

Immersion strategies reinforce these values in all aspects of law enforcement operations from management to firearms training. Blue Courage strengthens a department and promotes the principles of procedural justice. When a police officer and/or a department experiences Blue Courage training, they are forever changed and the values of integrity, honesty, and transparency become a daily manifestation. A partnership between Blue Courage and IADLEST, with support from the U.S. Department of Justice should serve as a catalyst for cultural change in law enforcement agencies throughout the country.

Once a State POST adopts Blue Courage training, all relevant stakeholders, beginning with the U.S. Attorneys are notified and coordination and inclusion are encouraged. POSTs and Academies are given an opportunity to integrate Blue Courage curriculum into the main themes of their courses and instruction.

The need for Blue Courage and the process of inclusion and immersion is best illustrated by the Governor of Nebraska when he said: “National events have highlighted the importance of supporting good relationships between our communities and the courageous men and women who help protect public safety,” said Governor Pete Ricketts. “Nebraska is blessed to have good relationships between our law enforcement agencies and communities. The Blue Courage initiative will help our law enforcement training agencies build on this strong foundation.”

You can see the impact of Blue Courage from training participants.

“Man, I’ve had an ah-ah moment for every section of the class. Blue Courage – thank you. I have hope for our profession again. I only wish I had Blue Courage 20 years ago. Mastery, purpose, and autonomy – empathy and compassion – all directing my path. You guys nailed it. I can see a future and it looks good.”

And another participant shared the following:

“I needed this training to reset. I needed clarity of my direction in this profession. I feel re-

energized – focused – I am reminded of the choices I have. I am re-committed. Thank you for inspiring me and sharing your expertise.

The overarching purpose or “*why*” of Blue Courage is enhancing the *capacity* of our officers to perform at their highest potential. The three primary goals are: 1) Increased professionalism by law enforcement officers, both on and off duty, by reigniting their sense of passion, purpose, and commitment. 2) Improved health and well-being by addressing the physical, mental, spiritual, and emotional well-being. 3) Improved relationships between police and the communities they serve.

States are coming on board to integrate Blue Courage into all aspects of training. Examples of reach, scope, and outcomes of the training include the following:

**IOWA:** The Iowa Law Enforcement Academy is an example of a comprehensive approach to immersion:

1. The Department of Transportation has trained all of their enforcement as well as their support staff in the two-day trainings.
2. Linn County Sheriff has trained all of their personnel, both civilian and sworn, and is reaching out to other law enforcement agencies.
3. The academy implemented the first of two in-service sessions in the academy. The first was given August 30 and September 1, with a second offering scheduled for October 19 and October 20, 2016. The first class had 30 Iowa Officers, and the second is on its way to being a full class. After receiving numerous requests, additional classes are being scheduled.
4. Blue Courage has been shared with community groups to enhance understanding of the Blue Courage mission and purpose.
5. Blue Courage training was taught to the U.S. Postal Inspectors during the annual training. This involves inspectors from eight states.
6. Blue Courage was given a breakout session for a Crime Victim Conference held in Des Moines.

7. Components of Blue Courage are now embedded in recruit basic classes and all basic recruit training. The academy trains six recruit sessions per year, with each session containing 35 to 40 recruit officers.

**KANSAS:** Kansas is just launching their Blue Courage Initiative.

1. The Kansas Law Enforcement Training Center in Hutchinson introduced 186 executives to Blue Courage. It was greeted with enthusiasm.
2. A Blue Courage Academy (Train-the-Trainer - Instructor Course) was held June 13-17, 2016, at the KLETC. Twenty-five officers from fifteen agencies attended the training.
3. The KLETC staff will be trained in Blue Courage this fall, Nov. 21-22. Blue Courage is being integrated into the entire curriculum at the Kansas Law Enforcement Training Center.

**OHIO:** Ohio has introduced Blue Courage training and principles in a wide range of activities and programs.

1. Blue Courage Executive Overview – 189 participants
2. Blue Courage Academy Training – 72 new trainers and 3 master trainers.
3. Blue Courage Workshops – 25 participants
4. Training for the Buckeye State Sheriff's Association – 83 of 88 Sheriffs present – funding from the state will pay for one deputy from each county to be trained.
5. Blue Courage Curriculum added to First Line Supervision and Field Training Officer Classes
6. Blue Courage's "Nobility of Policing" to be presented at 2016 Ohio Attorney General's Law Enforcement Conference in October.
7. Partnered with Bowling Green State University in a BJA lead multi-state effort to create an evaluation of Blue Courage.

IADLEST reports during Fiscal Year 2015 a total of 408 agencies and over 2,398 individuals have been trained in the Blue Courage approach to policing through its BJA grant. In the first

year of the grant the following states have committed to Immersion: Washington State, Ohio, Iowa, Nebraska, Kansas, Vermont, New York, and Michigan, with several more in the planning stages. There are now 417 certified instructors in Blue Courage nation-wide.

Blue Courage Immersion strategies have the greatest opportunity to shape and define the culture of police organizations by influencing both the individual and the agency. The partnership among IADLEST, Blue Courage, and BJA is proving transformational for policing and has strong promise for sustained influence.

*About the authors: James E. Copple is principal of Strategic Applications International (SAI). SAI facilitated the President's Task Force on 21<sup>st</sup> Century Policing.*

*Michael Nila is founder and managing partner of Blue Courage*

## **FEMALE INTERVIEWERS**

### **V.**

## **MALE INTERVIEWERS**

### **Is There an Advantage?**

*by: Thomas McGreal and Joanne Ryan  
Certified Forensic Interviewers*

In the past, men and women have been viewed in traditional roles. Currently, these roles are becoming more blended. Both men and women may fail to build the necessary rapport for a successful interview. Either sex may appear unconfident, unorganized, unkempt, uninterested, and disrespectful. Both men and women may be able to develop an immediate rapport, be perceived as confident, extremely organized, respectful, non-confrontational, and very approachable. Depending upon their interview styles, either men or women may have the same positives and/or negatives. Proper non-confrontational interview styles, by either sex, may convince the most difficult subjects to agree to an interview.

Some subjects of interviews are less progressive in their views of men and women. Problems arise when persons being interviewed develop perceptions of others that are difficult to control by the interviewer. Women, because of past

social roles, may project nurturing and understanding better than men. Some women are viewed as less confrontational and soften the view, by the person being interviewed, of the legal consequences resulting from the conversation. Conversely, male subjects may distrust and dislike women because of their own past experience(s) with the opposite sex. Other perceptions of men and women are cultural, giving members of one sex dominance over members of the opposite sex. To members of these cultures, women may appear weak and men may appear strong.

A man and woman, working as a team, may be able to capitalize on the benefits and lessen the negatives of perceptions that cannot be controlled by the interviewer. To be successful, the team must first project a chemistry that suggests confidence, trust, and understanding between themselves. Egos must be put aside and each member of the team must understand their own role in the interview. This role may change at a moment's notice, and the transition of assignments must be smooth and nearly unnoticeable. If done properly, the subject of the interview may not be consciously aware of what has occurred. The subject may also develop a measure of respect, competency, and likability towards the interviewers, even if on a subconscious level.

The investigator's goal is to obtain a truthful summary of facts. Even if the person is deceptive, the investigators may lock the subject into an untruthful statement that can be impeached later, if changed. Neither truth nor deception will be documented unless the person decides to speak with the investigators. To accomplish this task, the man and woman team must project that they like and respect each other and also develop a rapport with the person interviewed. All three persons must feel that they are members of the same team. Prior to meeting the person to be interviewed, the man and woman team must decide who is better suited to initially lead and conduct the interview. This decision may be based on knowledge of the investigation, past experiences with the person to be interviewed, character traits of the subject of interview, or a gut feeling of whom would be better suited to begin the interview. No matter

who is chosen to initiate the conversation, the interview is only conducted by one person.

During the interview, if rapport is broken with the initial interviewer, a transition must occur. Both members of the interview team must be perceptive and immediately aware of this break in communication. A change of mood may be observed when the person interviewed begins directing his or her responses to the team member chosen for the secondary role. If this occurs, an immediate transition must occur. Now the note-taker becomes the person conducting the interview, and the previous note-taker becomes the interviewer. If both members of the team have their egos in check and believe in the goal of the interview, this transition will be seamless and natural. The person interviewed may even have an unconscious feeling of respect for the team members who are treating each other with respect, and not talking over one another. An exception to this rule may occur when the person interviewed directs questions to the team member in the secondary role to avoid directly answering questions by the team member conducting the interview. The transition may still occur, but the secondary team member, now conducting the interview, should remain non-confrontational and continue with the attempt to get the subject to respond to the initial question.

As the interview is nearing completion, the team member conducting the interview should ask the note-taker if he or she has any questions to ask the person interviewed. This is an opportunity to touch upon information that may have been missed by the person conducting the interview. Even at this stage, team members should continue to maintain rapport with the person interviewed. Small talk not related to the issue at hand is acceptable. The trust and rapport already established should not be broken. Future interviews and cooperation may be needed. After leaving the location of interview, team members should debrief, discussing what went well with the interview, what mistakes were made, and what can be done to improve the next conversation. Team members should be aware that no two interviews are alike and constantly striving to improve their communication skills.

Two men and two women may also conduct competent and successful interviews. Problems may arise when persons interviewed have perceptions of the opposite sex that cannot be changed through competency or rapport building. It is in these cases that a male/female team may capitalize on these perceptions. It is in these cases that the team member with the more positive perception may continue gathering information and building upon the rapport already gained.

Both men and women have been proven to be successful and competent interviewers. Members of each sex are known to succeed when others of the same sex fail. Those who succeed have also been known to fail in certain settings, due to uncontrollable circumstances and perceptions. Encouraging male and female teams may alleviate some of the problems occurring as a result of negative perceptions of either sex. Even if these teams are formed, to be successful, the team must project a chemistry that suggests confidence, trust, and understanding between themselves.

For more information: Wicklander-Zulawski & Associates, Inc.; 4932 Main Street; Downers Grove, IL 60515; phone: 800.222.7789; [www.w-z.com](http://www.w-z.com)

#### *About the authors:*



*Thomas McGreal is a Certified Forensic Interviewer, employed by Wicklander-Zulawski & Associates as a Speaker/Consultant. Thomas was previously employed by the Cook County State's Attorney's Office as an investigator, assigned to the Post*

*Conviction Unit. Thomas was also employed by the Chicago Police Department, assigned to the Detective Division.*



*Joanne Ryan is a Certified Forensic Interviewer, employed by the Cook County State's Attorney's Office as an investigator. Joanne is currently assigned to the Human Trafficking Unit. Joanne is detailed to the Federal Bureau of Investigation, Crimes Against Children's Task*

*Force. Joanne Ryan was previously employed as an investigator in the Cook County Adult Probation Department.*

## **IADLEST-NHTSA NLEARN/IADLEST WEBSITE GRANT PROGRAM UPDATE**

*by: Mark Damitio  
Accreditation and Grants Manager*

This summer, IADLEST received a grant from the National Highway Traffic Safety Administration to redesign both the IADLEST National Law Enforcement Academy Resource Network (NLEARN) webpage and the IADLEST Website.

In 2012, IADLEST developed the first national web based resource network linking all U.S. regional, state, and local police academies as well as NHTSA and associated federal agencies together through the National Law Enforcement Resource Network (NLEARN). Services include identification, collection and distribution of model training programs, lesson plans, instructional resources and best practices, as well as development of course and resource directories and an online discussion and collaborative work area. This network also includes an accreditation database providing Peace Officer Standards and Training (POST) agency approval status of both governmental and commercial training offerings through the IADLEST National Certification Program (NCP).

NLEARN also serves as an information clearinghouse and forum. In addition to curricular materials, it provides assessment and testing strategies, job analyses, model policies, and product and program reviews. An important element is a national training catalog, uniquely providing POST approval, professional accreditation, and other authorization of courses offered throughout the United States. This network includes a mechanism to poll and survey the population of members and glean valuable input from responses nationwide. Weekly informational e-mails are distributed to apprise member academies of additions to the network, as well as news of interest to police training in general. NLEARN hosts the pursuit policy distance learning training program developed through a cooperative agreement with NHTSA.

IADLEST did not have the operational funding for system improvements to maximize the

abilities of users to access information. Since the system went online, there have been technology advances that can enable users to search for information across multiple platforms, engage the users with enhanced media, and afford greater security for the contents. IADLEST did not have the operational funding to effectively market the contents of NLEARN within the current staffing or to gather important input from our stakeholders on their needs related to the NLEARN system's content and capabilities. Consequently, the NHTSA curriculum currently stored and accessed on the system was not reaching the maximum potential of outreach.

The initial component of the project is to significantly upgrade the capabilities of the NLEARN system. This budget incorporates a complete re-design of the NLEARN database in Year One, to include an automatic slider at the top with stock photography, developing a social media presence for NLEARN on Facebook, Twitter, LinkedIn, etc.; develop and use Google analytics to automate NHTSA Reporting needs on Traffic viewing, downloading curriculum; Add site searching on NLEARN across information portals, newsletters and the training library, add search components, indexing, filtering and role-based permissions; update forums to allow for blogging, and social media connections to expand the reach of NLEARN; add file sharing and blogging service (enhanced community features); migrate existing data; allow DDACTS files to be shared natively with connectors to multiple cloud sharing services; update framework to SQL Server 2012, and purchase SSL certification.

The second component will be to form and maintain an Advisory Group, comprising of the five IADLEST regional representatives, the IADLEST Project Staff as well as a representative from NHTSA. This group will review and advise IADLEST and NHTSA on training, development, promotion, maintenance, implementation, and support of the curricula delivered through the NLEARN system.

The third component will be to develop a marketing plan for NLEARN that provides a method and means to inform and promote the availability of traffic safety training curricula on

the NLEARN system. The plan will identify the steps that IADLEST will take to increase awareness and usage of the system among users. The marketing plan will also address how IADLEST will evaluate usage of the system.

The fourth component of the plan will be to develop a list of training programs to be hosted on and available through NLEARN. IADLEST will host and maintain the web resource in a manner that assures maximum availability for users. The curricula will be available for download for instructors and academies. IADLEST will collaborate with NHTSA on notifications of revisions and updates of any NHTSA curricula that is made available on NLEARN.

IADLEST representatives met with NHTSA officials on August 30, 2016, to kick off the program.

We need your input on the changes that you would like to see on both the NLEARN and IADLEST sites. If your agency has a particularly good website, we'd like to know about it. If you have seen functionality on another website that you believe would enhance the NLEARN and IADLEST sites, we would like to know about that, too. You may contact any member of the project team: [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org); [mikebecar@iadlest.org](mailto:mikebecar@iadlest.org); or [dsetzer@iadlest.org](mailto:dsetzer@iadlest.org) with your input.



***WATCH FOR MOTORCYCLES***

## IADLEST-NHTSA BELOW 100 GRANT PROGRAM UPDATE

by: Mark Damitio, Accreditation and Grants Manager

This summer, the IADLEST-BJA Crime Analysis Program offered a combination of workshops, webinars, and conference presentations:



### Crime Analysis for Chief Executives Workshops (14 hours):

Dates	Locations	Instructors	Agencies	Attendees
July 7-8, 2016	Andover, MA	Chris Bruce Jon Askins Dawn Reeby	19	49
Aug. 15-16, 2016	Denver, CO	Chris Bruce Mark Stallo Jonas Baughman	11	36
Aug. 18-19, 2016	NY City, NY	Chris Bruce Mark Stallo Jonas Baughman	1	153
Aug. 24-25, 2016	Columbia, SC	Chris Bruce Robert Hubbs TBA	15	37
Sept. 12-13, 2016	Richland, WA	Chris Bruce Brett Railey Robert Hubbs	10	27

The workshops are geared to agency teams, and focus on fostering better coordination and understanding.

### Crime Analysis Webinars (1.5 hours):

We held a webinar on Friday, August 12, 2016, from 2:00 PM to 3:30 PM EDT, titled “12 Questions Executives Should Ask About Their Crime Analysis Capabilities.” It was presented by Christopher Bruce, the IADLEST Crime Analysis Program Manager. It was attended by 71 people.

We held a webinar on Wednesday, August 31, 2016, from 1:00 PM to 2:30 PM EDT, titled “Tasking the Collection and Analysis of

Intelligence to Inform Decision-Making.” It was presented by Rachel Carson, the Director of Inspired-Acts, Ltd., London England. It was attended by 82 people.

### Conference Presentations (1.5 hours):

We made a presentation at the North Carolina Police Executives Association on Monday, July 18, 2016, in Wilmington, NC. It was presented by Christopher Bruce, the IADLEST Crime Analysis Program Manager. Our presenter estimated the attendance in the room at approximately 75 students.

We received good news in September when we were notified that the US Department of Justice BJA has allocated additional cooperative agreement funding for 2017 and 2018. With the notice of a cooperative agreement funding extension, IADLEST is in the process of developing additional workshops for the remainder of calendar year 2016:

Dates	Location	Instructors	
Oct 5, 2016	Prince George's County, MD	Chris Bruce Robert Hubbs	1-day agency class
Nov 14-15, 2016	Oriskany, NY	Chris Bruce TBA TBA	2-day open enrollment
Nov 16-17, 2016	Pomona, NY	Christ Bruce TBA TBA	2-day open enrollment
Nov 29-30, 2016	Appleton, WI	Chris Bruce TBA TBA	2-day open enrollment
Dec 6, 2016	Midland, TX	Chris Bruce TBA	1-day agency class

We will begin planning for the distribution of the 12 workshops during 2017 and 2018 within the next few months. If your agency would like to host a workshop, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org). The general requirements for hosting a workshop is a classroom with multimedia equipment that can hold between 30-60 comfortably, with space and table flexibility to break out into small group sessions. The workshops are free to the student, and all materials are supplied. Students are responsible for their travel and expenses. The workshops are nationally certified through the IADLEST NCP.

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>

## IADLEST-NHTSA BELOW 100 GRANT PROGRAM UPDATE

by: Mark Damitio  
IADLEST Accreditation and Grants Manager

This summer, IADLEST received a pass-through grant from the National Highway Traffic Safety Administration to facilitate the delivery of Below 100 training over a 36-month period. The Below 100 mission is to influence law enforcement culture by providing innovative training and awareness, through presentations, social media, and webinars on identifying the leading causes and current trends in preventable line of duty deaths and injuries.

The Below 100 training program incorporates the following five tenets:

### 1. Wear Your Belt

*It might sound simple to you, even unnecessary, but the truth is too many agencies don't mandate belt wear. And even among those that do, many officers ignore policy because the culture doesn't value it. The truth: Seatbelts save lives.*

### 2. Wear Your Vest

*We know vests save lives. We know that bullets can fly when we least expect it. Add to that the fact that body armor can improve your likelihood of surviving a car accident or other traumatic event, and you quickly see why you must wear it. Always. Period.*

### 3. Watch Your Speed

*Why do cops drive fast? Because they can, right? Well, driving faster than what conditions warrant is a sure way to get in trouble. Of course, there are times when getting on scene quickly is critical. But these times are rare. Too often, officers are speeding—just because they can. In the process, they are putting themselves and the public at perilous risk for no good reason.*

### 4. WIN—What's Important Now?

*It's a simple question that can elicit profound results. It's a question that will lead to deliberate action, not reaction. If you are constantly prioritizing what's most important, you won't have time for the distractions that can get you in trouble, hurt, or killed.*

### 5. Remember: Complacency Kills!

*Chief Jeff Chudwin perhaps said it best: "Complacency is among the most dangerous and insidious threats we face because it lays us open to all others." Complacency is why police officers think they can go without vests and seatbelts. It's why they think they can speed and allow themselves to be distracted. To quote Chief Chudwin again: "Complacency will kill you."*

The funding provides for 12 training events per year. Each event normally will consist of: a morning training session designed for all personnel (line staff to administration). It is followed by an afternoon session that is a train-the-trainer session so that agencies can develop their own trainers to continue the message. In addition, the funding provides for three presentations at major conferences per year, and for three free technical assistance visits per year to agencies that require additional expertise and guidance to implement the program. If your agency would like to host a workshop, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org) or Below 100 Executive Director Dale Stockton at [editorlom@yahoo.com](mailto:editorlom@yahoo.com). The general requirements for hosting a workshop is a classroom with multimedia equipment. Attendance requirements will apply so that we can maximize the return on investment of the grant funds. The workshops are free to the student, and all materials are supplied. Students are responsible for their travel and expenses.

IADLEST and Below 100 representatives met with NHTSA officials on August 30, 2016, to kick off the program. The first conference presentation has been scheduled at the IACP Conference in San Diego on October 16, 2016, and a combination training event and technical assistance visit to Snohomish County, WA, has been scheduled for October 19, 2016.



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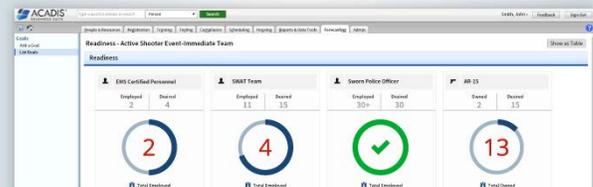
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**ADDITIONS TO THE AGENDA:**

President Harvey asked if there were any additions to the agenda. Second Vice-President Dan Zivkovich (MA) requested that a briefing related to the IACP Use-of-Force Working Group be added. President Harvey added the item to New Business.

**INTRODUCTION OF GUESTS:**

President Harvey asked if there were guests to be introduced. There were none.

- There was a special presentation made, and plaques were given to Kaye Wilson and Lorie Jackson of the Texas Commission on Law Enforcement Officer Standards and Education for their assistance to the Annual Conference. There was special recognition made to Kathy Mullen, IADLEST Events and Marketing Manager, and to the staff on site from the Michigan Commission on Law Enforcement Standards for their assistance to the Annual Conference.
- There was a special presentation made and a plaque was given to former ICITAP Director Richard Miller for his support of IADLEST in the international arena, and specifically for his efforts to fund the travel for international law enforcement training and standards personnel to the last several Annual Conferences.
- There was a special presentation made; and a plaque given to Joe Wolf of Innovative Reasoning, LLC, as the 2016 recipient of the IADLEST National Certification Program (NCP) Innovation in Training Award for their “IR-ALERT” Critical Decision Making (CDM) curriculum for Law Enforcement.

**APPROVAL OF GENERAL BUSINESS MEETING MINUTES:** President Harvey asked if there were corrections to be made to the June 3, 2016, General Business Meeting

minutes as posted in the October IADLEST Newsletter. There were none. There was a MOTION by Perry Johnson (MT) and a SECOND by Zivkovich to approve the minutes. The **MOTION CARRIED**

**EXECUTIVE DIRECTOR’S**

**BRIEFING:** Executive Director Becar had the following information:

- **Changes in POST Directors:**  
AZ: New Director is Jack Lane  
LA: New Director is Jim Craft  
HI: New Commander is Maj. William Baldwin  
NM: New Director is Stephan Marshall  
KY: New Commissioner is Mark Filburn  
US Virgin Islands: The newly created POST is directed by Kevin Hewitt.
- **New IADLEST Contracted Managers - Government Relations and Advocacy** (Jim Copple, SAI, Inc.): With this contract also comes a virtual Washington, DC, Office for IADLEST; (202) 457-7771 is the DC Phone number. Calls to this number will be routed to the appropriate IADLEST employee.

The address is: 1775 “I” St., NW, Suite 1150; Washington, DC 20006.

When IADLEST personnel are in Washington, DC, for meetings, office space and meeting space can be provided, depending on the specific need. Events and Marketing: Kathy Mullen will be upgrading our marketing efforts, our web and social media presence, advertising, and assisting with our annual conference.

- **Travel:** Since the last meeting, Executive Director Becar has attended the Midwest Regional Meeting in Kansas, March 7-8, 2016, and travel April 4-6, 2016, to the US Virgin Islands with First Vice President Grisham to meet with government officials and the new POST Director on recommendations for a newly established POST.

- **Grants:**

- BJA has notified IADLEST of an appropriation of \$200,000 for Crime Analysis training in the next fiscal year.
- NHTSA is working with us for a potential \$200,000 increase in the DDACTS training project.
- NHTSA is preparing an award of over \$178,000 for improvements to the NLEARN system.
- NHTSA is working with us for a potential award for Below 100 training.
- There have been three grants submitted to the Department of Justice: a \$750,000 request to the NIJ in partnership with the Police Foundation for Violent Extremism training (that grant request has been denied). There have been two grant requests to the COPS Office. The first is a \$100,000 invitational grant for assessment of curriculum changes by the states related to the recommendations of the President's Task Force on 21<sup>st</sup> Century Policing, and a second grant request for \$100,000 in cooperation with Fight Crime: Invest in Kids for training related to working with youth.

- **Projects:**

- **Academy Director's Course:** The development of the Academy Director's Course has been assigned to Mark Damitio, and we anticipate a product by the end of 2016.
- **National Certification Program (NCP):** There have been 29 courses certified to date, and two failures, and one currently under review. The Director of BJA recently announced her intention to require the nearly 300 training providers currently funded by BJA will be required to submit

through the NCP and to adjust their ongoing budgets and budget requests accordingly for the fees. This has the potential for hundreds of courses, and will be a topic at a provider meeting in July 2016. We may consider a "volume discount" for such a significant number of classes.

- **POST and Academy Accreditation:**

There will be a presentation about the program at the Annual Conference and flyers will be distributed to those in attendance.

- **Agency Audits:** A flyer has been developed for the Agency Audit program as well. The first audit was completed in May for the Colorado POST. We have had inquiries from the Colombian National Police and from the Virgin Islands POST about the Accreditation and Audit programs.

- **Accounting changes:**

The transition to QuickBooks hasn't occurred as rapidly as anticipated, but is still planned this year.

- **Trademark:** We have received our trademark approval from the US Patent and Trademark Office for the IADLEST full name, acronym, and seal as well as the National Certification name and two seals - one that vendors can use and the other for our gold seal.

**IADLEST TREASURER'S REPORT:**

Acting Treasurer Kelly Alzaharna was unable to attend, but provided Yvonne Pfeifer with the following information –

- **IADLEST Treasury as of April 30, 2016:**

- Total Current Assets: \$397,321.18
- Liabilities: \$176,610.98
- Total Net Assets: \$220,710.20

- There was a MOTION by Griffiths (AK) and a SECOND by Rahr (WA) to approve the April 30, 2016 Treasurer's Report. The **MOTION CARRIED**
- **IADLEST Audit Report:** IADLEST Treasurer's Report: Acting Treasurer Kelly Alzaharna was unable to attend, but provided Executive Director Becar with the following information:
  - **2014 Audit:** We have received the final 2014 Audit of the association from Crandall-Swenson, CPAs. Copies were provided to the Executive Committee members. There were no adverse findings. For the year ending December 2014 Assets:
    - Total Cash: \$297,659.00
    - Grants and Accounts Receivable: \$140,699.00
    - Computer Equipment: \$16,038.00
    - Accumulated Depreciation (\$15.00)
    - Total Assets: \$438,373.00
  - Liabilities:
    - Accounts Payable: \$84, 019.00
    - Deferred Revenue: \$71,611.00
    - Current Liabilities \$155,630.00Unrestricted Net Assets: \$282,743.00  
Total Liabilities and Net Assets: \$438,373.00(Informational only: the Audit was approved by the Executive Committee at their meeting)

**Conference Report:** Yvonne Pfeifer reported that the IADLEST Auction for Special Olympics Michigan held on the evening of Monday, June 6, 2016, raised the greatest amount in our history: \$3,160.00.

Future Conference Locations: First Vice-President Brian Grisham (TN) made a presentation on the 2017 IADLEST Annual Conference. Tennessee will be the host. It will be held May 21-24, 2017 at the Nashville Downtown Hilton. President Harvey

asked for volunteers for the 2018 Annual Conference. Dan Zivkovich volunteered on behalf of Massachusetts. The tentative site would be in Boston. There was a MOTION by Vickers (TX) and a SECOND by Taylor (LA) to award the 2018 Annual Conference to Massachusetts. The **MOTION CARRIED**.

#### **ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS**

- Bylaw Changes: Second Vice-President Zivkovich presented on the bylaws revisions to 1.3, 3.1.1, 4.3.3, and the repealing of 3.2.5 that clarified agency and government roles. The notice of the revisions had been distributed to the membership within the time required by the bylaws. President Harvey asked for any comments on the proposed changes, and there were none. There was a MOTION by Griffiths (AK) and a SECOND by Taylor (LA) to approve the proposed amendments to the bylaws. The **MOTION CARRIED**.
- International Representative: President Harvey presented that the Executive Committee has identified the need to have an International Regional Representative on the Executive Committee for greater effectiveness in communicating and interacting with our international members. The bylaws do not require a revision for this action to occur, but it requires a vote of the general membership. After discussion, there was a MOTION by Vickers (TX) and a SECOND by Steed (KS) to establish a sixth region (International Region) and for the President to appoint an interim International Regional Representative that will serve until the next election. The **MOTION CARRIED**.
- Election Committee: Vice-Presidents Grisham and Zivkovich presented that for the current elections, the following

positions were open for nomination: Second Vice-President, Secretary, and Treasurer. The Elections Committee had been approached by the following IADLEST Members for consideration of elected office:

- **Second Vice-President: Sue Rahr** (WA), **David Simonetti** (MD), **Keith Warner** (MD). The resumes of each candidate was read to the general membership. The candidate's eligibility to hold office was verified. There was a nomination by Vickers (TX) and a SECOND by McCraw (ID) for Sue Rahr. There were no further nominations. There was a MOTION by Cook (AR) and a SECOND by Harris (WY) to close the nominations. The **MOTION CARRIED**. There was a MOTION by Griffiths (AK) and a SECOND by Steed (KS) for the President to cast a single ballot for Sue Rahr. The **MOTION CARRIED**, and President Harvey cast the ballot.
- **Secretary: Stephanie Pederson** (WI) - The resume of the candidate was read to the general membership. The candidate's eligibility to hold office was verified. There was a nomination by Strickland (NC) and a SECOND by Steed (KS) for Stephanie Pederson. There were no further nominations. There was a MOTION by Rahr (WA) and a SECOND by Taylor (LA) to close the nominations. The **MOTION CARRIED**. There was a MOTION by Davis (OH) and a SECOND by Harris (WY) for the President to cast a single ballot for Stephanie Pederson. The **MOTION CARRIED**, and President Harvey cast the ballot.
- **Treasurer:** There were no applications prior to the general business meeting. There was a nomination from the floor by

Vickers (TX) and a SECOND by Pederson (WI) for David Harvey. There were no further nominations. There was a MOTION by Grisham (TN) and a SECOND by Rahr (WA) to close the nominations. The **MOTION CARRIED**. There was a MOTION by Emmons (OK) and a SECOND by Vickers (TX) for the First Vice-President to cast a single ballot for David Harvey. The **MOTION CARRIED**, and First Vice-President Grisham cast the ballot.

- Candidate's Presentations: Incoming Second Vice-President Sue Rahr (WA), Secretary Stephanie Pederson (WI), and Treasurer David Harvey addressed the general membership with brief comments about their plans for their respective elected positions.
- Swearing-in of Elected Officers: Chief Judge Donald A. Johnston of the Michigan 17<sup>th</sup> Circuit Court presided in over the swearing-in of the new association officers in attendance:
  - President Brian Grisham (TN)
  - First Vice-President Dan Zivkovich (MA)
  - Second Vice-President Sue Rahr (WA)
  - Secretary Stephanie Pederson (WI)
  - Treasurer David Harvey (MI)
  - Immediate Past-President Kim Vickers (TX)
  - Central Region Representative Greg Cueto (IL)
  - Southern Region Representative Rebekah Taylor (LA)
  - West Region Representative Victor McCraw (ID)
  - Midwest Region Representative Gary Steed (KS)

## COMMITTEE AND SPECIAL ASSIGNMENT REPORTS:

- **NCIC & Criminal History Access:** President Harvey reported that he met with the CJIS Director about our concerns with POST Agencies not qualifying for CJIS access. He has been invited to the August 2016 CJIS Advisory Board meeting to make a presentation.
- **Sourcebook:** International Academy of Public Safety CEO Dr. Mitch Javidi could not attend. Executive Director Becar reported that the Sourcebook has now been through a pilot-test with three volunteer agencies. Some operational issues have been discovered relative to logging in. Those issues were reported to IAPS and Dr. Javidi.

## NEW BUSINESS

- **IACP Use-of Force Working Group:** Dan Zivkovich represented IADLEST recently at an IACP-sponsored working group on use-of-force issues. There were 40 organizations represented from PERF to the FOP. The dialog that occurred resulted in a working group recommendation for a national use-of-force model and accompanying curriculum. The dialog will continue.

## REGIONAL REPORTS

**Northeast Region:** Regional Representative Michael Wood (NY) was not present, and the report was given by Dan Zivkovich (MA). Maryland, Pennsylvania, Vermont, and Massachusetts were present. Mike was unanimously reelected as the region representative. Some highlights from the roundtable:

- **Pennsylvania** has a new training director since Rudy recently retired and a new commandant with the retirement of Major Doug Grimes. They rolled out their updated recruit curriculum but it “fizzled.” That was because new instructional objectives were rolled into the curriculum based upon a job task analysis (JTA), but the new IOs were not compared to existing IOs. Consequently, instructors and students all commented that there was too much overlap and some topics were unnecessarily long. As a result, the entire curriculum will be revisited. Pennsylvania is also extending certification for courses beyond only their own in-service courses to courses prepared by other entities and agencies.
- **Vermont** is still updating its recruit curriculum based upon a recently completed JTA. It is estimated that the resultant instructional objectives may increase the recruit training to 18 weeks. They are working to add a new building to address training room and office shortages. A 12-hour electronic control weapon certification course has been established, with 8 hours of manufacturer training mandated, followed by four hours of Vermont-specific laws, policies, and scenarios. They are also working with legislators to expand their ability to decertify officers. Currently, it can only be done for very limited causes.
- **Maryland** has recently enacted legislation that overhauls the POST commission, but the statutory language creates some ambiguities that are still being resolved. The state has mandated that all officers receive training regarding intellectual developmental disabilities (IDD). They have implemented a statewide

certification requirement for FTO programs and for individual FTO certification. In addition, they are looking to update the current statewide training records database. The recruit training program run by Hagerstown Community College has layered college coursework into its recruit basic training program; and upon graduation, student officers receive 27 college credits.

- **Massachusetts** is continuing its \$1 million overhaul of its recruit curriculum and its acquisition of ACADIS as its training record database. The fitness study to determine validated entry-level fitness standards for entry into recruit training (that is being conducted in conjunction with Harvard University) is completing its validation phase, with final results and recommendations expected later this year. A blended firearms instructor recertification course has been developed wherein instructors take the half-day classroom portion online and then report to the firearms range for the skills portion of the recertification. This maximizes use of the range (allowing two sessions, instead of one) and reduces unnecessary class time because the online training is primarily refresher/review material. An online suicide prevention training program for supervisors is also being developed.

**Central Region Representative  
Stephanie Pederson (WI) presented  
the following information:**

- **Arkansas** has been working on a more detailed standardized curriculum for basic training academies. Their staff is finalizing the curriculum comparison they conducted thus far with the records they have from past classes as well

as surrounding states. They will compare the model policies being used by Arkansas Chiefs and Sheriffs as well as conduct a thorough law review to ensure that they are hitting all of the elements mandated by statutes and required by the courts. They are also reorganizing the curriculum so they can add additional hours for crisis intervention, TIMS, de-escalation and decision-making. There will be an increased emphasis placed on practical, adult-based learning. Once they finalize the curriculum, it will lend consistency of training to Arkansas officers. Their target date to present this proposal to the commission is October 2016.

To assist in developing and maintaining the standardized curriculum project, Arkansas is going to hire an Educational/Curriculum Specialist shortly after July 1. The Commission on Law Enforcement Standards and Training (CLEST) is responsible for approving and certifying training for all law enforcement in the state. This position will be responsible for ensuring that the submissions received have testable learning objectives that are legally defensible and are in line with best practices and solid research. The position will also assist the Arkansas Law Enforcement Training Academy (ALETA)/Northwest Arkansas Law Enforcement Training Academy (NWALETA) instructors and adjuncts on developing solid lesson plans based on the most current research to include legal compliance. This position will be tasked with incorporating training and objectives into the curriculum component of their software system that records all training provided, approved, and/or certified by CLEST.

Arkansas conducted a “line-by-line” review of their Administrative Rules on file with the Secretary of State. Twenty of the thirty-four regulations along with fifteen of the twenty-two specifications have been revised and/or are new. Most of the revisions were minor (more like “clean up” revisions); but the new revisions offer a more comprehensible, efficient, and legally sound Rule Book for governing the certification and training of Arkansas law enforcement officers. The revisions were approved by the Commission and approved through each step of the Administrative Rules Procedures and are now official. Arkansas is now doing the same “line-by-line” review of their statutory obligation in preparation for the upcoming legislative session.

Arkansas will be opening up their Acadis portals to their agencies shortly after July 1. There was an enormous amount of data scrubbing and error corrections that had to be completed to get to a place where they feel comfortable opening up the automation component to their agencies. Arkansas also purchased the online module and anticipates piloting the online training for 911 Dispatcher training in the next couple of months.

- **Illinois:** Greg Cueto, law enforcement coordinator from the South District of Illinois attended the central meeting. This is his first IADLEST Conference. He’s trying to learn all he can about IADLEST.

Greg explained how Illinois is set up: They have fifteen mobile training units that run the academies and in-service training in Illinois.

Illinois’ two biggest issues they are facing include exploring legislation to push for rules to decertify officers (none exist at the moment) and like everyone else, a shrinking budget. Illinois is trying to do more digital and online training to help cut the cost of training.

Greg Cueto volunteered to be the Central Region representative. The central region agreed and voted him in as the regional representative.

- **Indiana:** Indiana is incorporating Blue Courage concepts into their basic curriculum - adding pieces on a regular basis and infusing them into all aspects of their curriculum.

They had a “Strategies for Youth” do a presentation at their annual Trainers’ conference in November 2015. They will be adding the “Policing the Teen Brain” program into their basic curriculum later this year or the beginning of 2017.

Currently, Indiana is working with experts on energy conservation efforts to save money. With their facility being 40 years old, there have been strides in energy conservation that will show considerable savings over time. One such effort is a solar powered heating and cooling system.

Indiana has had some discussions with vocational programs in high schools that have criminal justice courses available about how they can assist in bridging the gap between the courses students take in high school at ages 17-18 years of age and then get into law enforcement at age 21. The vocational schools would like for these students to receive some recognition/credit for their efforts other than going on to receive their college degree at an accelerated rate.

Indiana has not been able to come up with a good solution yet because of the 3-4 year gap between classes in high school and being hired as a police officer. If anyone has a program/agreement with high schools in similar situations, they'd love to hear about them. Please contact Rusty Goodpaster.

Lastly, Indiana also hosted an IADLEST - sponsored truck and bus enforcement course at five locations around the state the first week of May.

- **Kentucky:** Effective May 23, 2016, Mr. Mark Filburn was appointed Commissioner of the Department of Criminal Justice Training by Governor Matthew Bevin. Commissioner Filburn is a retired Louisville Metro lieutenant and also spent time with the Secret Service and the Kentucky League of Cities. The Department of Criminal Justice Training looks forward to the vision and experience that Commissioner Filburn will bring to the agency and all Kentucky Law Enforcement.

The Kentucky Department of Criminal Justice Training (DOCJT) selected the Acadis Readiness Suite to track officer training. The system will be used to automate academy operations, including curriculum development, scheduling, and registration, housing, and testing, along with tracking full training and compliance records for more than 11,000 students a year, including law enforcement officers, court security officers, coroners, and telecommunications officers across the state.

Kentucky hosted the Central Region meeting in October 2015.

- **Ohio:** The Attorney General created a committee that looked at all the law enforcement training conducted in Ohio. They made approximately 30 recommendations based on their review. Over the past year, Ohio implemented 16 recommendations. They are currently working on implementing ten more, and four of the recommendations are not possible at the moment.

Ohio added an entrance physical fitness test this past year. The test is the Cooper test, and the standard students must meet to enter the academy is the 15th percentile of the Cooper test. They are also adding other disqualifiers such as a drug screen. They are trying to put more standards on who can be a law enforcement officer in Ohio.

The Ohio POST is putting together a multi-cultural committee to review all the basic/advanced training to ensure diversity in training is being addressed. This committee is a separate committee from the one created by the Attorney General's office. This committee will meet 3-4 times a year.

Ohio is about to conduct another Job Task Analysis (JTA). Their last one was 2010-2011. They do not have the money to pay for an outside source to conduct the JTA for them. They will be conducting an internal JTA and it will be completed by 2017.

Ohio is adding Blue Courage to the academy and as advanced training.

Ohio is exploring the option of purchasing Acadis – their current record management system is not doing everything they want it to so they are looking for other options at this point.

Ohio has two trainings they are willing to share. They developed an online Narcan training and also are working with a trainer to create a training module on Drone use. If anyone is looking for information or training on these two topics, Ohio is willing to share what they have.

Finally, Ohio is looking at making a SAMHSA Trauma Informed Care training an in-service training next year for all officers.

- **Michigan:** Diversity is an issue in the academies – most students are pre-service and have to pay for the academy. This limits the diversity in the recruit academies. MCOLES is trying to get more funding to recruit more diversity in the academies. They are also having trouble with a lot of turnover (retention) in their agencies so there are a lot of job opportunities in Michigan.

There are two Senate bills that are through the Senate and are now currently in the House – but still have the final steps of the House voting on them, and then they will go to the Governor’s office to be signed into law. These should be passed by mid-June.

- Currently, Michigan can only decertify officers for felonies. The first bill would add nine misdemeanors dealing with drugs, stalking, domestics, etc. This bill would allow MCOLES to decertify officers for any of these nine misdemeanors too.
- The second bill would give MCOLES more authority over police reserves in Michigan. This bill would allow MCOLES to set standards and training for reserves.

Michigan has been running their Military Police Academy for about three years now. MCOLES wanted to know how these recruits were doing on the job so MCOLES surveyed the agencies that took these officers on; and at this point, the program is proving to be a success. The MP academy size is approximately 10-12 students per academy.

Michigan is starting to add Blue Courage to its academies and is currently doing emersion training for instructors.

Michigan is also trying to create a standard policy on eyewitness identification. They brought in a trainer and did two train-the-trainer sessions. They will be pushing this policy out to the state later this year.

Finally, Michigan is way overdue for a Job Task Analysis. They also are struggling with funding for conducting the JTA and are looking at potentially doing it themselves, like Ohio, to save money.

- **Minnesota:** The Minnesota POST is in the process of initiating a request for proposal (RFP) for a new professional licensing exam in a computer based testing format. The exam will need to align with the board’s new learning objectives currently being implemented at the professional peace officer education programs throughout Minnesota. The new exam is targeted for release by the fall of 2018.

The recertification process for Minnesota’s peace officer education programs offered by their state’s colleges and universities is nearly complete. This extensive process occurs every five years by board rule. All of the 29 programs have applied for recertification.

The Minnesota POST will resume tracking individual officers' continuing education credits beginning July 1, 2016. This was discontinued by their Board back in 2005. Individual officers and their agencies will be able to review their CE credit status online as part of their online services upgrade.

The Governor signed legislation on Body Cameras – this legislation focuses on how to store the data and camera usage. The big concern is how the footage may be used. Minnesota wants to protect the privacy of the people on the video footage. For example, they don't want neighbors to be able to do an open records request just to see the inside of their neighbor's house, etc.

- **West Virginia:** No one attended the conference or provided an update.
- **Wisconsin:** In January, 12 of the 21 academies in Wisconsin began teaching the new expanded and restructured academy. The biggest feedback was that the students really liked the integration exercises that happened between the three phases of the academy. They felt much better prepared for their final scenario testing week and also felt more confident going out to their agencies and field training programs.

Wisconsin added a physical readiness and officer wellness program to the recruit academy. Wisconsin worked with FitForce on validating the Physical Readiness Test (PRT) and setting the standards for an entrance as well as exit test. The entrance test is 20% less than the exit standards. Out of 14 academies that have run or are in the process of running at the moment, there have only been a handful of

failures on the entrance PRT and one failure on the exit PRT.

Wisconsin is in its second year using Acadis as their main record management system. Wisconsin agencies and academies are now online and using Acadis to report and track training. Wisconsin also bought the testing module from Envisage in 2014. Wisconsin has administered a number of tests in the academies as well as reciprocity exams, and the testing module is working very well. Wisconsin also just bought the registration module and will be rolling that out this fall.

Wisconsin is now reviewing the training curriculum for the Jail and Secure Juvenile Detention academies and is looking at ways to expand/update those academies using successes in the new expanded and restructured law enforcement academy that just went into effect in January.

**South Region:** Regional Representative Mark Strickland (NC) presented the following information: The IADLEST South Region members met at 8:00 am on June 7, 2016, in Grand Rapids Michigan. The states represented were Tennessee, Georgia, Florida, Virginia, Louisiana, FLETC – Charleston, North Carolina, and the Virgin Islands. States not in attendance were Mississippi, South Carolina, and Alabama.

Mark Strickland, South Region Representative, thanked everyone for attending and began the meeting by welcoming the South Region's newest member, the US Virgin Islands.

- **Virgin Islands** - Kevin Hewitt expressed gratitude about being a member of IADLEST and expressed appreciation for what IADLEST has

already done for the Virgin Islands POST. He stated that they are in the beginning stages of setting up their POST the way it should be set up. There are still working out many details. He also stated that they are working on resolving Instructor certification and decertification issues.

- **Louisiana** – Rebekah Taylor reported that Louisiana has been revising their Basic Law Enforcement curriculum for the past two years. They are incorporating the Adult Learning Theory Model into this curriculum. Their goal is to have this project completed by January 1, 2017. In 2014, officers in Louisiana were required to take mandatory in-service training classes. It was discovered that many officers did not fulfill their training requirements so in 2015, the Louisiana Post held officers to this standard. There were 52 officers who did not complete their mandatory training in 2015. Those 52 officers recently had their certifications revoked.
- **North Carolina** – Stephen Combs and Stacy Holloman reported they have been working on the military police to BLET project for about one year. An application committee was created to evaluate military training records to identify if previous military police training was comparable to the NC BLET. Currently, they are receiving about two applications per month to review. So far, only two or three military police officers have taken the abbreviated BLET. There is a tremendous concern over the recruitment and retention for law enforcement officers in NC. They are working with two universities to research this topic in more detail. The NC Justice Academy received three new positions from the NC General Assembly. They are a Sexual Assault Instructor, Community Relations Instructor, and Use of Force Instructor. They also received funding for two the use of for simulators. These simulators will be incorporated in many of the Academy's training courses.
- **Virginia** – Sharon Grey reported they have been working on an outdated Records Management System. They have been looking at several vendors and are close to making a decision. They, too, have had many discussions pertaining to the military training versus basic law enforcement training. They are working on Virginia's instructor certifications. For years, they have allowed instructors not to teach in order to maintain their certifications. Because of this, they have experienced several concerns. These concerns have led to discussions to have their instructors teach in courses in order to re-certify. Lastly, during their audits of training delivery sites, the audits found that some agencies are having a difficult time providing verification that training objectives are being met. This is something they are working hard to rectify.
- **FLETC** – Cedric Toliver reported they are using Go Pros in many of their training classes. The Use of Force videos are very beneficial for the student learning. He also discussed the importance of structured firearms training. This topic led to discussions surrounding "Shoot/Don't Shoot" use of force scenarios.
- **Florida** – Glen Hopkins reported they are replacing their records management system. Instead of working with an outside vendor, they have acquired the resources in-

house. They hope to have this project completed by June 2017. Also, he stated they are experiencing a decrease in officer discipline cases. They are not 100% sure why the decline in these cases. Blue Courage is now allowed to be implemented in Florida's delivery sites. While the implementation of Blue Courage is not mandated in Florida, it is supported. Their commission is looking at changing some of their administrative codes. Because of some officers' behavior, they are discussing language pertaining to prejudicial behavior of officers. Florida is also seeking a test validator for their program.

- **Georgia** – Lt. Chris Hyde, Gwinnett County, reported that they are having recruitment and retention issues as well at his agency. They have begun a “Youth Police Academy.” This academy is a summer camp that last one week. A way Gwinnett County has enhanced community relations is they have started having public tours of their academy. This allows civilians to see what happens at their facilities. This has proven to be great for public relations. Lastly, they are having some millennial issues with their recruits.
- **Tennessee** – Brian Grisham reported that they are going to enjoy their 50th anniversary during the Fall of 2016. Their 50th year celebration will continue through 2017, and especially for the 2017 IADLEST Annual Conference in Nashville, Tennessee. They have been working to halt legislative mandates that require unnecessary training. Tennessee has been successful at securing additional supplemental pay for officers as well as doubling the death benefits

for officers. The Tennessee Legislature passed a statute allowing the GI Bill to be used for the military veterans attending the Academy. They have a three week transition school for out-of-state officers. They offer it two times per year. While it is well attended, most officers do not pass the pre-test. Several agencies have requested to run their own training academies throughout Tennessee. Because, the Tennessee Post has such high standards and tough regulations, it has proven to be very difficult for these entities to meet the minimum qualifications to become a delivery site.

At the end of the group discussions, the group voted on a new IADLEST South Region Representative. With a unanimous vote, Ms. Rebekah Taylor from Louisiana was selected to serve as the IADLEST South Region Representative.

**Midwest Region:** Regional Representative Gary Steed (KS) presented the following information: The Midwest Region met March 7-8, 2016 in Wichita and Hutchinson, Kansas. States represented were KS, OK, TX, NE, MO, SD, ND, WY and NM. The discussions included:

- ORI's for POSTS: Difficulties with CJIS access
- Licensing fees
- Brady-Giglio issues
- The recommendations of the President's Task Force on 21st Century Policing
- Transgender students
- Rifle/Shotgun Training
- Fitness standards
- Open records requests

At the regional caucus meeting held just prior to the General Business meeting at the Annual Conference:

- **Funding:** About half of the states are reporting funding issues. Oklahoma has had a 20% decline in the past two years and have been pushing many costs of the basic academy back to the agencies. The drop in oil revenues has impacted Wyoming. Kansas was successful in getting their funding increased by the Legislature this year through vehicle registration fees.
- **Blue Courage:** Academies in Nebraska, Kansas, Oklahoma, and Texas have implemented the concept, but have been receiving some friction from younger officers.
- **Applicants:** The quality and quantity of applicants into the basic academy was discussed.
- **Psychological evaluations:** Applicants get evaluated upon hire, but often, that is the last time. The long-term officer is not reevaluated.
- **Distance learning for basic training:** Texas tried it for some pre-academy subjects, and wouldn't recommend it – there isn't sufficient cohesion with camaraderie and discipline.
- The regional caucusing was also attended by the DoD POST officials from Fort Leonard Wood. They are beginning to implement certification and decertification.
- Gary Steed was re-elected as the Midwest Region Representative.

**West Region:** Regional Representative Sue Rahr (WA) presented the following information: The West Region shares the difficulty mentioned elsewhere with finding qualified candidates. There is an extreme spike in hiring, and many candidates are waiting for admission into the academies. There is resistance from agencies to dismiss students from the academy and agencies want the standards lowered because the applicant pool is so shallow. There are difficulties with academy students that do not have sufficient reading and writing skills. There is interest in pre-academy preparatory reading and writing training. If there are IADLEST members that have had success in finding solutions to this issue, please contact Sue Rahr. There are funding and budget shortfalls in many of the West Region states with the notable exception of Colorado, where some of the marijuana tax revenue has gone to increase the POST budget.

#### **INTRODUCTION OF NEW**

**PRESIDENT:** First Past-President Harvey addressed the general membership, thanking them for their support, the assistance of the Executive Committee, and the IADLEST staff for a successful year. He looks forward to his new role as Treasurer, and appreciates the opportunity to continue his service to the Association. He then introduced incoming President Brian Grisham. President Grisham addressed the general membership about his goals for his term and the potential of the organization, supporting the current trajectory. As his first official act, he awarded a plaque to Immediate Past-President Harvey for his leadership, dedication, and vision in his service to the association. He also appointed Gary Bullard, ICITAP Deputy Director, as the interim International Regional representative. He looks forward to the 50<sup>th</sup> anniversary of his agency coinciding with the 2017 Annual Conference with an expanded menu of offerings for academy and POST line personnel.

**ADJOURNMENT:** Having no other business to conduct, President Grisham called for adjournment at 11:35 AM EDT. There was a MOTION by Rahr (WA) and a SECOND by Steed to adjourn. The MOTION CARRIED.

## RECURRING IADLEST PROJECTS

IADLEST is actively engaged in several programs and services that are free or inexpensive and available to its members. The following are brief descriptions of offerings that may be of interest to IADLEST members.

- **Accreditation:** IADLEST offers accreditation services for POST agencies and law enforcement academies. The benefits are maintaining compliance and consistency with national and state standards, increases defensibility, national recognition of adherence to best practices and guidance for addressing issues and achieving best practices. For the POST agencies, there are 99 standards encompassing Statutory and Regulatory Compliance, Mutual Aid Agreements and Policies, Record-keeping, Budgeting, Health Screening, and Disciplinary Process.
- **Audits:** IADLEST offers audit services for POST agencies and law enforcement academies. Audits are designed in consultation with the agency to meet the client's need. They can be focused on one or more of the following areas: Performance Audit (efficiency, effectiveness and conforming to best practices), Image Audit (perceptions of external and internal stakeholders), Operations Audit (quality and effectiveness), Finance Audit: (finances managed appropriately; fees, grants, funding), Management Audit (leadership), Content Audit (consistent voice), Legislative and policy (compliance).
- **BlueCourage:** Blue Courage enhances the law enforcement professional's capacity to serve with courage, respect, resilience, and commitment to the nobility of the profession. The Blue Courage Academy

consists of the two-day Blue Courage course followed by a two-day certification course, allowing attendees to conduct their own two-day courses. The grant is intended for full state infusions, which includes a Blue Courage Academy (Train-the-Trainer) a couple of two-day blue courage classes and two or three Blue Courage executive overviews. IADLEST has conducted the state infusions in Arizona, Washington, Ohio, Nebraska, New York, Iowa and Kansas with several other states in progress. Click on:



- **Crime Analysis Workshops and Webinars:** Since 2013, IADLEST has managed a grant from the US Department of Justice Bureau of Justice Assistance to provide a four-tiered training program for Crime Analysis. The four tiers are (1): the provision of free 16-hour "Crime Analysis for Chief Executives" training workshops, (2): provision of free 1-½ hour webinars on selected crime analysis subjects, (3): presentations at executive conferences and (4) free additional technical assistance to agencies that participate in the 16-hour workshops. The goal is reductions in crimes, crashes, and other social harms, and the effective and efficient use of patrol, investigative, and other available resources.
- **DDACTS:** Data-Driven Approaches to Crime and Traffic Safety (DDACTS) is an effective, predictive, location-based policing approach to crime and traffic safety that delivers law enforcement services at the right place and at the right time. NHTSA funds Implementation Workshops and analytical support to law enforcement agencies throughout the country. Click on:
- **Large Truck & Bus Traffic Enforcement:** A Federal Motor Carrier Safety Administration funded training program that establishes the importance of municipal and other local law enforcement officers actively engaged in enforcing moving and equipment violations associated with large trucks, buses, and other commercial



vehicles. Click on:



- **National Certification Catalog:** Since June 1st, 2015 IADLEST has been certifying courses as part of our National Certification Program. Training programs are rigorously assessed to ensure training excellence. The catalog is a listing of vetted training that ensures that the training is current, engaging, legally defensible, and appropriate to the target audience. Click on: 

- **National Decertification Index (NDI):** The NDI is a searchable national registry of certificate or license actions related to officer misconduct. Click on:



- **NLEARN:** The National Law Enforcement Academy Resource Network (NLEARN) is an Internet link to all United States law enforcement training academies and provides a variety of resource services including complete training programs, significant documents repository, and interactive member bulletin board forum. Each week this project reaches over 3,000 police instructors and academy personnel on the local, state, tribal, federal and military levels. Click on: 

- **Outreach:** Outreach is a project that supports various combined traffic safety initiatives and promotes more involvement of local law enforcement in data driven traffic safety enforcement and education. This includes Combined Accident Reduction Efforts (CARE); State & Provincial Division of IACP (S&P) and the Florida Highway Patrol (FHP) to push NHTSA's goals of reducing crashes and saving lives on our nation's highways. The project is led by Retired Col. Ken Morkel who is building relationships and bringing law enforcement agencies together to help

reduce crashes for the summer driving season.

- **Training Development, Analysis, Design, Review, and Implementation:** For Academies, there are 72 standards encompassing Statutory and Regulatory Compliance, Mutual Aid Agreements and Policies, Operations, Record-keeping, Staff, Students, Training Development/ Analysis/ Delivery and Assessment.
- **State Training Assessment:** In 2016, IADLEST was awarded a grant by the US Department of Justice Office of Community Oriented Policing Services (COPS) to survey the 50 states to determine the current state of training and curriculum development in process in response to the recommendations of the President's Task Force on 21<sup>st</sup> Century Policing.



# Agenda

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## EXECUTIVE COMMITTEE MEETING

**Saturday, Oct 15, 2016**

*4:00 pm to 6:00 pm*

**Hilton Garden Inn, Downtown**

**2137 Pacific Highway, Bldg. B**

**Elm Board Room**

**San Diego, CA 92101**

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|--|-------------------------|
| I. Call to Order   | Brian Grisham (TN)      |
| II. Roll Call  | Stephanie Pederson (WI) |
| III. Additions to the Agenda   | Brian Grisham           |
| IV. Introduction of Guests   | Brian Grisham           |
| <ul style="list-style-type: none"><li>• Craig Hartley<br/>Executive Director<br/>CALEA</li><li>• Peter Shipley<br/>Executive Director<br/>SPPADS</li></ul> |                         |
| V. Approval of Executive Committee Minutes   | Brian Grisham           |
| <ul style="list-style-type: none"><li>• June 5, 2016</li></ul>   |                         |

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|-------|---|---|
| VI.   | Executive Director's Briefing   | Mike Becar (IADLEST)  |
| VII.  | IADLEST Treasurer's Report  | David Harvey (MI)   |
| VIII. | Conference Report   | Yvonne (IADLEST)  |
| IX.   | Administrative Review of Current Business Items <ul style="list-style-type: none"><li>• Personnel Committee Bylaw Changes</li></ul>   | Brian Grisham<br>Dan Zivkovich  |
| X.    | Committee and Special Assignment Reports <ul style="list-style-type: none"><li>• NCIC &amp; Criminal History Access</li><li>• Resolution to Support Criminal History Access</li><li>• Sourcebook</li></ul>  | Brian Grisham<br>Dave Harvey<br>Victor McCraw (ID)<br>Mitch Javidi        |
| XI.   | New Business <ul style="list-style-type: none"><li>• Bylaw Changes for New Members</li><li>• 2<sup>nd</sup> Vice President Nominations Criteria</li><li>• Updating Model Minimum Standards</li><li>• Use of Force Model Policy for IACP</li></ul> | Dave Harvey<br>Mike Becar<br>Dan Zivkovich<br>Mike Becar<br>Dan Zivkovich |
| XII.  | Adjournment   | Brian Grisham   |

Next Executive Board Meeting: February 4-5, 2017, NSA Winter Conference

# Agenda

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## BUSINESS MEETING

**Sunday, Oct 16, 2016**

*8:00 am to 1:00 pm*

**Hilton Garden Inn, Downtown**

**2137 Pacific Highway, Bldg. B**

**Elm Board Room**

**San Diego, CA 92101**

**Elm Boardroom**

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|------|------------------------|-------------------------|
| I.   | Call to Order          | Brian Grisham (TN)      |
| II.  | Roll Call              | Stephanie Pederson (WI) |
| III. | Additions to Agenda    | Brian Grisham           |
| IV.  | Introduction of Guests | Brian Grisham           |
- Ron Davis, Director  
US Department of Justice  
  
Office of Community Oriented Policing Services (COPS)
  - John Marshall, Director  
US Department of Transportation  
  
National Highway Transportation Safety Admin (NHTSA)
  - John “Jack” Van Steenburg, Director  
US Department of Transportation  
  
Federal Motor Carrier Safety Administration (FMCSA)
  - Craig Floyd, Executive Director  
National Law Enforcement Officers Memorial

- V. Approval of Business Committee Minutes  
• June 7, 2016, as posted in October Newsletter  
Brian Grisham
- VI. Executive Director's Briefing  
Mike Becar (IADLEST)
- VII. IADLEST Treasurer's Report  
David Harvey (MI)
- VIII. Conference Report  
• Future Conference Locations  
Yvonne Pfeifer  
Brian Grisham
- IX. Administrative Review of Current Business Items  
• Personnel Committee Bylaw Changes  
• Criminal History Access  
Brian Grisham  
Dan Zivkovich (MA)  
David Harvey
- X. Committee and Special Assignment Reports  
• NCIC & Criminal History Access  
• Sourcebook  
Brian Grisham  
Mitch Javidi
- XI. New Business  
• Use of Force Model Policy for IACP  
• Mental Health Training  
• Strategic Planning Meeting  
Dan Zivkoivich  
Dan Zivkovich  
Mike Becar
- XII. Regional Reports  
• Northeast Region  
• Central Region  
• South Region  
• Midwest Region  
• West Region  
Michael Wood (NY)  
Stephanie Pederson (WI)  
Mark Strickland (NC)  
Gary Steed (KA)  
Sue Rahr (WA)
- XIII. Adjournment  
Next Business Meeting: May 24, 2017, Nashville, TN  
Brian Grisham

# Law Enforcement Cyber Incident Reporting

## *A Unified Message for State, Local, Tribal, and Territorial Law Enforcement*

Cyber threats from malicious actors are a growing concern across the United States. Voluntary sharing of incident information between state, local, tribal, and territorial (SLTT) law enforcement and the federal government is important to ensuring a safe and secure cyberspace. This document details different ways SLTT law enforcement partners can report suspected or confirmed cyber incidents to the federal government. No matter which “door” SLTT law enforcement uses, information is shared within the federal government to provide an appropriate response while protecting citizens’ privacy and civil liberties under the law.

### When to Report to the Federal Government

A cyber incident is a past, ongoing, or threatened intrusion, disruption, or other event that impairs or is likely to impair the confidentiality, integrity, or availability of electronic information, information systems, services, or networks. SLTT partners are encouraged to voluntarily report suspected or confirmed cyber incidents to a federal entity. In particular, a cyber incident should be reported if it:

- ◀ May impact national security, economic security, or public health and safety.
- ◀ Affects core government or critical infrastructure functions.
- ◀ Results in a significant loss of data, system availability, or control of systems.
- ◀ Involves a large number of victims.
- ◀ Indicates unauthorized access to, or malicious software present on, critical information technology systems.
- ◀ Violates federal or SLTT law.

### What to Report

Cyber incidents may be reported at various stages, including when complete information is not available. Gathering as much information as possible will help expedite assistance to your agency and your community.

- ◀ Your name, organization, address, and phone number.
- ◀ What entity experienced the incident? Who owns the affected systems? Who is the appropriate point of contact?
- ◀ What type of incident occurred?
- ◀ What was the initial entry vector or vulnerability exploited (if known)?
- ◀ How was the incident initially detected or discovered?
- ◀ What specific assets appear to be impacted (e.g., systems, networks, data)?

- ◀ Provide a synopsis of impacts (business, mission, and operational), including prioritization factors:
  - Did the incident impact critical infrastructure essential functions?
  - Was a control system compromised or manipulated?
- ◀ What response actions have already been performed by the affected entity?
  - Are they requesting federal technical assistance?
  - Have they contacted or retained a managed security service provider for mitigation/investigation?
  - Has your agency opened a law enforcement investigation? Have other law enforcement agencies been asked to investigate? Can you share the other agency’s point of contact information?
- ◀ If you have them, please share:
  - Logs, including destination IP and port and destination URL
  - Operating software of the affected system(s)
  - Source ports involved in the attack
  - Indications (current or historical) of sophisticated tactics, techniques, and procedures (TTPs)
  - Indications (current or historical) that the attack specifically targeted the asset owner
  - Status change data and time stamps (including time zone)

### How to Report

The federal government has several different ways for individuals, businesses, law enforcement partners, and others to report cyber incidents. SLTT law enforcement can report to the federal government in person, by e-mail, by phone, or via online tools. Reports are appropriately shared among relevant federal stakeholders in order to help mitigate the consequences of the incident, evaluate the impact on critical infrastructure, and investigate any potential criminal violations. The table on the next page summarizes these resources.



# Law Enforcement Cyber Incident Reporting

## A Unified Message for State, Local, Tribal, and Territorial Law Enforcement

### Key Contacts for SLTT Law Enforcement Cyber Incident Reporting

Organization and Key Points of Contact	What to Report?
<b>U.S. Department of Homeland Security (DHS)</b>	
National Protection and Programs Directorate (NPPD)	
National Cybersecurity and Communications Integration Center (NCCIC) ( <a href="http://www.dhs.gov/about-national-cybersecurity-communications-integration-center">http://www.dhs.gov/about-national-cybersecurity-communications-integration-center</a> ) <a href="mailto:NCCIC@hq.dhs.gov">NCCIC@hq.dhs.gov</a> or (888) 282-0870	Suspected or confirmed cyber incidents that may impact critical infrastructure and require technical response and mitigation assistance
<b>United States Secret Service</b>	
Secret Service Field Offices ( <a href="http://www.secretservice.gov/field_offices.shtml">http://www.secretservice.gov/field_offices.shtml</a> )	Cybercrime, including computer intrusions or attacks, transmission of malicious code, password trafficking, or theft of payment card or other financial payment information
Electronic Crimes Task Forces (ECTFs) ( <a href="http://www.secretservice.gov/ectf.shtml">http://www.secretservice.gov/ectf.shtml</a> )	
<b>Immigration and Customs Enforcement Homeland Security Investigations (ICE HSI)</b>	
ICE HSI Field Offices ( <a href="http://www.ice.gov/contact/inv/">http://www.ice.gov/contact/inv/</a> )	Cyber-based domestic or international cross-border crime, including child exploitation, money laundering, smuggling, and violations of intellectual property rights
ICE HSI Cyber Crimes Center ( <a href="http://www.ice.gov/cyber-crimes/">http://www.ice.gov/cyber-crimes/</a> )	
<b>U.S. Department of Justice (DOJ)</b>	
<b>Federal Bureau of Investigation (FBI)</b>	
FBI Field Offices ( <a href="http://www.fbi.gov/contact-us/field">http://www.fbi.gov/contact-us/field</a> )	Cybercrime, including computer intrusions or attacks, fraud, intellectual property theft, identity theft, theft of trade secrets, criminal hacking, terrorist activity, espionage, sabotage, or other foreign intelligence activity
Cyber Task Forces ( <a href="http://www.fbi.gov/about-us/investigate/cyber/cyber-task-forces-building-alliances-to-improve-the-nations-cybersecurity-1">http://www.fbi.gov/about-us/investigate/cyber/cyber-task-forces-building-alliances-to-improve-the-nations-cybersecurity-1</a> )	
Law Enforcement Online Portal ( <a href="https://www.cjis.gov/CJISEAI/EAIController">https://www.cjis.gov/CJISEAI/EAIController</a> ) or (888) 334-4536	

### Cyber Training and Other Resources for Law Enforcement Personnel

- ◀ The FBI's [Cyber Shield Alliance](https://www.cjis.gov/CJISEAI/EAIController) (<https://www.cjis.gov/CJISEAI/EAIController>) provides extensive resources for SLTT partners, including [eGuardian](https://www.cjis.gov/CJISEAI/EAIController) (<https://www.cjis.gov/CJISEAI/EAIController>) access, intelligence sharing, federally sponsored training, and fellowships at the [National Cyber Investigative Joint Task Force](http://www.fbi.gov/about-us/investigate/cyber/ncijtf) (<http://www.fbi.gov/about-us/investigate/cyber/ncijtf>). The FBI also supports the [InfraGard](https://www.infragard.org/) (<https://www.infragard.org/>) partnership with the private sector.
- ◀ The U.S. Secret Service operates the [National Computer Forensics Institute](https://www.ncfi.uss.gov) (<https://www.ncfi.uss.gov>) to provide federally sponsored training for SLTT partners, including law enforcement, prosecutors, and judges.
- ◀ The ICE HSI Cyber Crimes Center offers a variety of technical training courses related to cyber investigations and digital forensics on a request basis.
- ◀ The Computer Crime and Intellectual Property Section (CCIPS) manuals *Searching and Seizing Computers* and *Electronic Evidence and Prosecuting Computer Crimes* are available online at <http://www.justice.gov/criminal/cybercrime/documents.html>.
- ◀ SLTT partners can also advise the public to [file a complaint online](http://www.ic3.gov/default.aspx) (<http://www.ic3.gov/default.aspx>) with the [Internet Crime Complaint Center](http://www.ic3.gov/default.aspx) (<http://www.ic3.gov/default.aspx>).

***If there is an immediate threat to public health or safety, the public should always call 9-1-1.***



# IADLEST

## National Certification Program Certified Courses

For more information, contact:  
[peggyschaefer@iadlest.org](mailto:peggyschaefer@iadlest.org)  
<http://iadlest-ncp.org>



### Course

**FMCSA/IADLEST**

### **Large Truck and Bus Traffic Enforcement Training Program**

The Truck & Bus Traffic Enforcement Training Program was developed by Federal Motor Carriers Safety Administration (FMCSA) and is a 2-hour in-service training program to ALL local officers. The course teaches officers to engage large trucks and buses safely and effectively to reduce major crash injuries and fatalities.

#### Catalog link

**Course ID:** 1637-1610

**Class:** In-Person    **Length:** 2 hours

### Approval

**9/21/16**



### Innovative Reasoning

### **Critical Decision Making – Encounters with Mentally Ill/Highly Intoxicated Persons**

This program is designed to provide first responders with the knowledge, skills and abilities to apply critical decision making principles during encounters with the mentally ill or highly intoxicated.

#### Catalog link

**Course ID:** 1635-1608

**Class:** In-Person    **Length:** 16 hours

**8/31/16**



**International Ethics and Leadership Training Bureau LLC**  
**Law Enforcement Peer Intervention Training**

8/31/16

The program is designed to guide police officers and civilian employees in their understanding and practice of Peer Intervention and Critical Loyalty as a moral and ethical means to the survival of their life, their family, their career, and their freedom.

[Catalog link](#)

**Course ID:** 1634-1608

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



**Concerns of Police Survivors, Inc.**  
**The Traumas of Law Enforcement**

6/16/16

Each year, Concerns of Police Survivors (C.O.P.S.) provides training to America's law enforcement agencies on how to appropriately respond to officers and family members affected by line-of-duty trauma. At these trainings, instructors will present information regarding appropriate response to line-of-duty death, disability, critical incidents, and police suicide.

[Catalog link](#)

**Course ID:** 1629-1605

**Class:** In-Person **Length:** 21 hours



**Innovative Reasoning**  
**Critical Decision Making – Encounters with Mentally Ill/Highly Intoxicated Persons**

5/11/16

This program is designed to provide first responders with the knowledge, skills and abilities to apply critical decision making principles during encounters with the mentally ill or highly intoxicated.

[Catalog link](#)

**Course ID:** 1628-1604

**Class:** In-Person **Length:** 16 hours



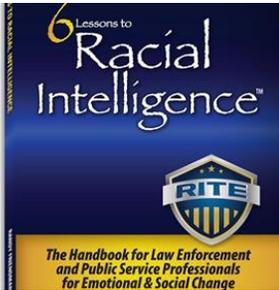
**Innovative Reasoning**  
**Critical Decision Making Instructor Development Program (CDM/IDP)**

3/30/16

This program is designed to provide law enforcement trainers with the knowledge, skills and abilities to deliver Innovative Reasoning's Critical Decision Making program. Topics include elements the importance of instructor professionalism, reaching the 21st Century learner, and advanced methods of presentation.

[Catalog link](#)

**Course ID:** 1626-1603  
**Class:** In-Person **Length:** 24 hours



## RITE ACADEMY

2/8/16

### Racial Intelligence for law enforcement & public service professionals

Our Racial Intelligence Officer Wellness Training Public Service Professionals teaches a 3-prong approach:

- Help the Officer: Tools to De-escalate (at work) as well to use personally (at home)
- Improve the Department: Improve Recruiting, Morale, and Accountability
- Build Community Relations: Enhance public trust

Students learn how to use Emotional Intelligence (EI) & Social Intelligence (SI), to improve personal and professional relationships, We teach (6) modules in every RITE Training, from our Leadership to Train-the-Trainer.

#### Catalog link

**Course ID:** 1626-1602  
**Class:** In-Person **Length:** 4 hours

## BSR / SUMMIT POINT TRAINING CENTER

2/1/16

### B.E.C.O.N. Active Shooter Preparedness Course

B.E.C.O.N. stands for Barricade, Egress, Control, Oppose, and Notify and is a series of non-sequential strategies that can be applied during a crisis event. This course is designed for Commercial Management, Hospitals, School Leadership/faculty, School Resource Officers, and places of worship. The course includes lecture with in-class practical exercises, a shot exposure of a pistol, AR-15, AK-47, and shotgun, and hands-on practical exercises where the participants experience various situations reacting proactively.

#### Catalog link

**Course ID:** 1625-1602  
**Class:** In-Person **Length:** 16 hours





## The Graffiti Consultants

12/28/2015

### Graffiti Investigations

This Graffiti Investigation Course is the best way to receive all of the strategic information you will need to perform a successful graffiti vandalism investigation.

#### COURSE CURRICULUM:

- 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

#### Catalog link

**Course ID:** 1522-12

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



## Innovative Reasoning

12/1/2015

### Critical Decision Making for Traffic Stops

This instructor-led training program is designed to provide the participants with the knowledge, skills and abilities to make better critical decisions while effecting traffic stops and improve law enforcement outcomes.

#### Catalog link

**Course ID:** 1521-12

**Class:** In-Person    **Length:** 12 hours



## Bureau of Justice Assistance

11/16/2015

### Crime Analysis for Chief Executives

This intensive two-day workshop is designed to support Chiefs, Sheriffs and other police executives in the development, utilization and enhancement of crime and public safety analysis intended to drive departmental operations. The training is intended to build capacity and improve communication among ranks and disciplines, specific to the creation and utilization of actionable analysis.

#### Catalog link

**Course ID:** 1518-11

**Class:** In-Person    **Length:** 14 hours



## Blue to Gold

11/12/2015

### Advanced Search and Seizure

The 4th Amendment, and in particular search and seizure, are at the very core of police work. Almost everything you do as an officer involves the Fourth. Yet, most cops are taught about eight hours during the academy and that's it. If you're lucky maybe you get some in-service legal training.

#### Catalog link

**Course ID:** 1515-11

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



## Innovative Reasoning

11/9/2015

### Responding to Domestic Violence

This training program is designed to provide the participant with the knowledge, skills and abilities to make improved critical decisions and achieve better law enforcement outcomes when responding to a domestic dispute.

#### Catalog link

**Course ID:** 1517-11

**Class:** In-Person    **Length:** 12 hours



## John Reid & Associates

11/5/2015

### I & I Day 1

This course offers advanced training to investigators who have already received training in the basic course on the Reid Technique. The focus of this instruction is on improving interrogation skills.

#### Catalog link

**Course ID:** 1511-11

**Class:** In-Person    **Length:** 6 hours



## John Reid & Associates

11/5/2015

### I & I Day 3

This Course will enhance the investigator's ability to assess a subject's credibility - to read and evaluate the verbal and nonverbal behavior symptom displayed by a subject (victim, witness or suspect) during an investigative interview for indications of truth or deception. It will expand the content of the investigative interview by demonstrating the utilization of behavior provoking questions and the appropriate response models. It will increase the investigator's ability to secure legally acceptable confessions through the use of the Reid Nine Steps of Interrogation, including theme development, stopping denials, overcoming objections and the use of alternative questions.

Catalog link

**Course ID:** 1510-11

**Class:** In-Person    **Length:** 18 hours



Force Concepts

**11/2/2015**

**Documenting Use of Force**

Documenting Force delivers proven strategies that help officers avoid unnecessary internal and external scrutiny. Participants receive instruction on how to:

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.

Catalog link

**Course ID:** 1516-11

**Class:** In-Person    **Length:** 16 hours



**John Reid & Associates**

**10/22/2015**

**I & I Day 4**

This Course will enhance the investigator's ability to assess a subject's credibility - to read and evaluate the verbal and nonverbal behavior symptom displayed by a subject (victim, witness or suspect) during an investigative interview for indications of truth or deception. It will expand the content of the investigative interview by demonstrating the utilization of behavior provoking questions and the appropriate response models. It will increase the investigator's ability to secure legally acceptable confessions through the use of the Reid Nine Steps of Interrogation, including theme development, stopping denials, overcoming objections and the use of alternative questions.

Catalog link

**Course ID:** 1509-10

**Class:** In-Person    **Length:** 24 hours



**Innovative Reasoning**  
**Critical Decision Making for LEOs**

9/15/2015

This program integrates the systems approach to training, experiential learning, recognition-primed decision making and task proficiency to provide reality-based training designed to improve critical decision outcomes in high risk, high consequence, and low occurrence events.

[Catalog link](#)

**Course ID:** 1508-09

**Class:** In-Person    **Length:** 12 hours



**Blue Courage**  
**Blue Courage**

8/24/2015

Blue Courage is a transformational process focused on the human development of a police officer. It draws on relevant, proven literature and research on human effectiveness, positive psychology, leadership development and neuroscience. The goal is personal and cultural transformation through institutionalizing the heartset, mindset, skillset and toolset of our police officers.

[Catalog link](#)

**Course ID:** 1507-08

**Class:** In-Person    **Length:** 16 hours



**NC Justice Academy**  
**Officer Safety:**  
**First Five Minutes**

6/30/2015

Officers will learn how to survive the first critical moments of a life threatening injury, from vehicular crashes to circumstances surrounding a hostile subject.

**Course ID:** 1506-08

**Class:** In-Person    **Length:** 4 hours



## NC Justice Academy

6/30/2015

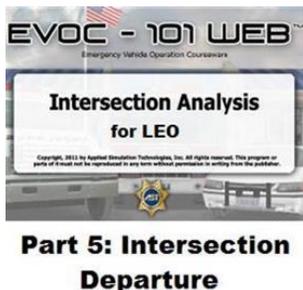
### Officer Safety: Responding to Crimes off Duty

There are a high number of officers assigned to various agencies reducing the likelihood of officers recognizing other law enforcement officers out of uniform. Officers need to be identifiable in the event they respond to public active shooters and other violent crimes where a limited amount of suspect information is available. Family members of officers need to have a plan in the event the officer is targeted for revenge by a suspect. Potential law enforcement equipment necessary for a safe response to crimes in progress while witnessing off-duty crime will be identified.

#### Catalog link

Course ID: 1506-07

Class: Online Length: 4 hours



### Q-Safety

5/22/2015

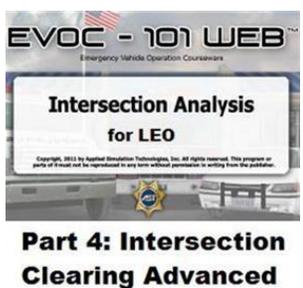
### [EVOC101] Part 5: Intersection Departure for LE

List the steps for safely departing an intersection; Recognizing the common hazards you might encounter during the departure stage; Recall all steps and key concepts in the EVO Intersection Analysis process.

#### Catalog link

Course ID: 1505-05

Class: Online Length: 0.5 hours



### Q-Safety

5/22/2015

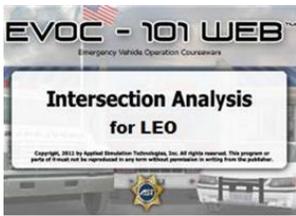
### [EVOC101] Part 4: Clearing Intersections for LE – Advanced

Recognize the additional hazards associated with clearing a congested intersection; Recognize the importance of slowing down and giving you additional time to recognize and respond to these hazards; List the steps for safely clearing a congested intersection; Know the methods for clearing an intersection when your lanes are blocked; Identify the most common mistakes made when clearing a congested intersection.

#### Catalog link

Course ID: 1505-04

Class: Online Length: 0.5 hours



**Part 3: Intersection Clearing Basics**

**Q-Safety**

**[EVOC101] Part 3: Clearing Intersections for LE – Basics**

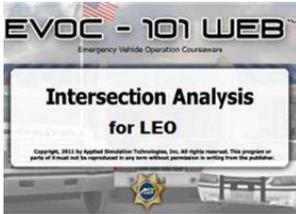
List basic steps for clearing an intersection; Select appropriate methods for clearing an intersection; Recognize the risks associated with improper intersection clearing.

5/22/2015

Catalog link

Course ID: 1505-03

Class: Online Length: 0.5 hours



**Part 2: Intersection Assessment**

**Q-Safety**

**[EVOC101] Part 2: Intersection Assessment for LE**

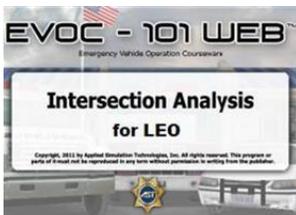
Describe how the assessment stage and the approach stage work together in intersection analysis; Identify all the hazards and potential hazards in a given scenario; Categorize the hazards as potential or immediate and prioritize them according to their level of danger; Recognize the risks associate with each hazard.

5/22/2015

Catalog link

Course ID: 1505-02

Class: Online Length: 0.5 hours



**Part 1: Intersection Approach**

**Q-Safety**

**[EVOC101] Part 1: Intersection Approach for LE**

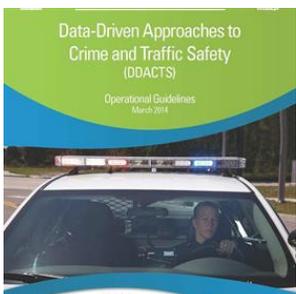
Identify the primary goals of the Approach stage of intersection navigation; Label highway travel lanes with corresponding reference numbers; List the intersection approach tasks in sequence and link them to appropriate distances; Select appropriate methods for maximizing vehicle control when approaching intersections; Recognize the risks associated with improper intersection negotiation.

5/22/2015

Catalog link

Course ID: 1505-01

Class: Online Length: 0.5 hours



**IADLEST Training**

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

Data-Driven Approaches to Crime and Traffic Safety (DDACTS) is a law enforcement operational model that integrates location- based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources. Drawing on the deterrent value of highly visible traffic enforcement and the knowledge that crimes often involve motor vehicles, the goal of DDACTS is to reduce

5/13/2015

crime, crashes, and traffic violations across the country.

**Catalog link**

**Course ID:** 1506-06

**Class:** In-Person    **Length:** 16 hours

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

**About NCP:** The National Certification Program (NCP) was launched on June 1<sup>st</sup>, 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>