

NEWSLETTER

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Save this Date!
IADLEST 2017 Conference
May 21-24, 2017
Nashville, Tennessee

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

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

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

Newsletter articles or comments should be sent to IADLEST; 1330 North Manship; Meridian, Idaho 83642; or Yvonne@iadlest.org. Contributors are encouraged to provide material that best promotes valid standards for the employment and training of law enforcement officers. IADLEST reserves its right to select and publish articles, announcements, and comments.

MEETINGS SCHEDULED

The next IADLEST Executive Committee Meeting and General Business Meeting are scheduled for the Annual Conference May 21-24, 2017, at the Hilton Nashville Downtown; 121 Fourth Ave; South Nashville, Tennessee 37201. The Executive Board meeting will be held in the Ryman 1 Room, 1:00 to 4:00 p.m. Sunday, May 21.

Registration is open for the Nashville IADLEST 2017 Conference. To register for the conference click on: <http://www.cvent.com/d/wvqlvr>

Early Bird registration rates end on April 15, 2017.

MEMBERSHIP DUES CREDIT CARD PAYMENTS

IADLEST membership renewals are due January 1 and are in the arrears April 1. IADLEST accepts credit card payments for membership renewals. Members can log on to www.iadlest.org and click on "Join Now," "membership renewal", enter your

member's user code, password, and provide the requested information. You can also contact Yvonne Pfeifer yvonne@iadlest.org or phone (208) 288-5491 for assistance. New members can log on to the IADLEST web page and follow the prompts.

Credit card payments are also available for purchases and membership dues.

IADLEST HOSTED DDACTS WORKSHOPS MAY BE COMING TO YOUR STATE!! by: Peggy Schaefer, DDACTS Project Manager

The IADLEST team has been traversing across the US delivering the Data-Driven Approaches to Crime & Traffic Safety Workshops, and we may be coming near or to your state in the coming months. Here is our current tentative schedule:

April 19 - 21	Cheyenne, Wyoming
May 17 - 19	Decatur, Alabama
May 31 - June 2	Chicopee, Massachusetts
June 13 - 15	Novi, Michigan
July 18 - 20	Gainesville, Georgia
August 8 - 10	St. Louis, MO
August 21 - 23	Rocklin, CA

As many of you already know, DDACTS is the only community policing/crime prevention model that complies with the President's 21st Century Task Force Recommendations and is a **proven** crash and crime reduction model that is currently being deployed in over 700 agencies throughout the country. The DDACTS course also achieved the IADLEST NCP seal over a year ago, so officers attending the workshop can receive in-service training credit for attending in many states.

Please pass this workshop information on to your agencies', and if they want further information they can contact peggyschaefer@iadlest.org

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LEGISLATIVE ACTION

In recent weeks, legislatures in Michigan and Massachusetts have considered bills addressing POST responsibilities.

Michigan: The Michigan State Senate unanimously approved a bill that would prevent officers dismissed for misconduct from employment as a police officer in another Michigan police department. The Bill was sent to the House for further action.

Senate Bill 223 (Substitute S-1 as reported) - The bill would enact the "Law Enforcement Officer Separation of Service Record Act" to do the following:

- Require a law enforcement agency to maintain a record of the reasons for, and circumstances surrounding, a law enforcement officer's separation of service with the agency.
- Require an agency to allow a separating officer to review the separation of service record, upon his or her request, and to submit a written statement explaining the officer's disagreement with the record.
- Require a law enforcement officer to sign a waiver allowing a prospective employing agency to contact his or her former employing agency or agencies and seek a copy of the officer's separation of service record.
- Require a waiver to be executed on a form provided by the Michigan Commission on Law Enforcement Standards (MCOLES) to all law enforcement agencies in Michigan that employ licensed officers.
- Require a former employing agency to give a copy of an officer's separation of service record to the prospective employing agency, upon receiving a waiver.
- Prohibit a prospective employing agency from hiring an officer unless the agency received the record from his or her former

employing agency or agencies.

- Provide that a former employing agency disclosing information in good faith after receiving a waiver would be immune from civil liability for the disclosure; and establish a presumption of good faith.

Massachusetts: The *Boston Globe* March 17, 2017, op-ed article supporting a reconstituted Massachusetts POST refer to:

<http://www.bostonglobe.com/opinion/editorials/2017/03/19/license-mass-police-officers/CPaKDVw4v9xFld0BjVQPfL/story.html>

IADLEST- BLUE COURAGE STATE IMMERSION PILOT PROJECT GRANT PROGRAM UPDATE

by: *Mark Damitio, IADLEST Accreditation
and Grants Manager*

In 2012, IADLEST received a grant from the US Department of Justice, Bureau of Justice Assistance to perform a pilot project to partner with the Blue Courage organization to present the training nationwide in an effort to expand the message and enhance the ability of local jurisdiction capacity to sustain the training. Blue Courage is a transformational two day leadership development workshop designed for all levels of the organization. This revolutionary educational process is designed to touch hearts, awaken minds, and ignite spirits through dynamic presentations and learning processes.

The project received supplemental funding again in 2013, 2014 and 2015. As the project has matured, it has become focused in scope. Originally, the project focused on presenting classes upon request. Currently, the project focuses on the concepts of "immersion states," where targeted resources are allocated to a state to transform their basic law enforcement training curriculum, promote buy-in from law enforcement executives, supervisors and FTOs, and develop the capacity at a local level by training trainers and master trainers. An additional aspect of the current grant is a longitudinal research study by a local academic

partner in each of the immersion states to measure the effectiveness of the training. In addition to paying for the research component, the project pays the students' materials and instructor expenses for the initial training events, which differ depending upon the size of the state. They include one or more of the following:

- **Blue Courage Academy:** A combination of the two-day Core Course, the two-day Train-the-Trainer and the 1-day Master Trainer
- **Executive Overview Course:** A one-day class designed for top decision-makers.
- **Supervisor/FTO Course:** A one- or two-day course (depending on attendance at a two-day Core Course) that is designed for the supervisor or FTO that is responsible for leading people in the field.

There are currently 10 "immersion states":

- **Arizona:** The program began in 2014. It was the first program funded under the grant and has served as a testbed for implementation in the other states. The state is not participating in a research component that has become a part of later states' contracts. Feedback from their own academy and the satellite academies reveal that each element and module requires attention and foundation to be adapted to the basic training student/recruit. Hundreds of in-service presentations have been given around the state. The AZ Law Enforcement Academy implemented the concepts into the Basic Academy curriculum in 2014. The curriculum modules are fully immersed within the academy, and all instructional personnel have been trained to deliver the revised curriculum. There are over 120 certified instructors in Blue Courage. Several agencies have Master Trainers capable of conducting their own Train-the-Trainer courses.
- **Washington State:** The program began in 2014. As of the end of last year, the WSCJTC has completed 30 Basic Training sessions with the Blue Courage curriculum. More than 1,100 new recruits have begun

their careers with BC as a foundation. New recruits get the 16-hour Blue Courage program spread across their 19 weeks. Each Basic Training instructor is required to complete the Blue Courage four-day Train-the-Trainer course. Washington was the first state allowed to produce their own trainers in agreement with Blue Courage with 100 trainers trained. In-Service training: There have been 15 classes totaling nearly 300 students to date, with more classes scheduled over the next year. Some agencies have developed their own instructor cadre internal to their organizations. WSCJTC personnel have provided many presentations for groups; two or four-hour overview presentations and one-hour executive overview presentations for command staff or civilian decision makers. WSCJTC independently contracted with Seattle University to provide a 5 year longitudinal study of the effect of the changed Basic Training curriculum on new recruit officers. The research is ongoing.

- **Nebraska:** The program began in February 2015. The Blue Courage curriculum was included in the re-write of the standardized Basic Law Enforcement Academy Minimum Curriculum in 2016. This curriculum must be followed by all regulated academies in the state. The Governor made a news conference specifically focused on Blue Courage and his support of the project. The state Office of Highway Safety has been active delivering Blue Courage to in-service officers throughout the state. All basic academy instructors have completed the Train-the-Trainer, save for the most recent new-hire. The instructional staff are very positive in their initial evaluation of the delivery of the material, and have been eager to begin the curriculum development to incorporate additional modules. The contract with the research partner was signed in October 2016.
- **Ohio:** The project began in September 2015. The POST/Academy has designated a staff member to serve as the Blue Courage Coordinator to facilitate immersion throughout the state. Blue Courage will be a

mandated topic in their Basic Academy by July of 2018. The BC lesson plan has been available since 2016 for academies (with Blue Courage Instructors) to volunteer to teach, and provide feedback on its implementation. During 2016 OPOTA has created nearly 80 instructors in Blue Courage, of which 36 are certified to teach in the Peace Officer Basic Training. In-Service Training: Added Blue Courage to their First-Line Supervision and Mid-Level Management courses. Blue Courage principles were infused into Policing in the 21st Century Community – Police Relations CPT course in 2016. Blue Courage is offered live and webcasted twice a month: over 10,000 officers have taken this course. Several agencies, including Ohio Peace Officers Training Academy, have Master Trainers who are capable of conducting their own Train-the-Trainer courses.

- **Iowa:** The project began in March 2016. The Blue Courage curriculum has been incorporated into the statewide mandated Basic Training curriculum for the central academy and satellite academies. The Des Moines and Cedar Rapids academies are in the early stages of the process of training their instructional staff and placing them in Train-the-Trainer courses before integrating the curriculum into their future academies. Iowa Law Enforcement Academy has trained all of their instructional staff, and several dozen from outside agencies representing both in-service training and basic academies. The Blue Courage two-day class is integrated into the basic training curriculum as a dedicated class. A researcher has been identified and contracted.
- **Kansas:** The project began in February 2016. The Academy has reassigned a staff instructor as the new dedicated Blue Courage Coordinator. All Basic Academy staff have completed the Train-the-Trainer. A curriculum specialist on the basic academy staff has been integrating the changes within the basic academy curriculum to infuse the 16 hours of training throughout the 15-week academy. As the

curriculum changes are made, they are also transmitted as the new required curriculum to the regulated satellite academies. There have been dozens of in-service training events presented in 2016 to approximately 1,000 officers. The reception has been uniformly positive from experienced officers and supervisors. A researcher has been identified, but a contract has not yet been signed. The Academy has completed two Executive Overviews, two 2-day Blue Courage Courses, one 4-day Blue Courage Academy (Train-the-Trainer). Sixty-three instructors certified in Blue Courage.

- **Michigan:** The project began in March 2016. The POST Director worked with several influential law enforcement academies and agency leaders, along with the US Attorney's Office LEC to bring attention to the series of Executive Overviews held across the state plus the Train-the-Trainer. The POST Director appointed an influential Academy Director to be the unofficial state Blue Courage Coordinator. The Grand Valley State University Police Academy and the Detroit Police Academy have adopted the curriculum, have trained their instructional staff, and have begun the integration into their curriculum. The Lansing Police Academy and the Washtenaw Community College Academy have requested positions in future train-the-trainer classes and then will begin the same process. The Grand Valley State University Police Academy has taken the lead on presenting the two-day course throughout the region. They have presented several dozen classes. A researcher has been identified, and a contract has been signed. Michigan has completed six Executive Overview, two 2-day Blue Courage courses, and two 4-day Blue Courage Academies (Train-the-Trainer). Fifty-two instructors have been certified in Blue Courage.
- **New York:** The program began in June 2016. The POST Director worked with several influential law enforcement academies and agency leaders to bring attention to the Executive Overviews plus

the Train-the-Trainers. The POST Director recruited two influential law enforcement academies to volunteer to be the testbed for the Blue Courage curriculum in different parts of the state. The New York City PD (not under the regulatory authority of the POST) also received IADLEST-funded training to several hundred of their command and supervisory staff and a Train-the-Trainer. The Buffalo and Syracuse Police Academies have begun the development process to integrate the Blue Courage curriculum into their basic training. The NYPD has initially focused their Blue Courage training efforts on in-service training of command and supervisory personnel, plus their trainers. The NYPD has a goal of the first integration of the Blue Courage curriculum into their basic academy in the 2nd quarter, 2017. A researcher has been contracted. Completed five Executive Overviews, one two-day Blue Courage Course, and three 4-day Blue Courage. Two hundred and forty-seven instructors have been certified in Blue Courage.

- **Vermont:** The program began in April 2016. The POST and Academy efforts to this point have built the stakeholder base and infrastructure to facilitate the immersion process. The academy staff have been registered for the Train-the-Trainer. Once the staff has been trained, they will begin the process of integration into the basic curriculum. The POST and Academy staff have been in communication with several other Blue Courage immersion states to receive guidance on the best practices to integrate the Blue Courage curriculum into their basic training. A researcher has been identified, and a contract has been signed.
- **New Hampshire:** The project began in December 2016. New Hampshire is the newest immersion state. The positive response from the Executive Overviews and the 2-day course has provided momentum for the leadership to proceed with the training of their academy personnel. New Hampshire sent two of their instructors out-of-state to a Train-the-Trainer so they can

get a head start on curriculum development. The remaining staff will be trained in April 2017. A researcher has been identified, and a contract has been signed. They have completed one Executive Overview and one 2-day Blue Courage Course. A 5-day Blue Courage Academy (Train-the-Trainer and Master Trainer Day) is scheduled for April 24-28, 2017.

The intention is that once the seed money from the grant has provided the start within a state, it will grow organically. Monetary support for the program then shifts to the local jurisdiction as the program takes hold. While a total of 10 states was the identified deliverable under the grant, efficient operations have afforded the possibility of additional states to receive assistance if they are interested. Each immersion state must identify a lead agency, preferably a POST or Central Academy with the resources to facilitate the initial courses and interaction with the research partner. Please contact Executive Director Mike Becar at mikebecar@iadlest.org or Mark Damitio at markdamitio@iadlest.org for details. You can learn more about the Blue Courage project on the IADLEST website at <http://iadlest.org/Projects/BlueCourage.aspx> or at the Blue Courage website at www.bluecourage.com.

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Watch for Motorcycles

**IADLEST-BJA
CRIME ANALYSIS GRANT
PROGRAM UPDATE**
*by: Mark Damitio, IADLEST Accreditation
and Grants Manager*

During the first three months of 2017, the IADLEST-BJA Crime Analysis Program offered a combination of workshops, webinars, and technical assistance:

Crime Analysis for Chief Executives Workshops (14 hours);

Dates	Location	Instructors	Agencies	N
Feb. 22-23, 2017	Concord, NC	Christopher Bruce Mitch Cunningham Greg Stewart	15	59
Feb 28 – Mar 1, 2017	Davie, FL	Christopher Bruce Brett Railey Jeff Goldman Dennis Dudley	24	51

The 2-day open enrollment workshops are geared to agency teams, and focus on fostering better coordination and understanding.

Crime Analysis for Chief Executives Workshop (7 hours);

Dates	Location	Instructors	Agencies	n
Mar 2, 2017	Port Charlotte, FL	Christopher Bruce Brett Railey	1	34

The 1-day workshops are geared to a specific agency, and focus on improving and increasing analytical capacity.

IADLEST is in the process of developing additional workshops for calendar years 2017 and 2018:

Dates	Location	Type
May 1, 2017	Chicago, IL	1-day agency-specific
TBA, Spring 2017	St. Louis, MO	1-day agency-specific
May 10-11, 2017	Santa Fe, NM	2-day open enrollment
June 27-28, 2017	Richmond, CA	2-day open enrollment
July 11-12, 2017	New Castle, DE	2-day open enrollment
August 28-29, 2017	Nashville, TN area	2-day open enrollment
TBA, September 2017	Jackson, MS area	2-day open enrollment
TBA, FY 2018	TBD	2-day open enrollment
TBA, FY 2018	TBD	2-day open enrollment
TBA, FY 2018	TBD	1-day agency-specific

Crime Analysis Webinars (1.5 hours); We held a webinar on January 11, 2017 titled “7 Key Tips on Effectively Implementing Crime Analysis in Your

Department.” The webinar was presented by Dawn Reeby. It was attended by 122 people in person. There have been 120 additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 242.

We are in the process of scheduling new webinars in each quarter during the project.

Technical Assistance: Within the original 2013 grant, was the provision to provide technical assistance upon request of an agency that was an attendee at one of the executive training workshops. We have received a request for technical assistance from the Little Rock Arkansas Police Department. The Technical assistance will focus on improvement of processes and operational use of the crime analysis product. The Technical Assistance request was delivered Monday and Tuesday, March 27-28, 2017. We have received a request for technical assistance from a BJA TA contractor for the Chicago PD Model Precincts project. This TA request will follow the one-day agency workshop on May 1, 2017.

The Technical Assistance will be at Precincts 7 and 11. We have received a request for technical assistance from the St. Louis County Circuit Attorney for a combination agency training program and technical assistance related to an assessment of their current capabilities and improving their ability to maximize data. The technical assistance will be accomplished during a period to be determined this Spring.

We are in the process of planning for the distribution of the remaining workshops during 2017 and 2018. If your agency would like to host a workshop, please contact me at 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 can find the most up-to-date information at: <http://iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop.aspx>

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**NHTSA NLEARN WEBSITE
GRANT PROGRAM UPDATE**
*by: Mark Damitio, IADLEST Accreditation
and Grants Manager*

In 2016, IADLEST received a grant from the National Highway Traffic Safety Administration to redesign the IADLEST National Law Enforcement Academy Resource Network (NLEARN) webpage.

The project will incorporate a complete re-design of the NLEARN database, form and maintain an Advisory Group, develop a marketing plan for NLEARN and develop a list of training programs to be hosted on and available through NLEARN. Advisory Group members are: Gary Steed (KS), Stephanie Pederson (WI), Vic McCraw (ID), Dan Zivkovich (MA), and Dave Harvey (MI).

Since the last report, on February 4, 2017, the IADLEST staff, the NHTSA Project Manager, the Advisory Group and the technology vendor met to review the progress of the project and to provide input for the next steps. Specific topics discussed were:

- **Multimedia Training Library Audience:** The Multimedia Training Library is intended to be a collection of training programs inclusive of a wide range of training topics. Submissions do not meet expectations. How can we do a better job of locating programs that need to find a wider audience?
- **Increasing Membership:** The materials on NLEARN should be of interest to all patrol officers as well as instructors and academy personnel. In the past we actively reached out to police academies based upon a DOJ survey. A recent growth spurt in membership was driven by Florida making two NHTSA programs required, and certified for in-service credit hours. What can we do to increase membership?
- In the redesign of NLEARN what are the key features/topics that should be dropped/added: As we work through the redesign of NLEARN, what are the key features that define NLEARN? What features you would like to see added, removed or improved?

- Encouraging instructors to share their lesson plans on NLEARN: Police instructors all over the country are creating lesson plans from scratch on the same set of courses. NLEARN would be an ideal location for instructors to share lesson plans. They would be able to use such documents as a framework for their lessons, and also use them as a check on the content of their course. How can we encourage instructors to share their lesson plans on NLEARN?
- **Design Changes for the Weekly Email Alert:** The weekly email alert is the primary method of maintaining contact with our membership. Do you have any suggestions for design changes? Do you have any suggestions for changes in the content of the email messages? In addition, the technology vendor presented layout concepts that included a recommended design, architecture choices, the roadmap for development and a timeline.

On March 24, the IADLEST staff and the NHTSA Project Manager had a web conference to view the design changes that occurred due to the Advisory Board meeting. The design changes were consistent with the Advisory Group's recommendations and those of the staff. Progress is moving towards a beta-test of the new content and the websites in late summer.

Any input on the changes that you would like to see on the NLEARN site will be welcomed and appreciated. You may contact any member of the project team: markdamitio@iadlest.org, mikebecar@iadlest.org or dsetzer@iadlest.org with your input.

**IADLEST-NHTSA BELOW 100 GRANT
PROGRAM UPDATE**
*by: Mark Damitio, IADLEST Accreditation
and Grants Manager*

There have been nine Below-100 training events or presentations since the last update:

- 1/18/2017: Presented Below 100 Course and Below 100 Train-the-Trainer courses to the Texas DPS at the Texas DPS Academy. Twenty-one students attended the Below 100 course, and every student remained to

attend the Below 100 Train-the-Trainer course.

- 2/6/2017: Presentation to the National Sheriff's Association Traffic Safety Committee at their Midwinter Meeting.
- 2/23/17: Presented Below 100 Core Course to 45 personnel in St. George, UT, as a part of the Utah Peace Officers' Association Conference.
- 2/23/17: Presented Below 100 Core Course to 32 personnel and the Train-the-Trainer Course to 21 personnel in New Kent, VA.
- 2/24/17: Presented Below 100 Train-the-Trainer Course to 27 personnel in St. George, UT, as a part of the Utah Peace Officer's Assn. Conference.
- 2/24/17: Presented Below 100 Core Course to 69 personnel and the Train-the-Trainer Course to 55 personnel in Richmond, VA.
- 3/25/17: Presented Below 100 Core Course and Train-the-Trainer Course at the ILEETA Conference, St. Louis, MO. Student numbers are pending.
- 3/26/17-3/28/17: Staffed an informational booth at the Lifesaver's Conference, Charlotte, NC.
- 3/29/17: Presented Below 100 Core Course at the Southeast Risk Manager's Loss Control Conference, Charlotte, NC. Student numbers are pending.

The grant has already met its deliverables for the first year, but efficiencies have created the opportunity to schedule additional events. Each event normally will consist of: a morning training session designed for all personnel (line staff to administration). It is followed by an afternoon train-the-trainer session for agencies to develop their own trainers to continue the message.

If your agency would like to host a workshop, please contact me at markdamitio@iadlest.org or

Below 100 Executive Director Dale Stockton at 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.

OREGON POST UPDATE

by: Eriks Gabliks, Director Oregon Department of Public Safety Standards and Training(DPSST)

The DPSST appreciates the work of IADLEST First Vice-President Daniel Zivkovich who served on the recently released National Use of Force report. DPSST's Survival Skills Sectioned reviewed the document in detail and gave an overview of the national document as it compares with DPSST training, Oregon Revised Statutes, and 9th Circuit Court rulings to its Police Policy Committee last month. DPSST is active with the Force Science Institute, is working with Washington State University Criminal Justice Research lab, and reviews national best practices on an on-going basis to ensure DPSST training is meeting the needs of Oregon's law enforcement agencies and communities.

2015-2017 Budget Update - DPSST has made a number of appearances at the Ways & Means Emergency Board (E-Board) over the past few months. DPSST appeared in December to request funds for replacement of the fire and life safety system on campus and funds for additional basic police and corrections training classes to meet the needs of agencies around the state looking to fill vacancies created by retirements.

2017 Legislative Session - All three of DPSST's bills have had a hearing and are moving through either the House or Senate and then after a third reading of each will be on their way to the other chamber. The agency bills include adding a citizen member to each of the Board's policy committees, clarifying language on fingerprint authority, and updating language in the armed private security licensing program. A number of

bills are on DPSST's radar screen including one that requires that agencies have policies and training for officer involved domestic violence. There are also numerous bills introduced on use of force, helping veterans, campus public safety, and firearms. DPSST testified on House Bill 2594 that would allow those in the United States under the Compact of Free Association (COFA) to serve as police officers, corrections officers, and parole and probation officers. Current statutory language requires that applicants be citizens of the United States. COFA is a unique treaty between the United States and three island nations: Republic of the Marshall Islands, Federated States of Micronesia, and the Republic of Palau. Under the Compact, the Islanders from these nations are entitled to live, work, and study in the United States.

DPSST hosted a training session for legislators a few weeks ago in partnership with the Oregon Association of Chiefs of Police, Oregon State Sheriff's Association, and Oregon Coalition of Police and Sheriffs (ORCOPS) to share information on use of force statutes and experiences.

The Oregon Criminal Justice Commission is hosting the 2017 Justice Reinvestment Summit at the Salem Convention Center on February 16 and 17. More than 1,000 participants have registered to attend. DPSST was pleased to help sponsor this gathering and members of its Center for Policing Excellence presented a workshop on their efforts and also staffed a booth.

Because of the on-going hiring efforts of agencies statewide to fill approximately 500 vacancies, DPSST will host a statewide public safety career fair at the Oregon Public Safety Academy this year on March 30 and April 1. Last year's event was attended by more than 2,000 people of which more than 500 were women. More than 40 law enforcement agencies plan to participate in this year's event. The career fair will feature panel discussions each day that will focus on topics such as women in public safety; veterans in public safety; and non-sworn positions in public safety such as forensics, communications, research analysts, nurses, etc.

The OACP-OSSA Mental Health Work Group has completed its work of developing recommendations for a statewide response framework and training for public safety first responders. The work group met for a number of months and included more than 40 participants from various agencies. One of the recommendations from this work group is that all certified law enforcement officers receive at least three hours of training within the three-year reporting period on interacting with people in crisis. This request will be on the agenda of the next Police Policy Committee meeting.

DPSST hosted a school safety summit on February 22, 2017, at the Oregon Public Safety Academy that focused on an update of the School Safety Task Force including the newly announced Tip Line and the legislative proposal to create regional threat assessment teams. National School Violence Prevention Expert William Modzeleski, Former Associate Assistant Deputy Secretary, Office of Safe and Drug Free Schools, U.S. Department of Education was the guest speaker at this event that attracted more than 200 attendees from school districts and public safety agencies.

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.

James Beyer, Irving PD, Irving, TX
Herbert Blake, Police Department, Hendersonville, NC
Bruce-Alan Barnard, FLETC, Glynco, Ga
Tim Cain, Indiana POST, Plainfield, IN
Rex Caldwell, Washington State POST, Burien, WA
Jerry Clayton, Washtenaw Sheriff's Office, Ann Arbor, MI
William Fallon, FLETC, Glynco, GA
Teri Fournier-Harsin, Int'l. JPS Network, Phoenix, AZ
Michael Gray, Training Center, San Diego, CA
Daniel Haugen, N. Dakota Hwy. Patrol, Bismarck, ND
Keith Horikawa, Honolulu PD, Waipahu, HI
Diane Konopka, Sheriffs Training & Standards, Raleigh, NC
Troy Lokhaiser, Pennsylvania POST, Harrisburg, PA
Christopher Marsh, Fairfax Co. PD, Chantilly, VA
John McDowell, Gwinnett Co. PD, Lawrenceville, GA
Wren Nealy, Cypress Creek EMS, Spring, TX

George Peach, Pennsylvania POST, Harrisburg, PA
Donna Rorvik, Washington State POST, Burien, WA
Brett Runlett, Police Academy, New Haven, CT
William Schultz, Connecticut POST, Meriden, CT
Mary Simmons, Ferguson PD, Ferguson, MO
Lewis Swindler, South Carolina POST, Columbia, SC
Boe Turner, Nevada POST, Carson City, NV
Johathan Waddel, Washtenaw Sheriff's, Ann Arbor, MI
Robert Wagner, Maryland POST, Sykesville, MD
Travis Witt, Law Enforcement Trng. Inst., Columbia MO

POST DIRECTOR CHANGES



Major Troy S. Lokhaiser

Pennsylvania: On March 16, 2017, Major Troy S. Lokhaiser was approved Executive Director of the Pennsylvania Municipal Police Officers' Education and Training Commission (MPOETC).

Troy is a native of south central Pennsylvania. He joined the Pennsylvania State Police (PSP) in 1988 and was first assigned to the Media station in Delaware Co., Pennsylvania. Over the years he has been assigned to the Bureau of Criminal Investigation as both a patrol and criminal supervisor in the Troop H area, as Director of Firearms Division, and most recently as a Captain - Operation Director in the Bureau of Liquor Control Enforcement.

Save this Date!
IADLEST 2017 Conference
May 21-24, 2017
Nashville, Tennessee

COMMENTARY: "21ST CENTURY POLICING"

by: Mike Sherlock, Executive Director, Nevada POST

As a person proud of my profession as a police officer with a wide variety of experience in policing and as an attorney, I have been concerned with the attacks on policing over the last few years. Regardless as to whether you supported the policies of former President Obama or current President Trump, many of us in policing have been optimistic that the anti-police rhetoric would stop simply with a change in power. I believe many of us have been contacted by different members of the national media concerning policing and frankly the unabashed attempt to keep the former presidents recommendations on "21st Century Policing" alive. I am particularly concerned with our own organization's (IADLEST) complicity in this attempt. The "21st Century Policing" final report simply perpetuates the premise that policing in this country is bad. I say that as I look at the agenda for the conference in Nashville. Leadership in the area of policing takes courage. Sadly, today, it takes courage to simply speak the truth.

What are the facts? The report by the former president's "Task Force on 21st Century Policing" is based on a fatally flawed premise. That premise is that peace officers in this country are doing a poor job in general and need fixing. The document makes no attempt to acknowledge the outstanding service seen day in and day out by law enforcement across this country. Based on the recommendations, the report would have you believe peace officers in this country are predisposed to excessive force, have "intrinsic bias," are racist and somehow lack a belief in the "sanctity of life" (another new buzz statement used). All factually untrue. Policing nationally, particularly in modern times, is doing a job so well it should be the envy of every other profession in this country. That is not to say there are no issues or improvements that should be explored, but the premise that we are broken is a political issue, not a factual issue. The other fact is, police officers in general understand and revere the Constitution. They know the Constitution. It is what makes us different in the world in terms of

policing. The media, and frankly, the 21st Century document, attempts to add new restrictions and new demands on police and agencies that are not supported by the Constitution and offends the Constitution in some cases. But perhaps that is the underlying issue. The belief in the rule of law and this, the greatest political document (our Constitution), vs. the opposite belief.

Just some statistics to set the tone here. In this country, police have some 50 million plus contacts with the public every year. On average, there are about 1,000 police shootings per year that result in death or substantial injury.¹ Now let's look at another profession, say surgeons. Surgeons perform some 50 million surgeries per year. On average, 4,000 times each year a surgeon operates on the wrong body part or they leave foreign objects inside the body.² Now we all agree that surgeons are highly skilled, trained, and professional and do a wonderful job. But even if we assume that every police shooting was a mistake or violated some training, ethic, or legal principal, we are still doing four times better. And let's have the courage to be honest. A vast majority of those shootings were necessary, legal, ethical, and moral. Even more, I am sure many of you have read the university studies on policing and racially charged shootings. Those studies show, regardless of the race, it is far more likely that a police officer is to be shot by a male suspect, then for a male suspect to be shot by a police officer, for any race.³ A separate study has shown that when it comes to street stops and traffic stops by law enforcement, they fall almost nearly in line with the demographics of the nation. In 2011, 65.2 percent of those stopped in street stops were white, 15.3 percent were Hispanic/Latino, 12.4 percent were black, 3.6 percent were Asian, 3.1 percent were two or more races, and .6 percent were American Indian.⁴

We could go on and on, and numbers are easily manipulated, but essentially, police are fair and impartial and make decisions not based on race, but rather the rule of law and public

safety. So what do we find needs to be changed based on the 21st Policing report?

Let's just look at a few recommendations. One is police agencies should acknowledge past and present wrongs. Really? Who is going to apologize for the attacks on policing? And if the wrongs were in the past, how does that honor the good things and changes we have made? Why would an agency even dwell on the past when trying to move forward? And frankly many of the "wrongs" are subjective. This is just a ridiculous recommendation that undermines every positive thing policing has done. It is simply a political finger wagging attempt to "discipline" us bad cops. Another is agencies should create a separate search policy/procedure for transgender individuals. Again really? As an officer, sometimes that fact is not clear, but that said, what is the purpose of any search or pat down? It is primarily officer safety. Officer safety is colorblind and sexual orientation blind. Searching should be based on this, not sexual orientation or any protected class, but rather on weapons or contraband. Yet agencies should have a policy requiring written consents to search that includes the person can refuse or withdraw. Why? The police are finding too much evidence or preventing too much crime? The Constitution does not require a written consent. The courts are clear on what consent is. I realize many agencies have this policy already, but you are hindering a lawful investigation with this policy and it is not constitutionally required. I understand that the perception in some communities with consent searches is in question; but as with so many of the issues, this is a community or societal issue, not a policing issue, not a legal issue. Agencies should have a policy that forbids using condoms as sole evidence of criminal activity for LGBTQ suspects. What? So the federal government is going to tell an officer on the street in Anytown, USA, what evidence is and what it isn't? I could go on and on, but these recommendations clearly offend our Constitution. The federal government telling a local or state agency what to do in detail violates the intent of the Constitution and is the opposite of what makes our Country different and, yes, better in terms of policing. And without reliving every recommendation, suffice it to say nearly every one of them has a

¹ FBI Data/ Washington POST study

² AMEDNEWS.com/ John Hopkins University

³ Washington State University study/ Harvard study

⁴ The Bureau of Justice Statistics (BJS)

common theme, “policing is wrong and here is what is needed to fix it.” It clearly shows a political agenda rather than constructive needs. Beyond that, the document threatens to cut off federal monies to those who do not implement the philosophy found within.

Now the media, and some in our profession, have used the 21st Century report to extrapolate from the document that there is a need to train “de-escalation” (actually same wording in the document), to train officers in the “sanctity of life” and to stop militarized (“boot camp”) basic training academies. First, let’s talk about de-escalation. In police training, I believe everyone across the country teaches that contact is made at the lowest legal level. We start with consensual contacts where possible. But in any case at the lowest level under the circumstances. How do you de-escalate from the lowest level? I realize things move fast and there is an opportunity to perhaps refrain from a level of force based on compliance. That is not de-escalation. It is situational awareness. I also acknowledge there may be times where we might back off or delay response as there is a weighted threat or danger to the officer or innocent citizens, but that is rare. In policing we must constantly weigh the results of decisions. So if we delay or leave, does that put others in danger? If we contain, but take no action, what does that do in terms of resources and other possible criminal activity across our jurisdiction with no resources to respond? Most of the time there are legal, ethical and moral reasons as to why we cannot “de-escalate” or not respond simply because it may put the suspect in danger. In a vast majority of use of force incidents, the officer acted legally, morally, and ethically and “de-escalation” would have been the wrong decision and would have placed innocent lives in danger. Bottom line is, if the facts supported that officers in general are pre-disposed to bad decision making or excessive force, then the recommendation would make sense; but that is not the case. Officers across this country encounter thousands a week who wish to do them or others harm. Yet the officers are able to control the situation with little or no use of force. We are good at it, period. In terms of the new buzz words “sanctity of life” training, whose life are we talking about? Should an

officer respect the life of a potential victim less than others? Or should the officer make the decision based on the immediate jeopardy of death or great bodily harm to himself or others as the law demands? What about the sanctity of life of the officer, of the innocent bystander or the victim? Again, the statements in the document and by many in the media, are based on a false narrative. Evidence would suggest that police officers have a strong belief in the sanctity of life and continue to take lives only as an extreme last resort. The same cannot be said for the loss of the lives of police officers. There is a disturbing trend as of late. Including an incident just this week. More often officers are dying, while the perpetrator lives or is unharmed. In Oklahoma an officer was just shot and killed, after deploying a Taser. Was he ‘de-escalating’ due to this rhetoric? Was he trying to show his respect for sanctity of life? Not all the facts have been released, but more and more studies are showing this constant attack and rhetoric may put officers in danger. They may be reluctant to use force and this is causing officers to die by some research findings.

Let’s talk a little about “boot camps.” I have noticed a common theme in those who believe policing in America is somehow bad. Some also have a certain dislike of the military or are simply misinformed. But let’s be clear, those of us in training understand there are some fundamental differences, but the hypocrisy is scary. The report recommends adult based, decision based, scenario training. Who do you think invented and perfected this training? Who has been training people far longer than any state or local academy? It is the military. And frankly, the differences between military desired outcome and civilian policing desired outcome have little to do with how basic training is conducted. On the other hand, the similarities in desired outcomes have everything to do with basic training. One area where we are weak in policing is at the basic training level. One area we can improve decision making for officers is in the basic training area. One problem we are seeing with new recruits is the inability to make decisions, in particular good decisions under stress. I believe where we see a lack of good decision making can be traced back to our move away from a disciplined, stress type academy.

This may not have been the case as many academies; moved away from stress academies, but with today's generation entering policing, the need has returned. The first time a new officer is forced to make a critical decision under stress should not be on the street in real life terms, but rather in the academy. Our basic training programs should develop good decision making under stress. It should identify those who cannot make good decisions. If you do not believe that officers need to withstand the stress of being yelled at, being spit on, working long hours, working shifts, working when tired, or do not need to be taught the need for formations, moving as a group, understanding structure, and all must be done under stress, you do not understand policing. Beyond that, one of the greatest deterrents to unethical policing is pride. A disciplined, structured and, yes, stressful academy builds that pride.

I acknowledge that many on the task force worked hard. But it would appear the document has a political agenda not based on facts. That said there are some things we are doing that were mentioned. An increase in decision based, scenario training is critical from a training standpoint. Emphasizing our "situational influence for a desired outcome" training all acknowledge the need for continual evaluation of training and response to community needs. Another area that should continue being improved and updated is weeding out bad cops. One reason we are so successful is we do seek to prevent those who cannot do the job from entering, and those that slip through the cracks are quickly identified and removed. That said we should seek to get full buy in on the National Decertification Index to prevent "rogue" cops from moving from one state to another. We should seek to strengthen background requirements, increase the structure and discipline of our academies, and create statutes and regulations that allow agencies to share personnel records on police officers with potential hiring agencies without liability. Bottom line, as leaders, we should not be afraid to celebrate the job of policing; and we should not be afraid to point out the anti-police rhetoric. Society and communities also have a responsibility. If we, who believe in the rule of law, do not help to educate our communities,

policing will continue to be the scape goat of society's woes. The document was written with an agenda of special interest groups, not on fairness. The first step to a new start and a new year is to drop the baggage. Focus on what we do well, admit what we can improve, and never be forced to admit a falsehood as true in the name of political expedience.

Finally, we are not blinded to the facts. Like any profession, there are bad cops. We should seek to identify them and use the rule of law to correct, remove, prosecute, or discipline where warranted. We cannot rely on the rule of law as our guide to conduct law enforcement by ignoring the rule of law internally. Bad cops hurt us all, and these views here do not seek to downplay bad acts by law enforcement professionals.

THE PROCEDURAL JUSTICE FRAMEWORK AS A LEADERSHIP MODEL

*by: Michael Gray, Executive Director, San Diego
Regional Training Center*

Introduction: There are a myriad of models and styles in the leadership arena such as Servant Leadership, Situational, Transitional, Transformational, and Adaptive – all in an attempt to articulate what leadership is. Some try to describe leadership in concrete terms while others postulate that leadership cannot be applied in such terms but must be flexible and adaptive. We cannot disagree with either approach but need to recognize that each approach and every model and style has both strengths and limitations.

We can go further to establish an understanding of leadership by applying the tenets of Procedural Justice and use this framework to establish a new leadership model; a model that recognizes the key points of leadership and how an effective leader should be, in character and action. The Four Pillars of Procedural Justice provide a framework that allows us to learn how to be an effective leader. The four pillars as described by the U.S. Department of Justice,

Community Oriented Policing Services (COPS)⁵ are Voice, Neutrality, Trustworthiness, and Respect. COPS describe Procedural Justice as: “refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is not a practice, but a philosophy and a movement which promotes positive organizational change, upholds police legitimacy in the community, and enhances officer safety.”⁶

Leadership is arguably a practice, but more importantly a philosophy and a movement, with effective leaders promoting positive organizational change. We learn about leadership and all its nuances so that we may better lead our organizations, making ourselves and those who chose to follow us better. If we can apply a model which helps us to implement leadership traits in a more effective manner all our organizations will benefit from that implementation.

The Four Pillars As a Leadership Model:

Pillar one – Voice: In all relationships, whether work or personal, good communication is key to a healthy relationship. Voice is the part of communication where the leader has the opportunity to listen. This could be listening to an individual or a group, or “listening” to the written word in memos and emails. In his groundbreaking book, “The 7 Habits of Highly Effective People,” Stephen Covey writes this about Habit Five: Seek First to Understand, Then to be Understood.⁷ This habit is about communication and empathic listening. Empathic listening is about “voice,” it is about listening to others with a caring attitude and letting them speak freely. The challenge is oftentimes those who lead others believe that theirs is the only voice that matters and listening to others is a mere formality or done in a manner that suggests indifference. Those being led, those who work for and follow the leader *need* to have a voice. Voice is the right to be heard,

the privilege of the leader to hear them, and the opening of communication lines between the leader and those being led. It is true that voice, concerning leadership, does involve the leader speaking freely to those they lead; but more importantly, it involves allowing your personnel to voice their point of view freely and without any retribution for what is said. Having a voice is what makes people feel they are part of any process and lets them know they are valued. Those you lead want so desperately to be heard, understood, and respected, and they want this not only from their peers, but more from their leader. Allowing people to have a voice is key to successful and powerful communication within and throughout the organization. Done properly this process will build meaningful, powerful, and lasting relationships.

Pillar Two – Neutrality: While giving your personnel a voice, it is critical to exhibit “neutral” feelings (no favoritism or negativism) towards them, keeping an objective stance in all matters. This does not preclude leaders from doing their job, but rather allows them to do their job effectively, keeping their mind open to all points being made by all parties. Neutrality includes unbiased decision making or making decisions that are not based in personal biases. Leaders need to be aware they all carry biases we might not know we have – this is called “implicit bias.” These can cause us to treat people either with favor or disfavor. Being aware that we all have them will help in overcoming any bias and treating people with neutrality, being consistent, and applying decisions equally to all. Neutrality includes transparency and it allows all parties the opportunity to feel that they have been treated fairly. It is not about operating or making decisions without emotion, but rather doing so objectively, with facts and not stories we tell ourselves. Neutrality applies the rules equitably across all levels of the organization and communicates through this action, no one receives special treatment above or before others. Neutrality is based upon the belief that everyone has equal standing in the organization and if practiced consistently by a leader, will create an organization full of people that will be loyal and respectful; and they will know that the

⁵ What is Procedural Justice? Fact Sheet, cops.igpa.uillinois.edu/sites/cops.igpa.uillinois.edu/files/pj_fact_sheet.pdf

⁶ What is Procedural Justice? Fact Sheet, cops.igpa.uillinois.edu/sites/cops.igpa.uillinois.edu/files/pj_fact_sheet.pdf

⁷ Stephen R. Covey, *The 7 Habits of Highly Effective People, Powerful Lessons in Personal Change*, Simon and Schuster, New York, NY. 1989, 2004.

leaders themselves, are loyal and respectful to them.

Pillar Three – Trustworthiness: Procedural Justice talks about creating/building/developing public trust, and this is extremely important to remember as leaders – we need to create, build, develop, and maintain trust with our personnel, those that we lead. Merriam-Webster describes trustworthiness as *worthy of confidence and deserving of faith and confidence*,⁸ and Vocabulary.com describes trustworthy as *something (someone) you can believe in – it's completely reliable*.⁹ All people want a leader that can be relied upon as trustworthy because without the trust of those we lead, our leadership is empty and useless – it has no value. If we develop this pillar, we understand it to be a significant part of the leadership framework, and we would apply trustworthiness from the leader to those served and vice versa. Trust comes from developing those we lead and in turn letting them develop us as leaders. Trustworthiness comes from how we have acted in the past, and it shows how we will act in the future. Trustworthiness comes from what social impacts we have on our organization and what type of culture we work to create. If we treat our people as if we trust them, honor them, respect them, then we will create a trustworthy environment. Building trust and becoming trustworthy requires you to be transparent, acknowledging your mistakes and apologizing when you should, with an apology both sincere and unqualified. Always remember that the lack of trust inhibits good communication, and without good communication the relationship will suffer.

Pillar Four – Respect (also referred to as Dignity and Respect): The final piece of Procedural Justice is respect and Respect along with dignity are cornerstones of anything related to leadership. The world is full of songs on respect, lectures and books on respect, cops want (some demand) respect, and even gang members talk about being disrespected. Everyone wants respect. The definition of respect is a “feeling of deep admiration for someone or something

elicited by their abilities, qualities, or achievements.”¹⁰ Dignity comes defined as “the quality or state of being worthy, honored, or esteemed.”¹¹ The authority to be a leader does not come from the leaders themselves. It is conferred upon them by those they lead or from those in positions to select that leader. A Sheriff is given his or her authority as a leader by the citizens of the county where he or she was elected and a Police Chief is given his or his or her authority by the City Manager. A City Manager is hired by the City Council members and the City Council members are elected by the people of the community. When we remember that we all answer to someone, it is easier to remain humble in our leadership roles. Humility is the key to being respectful to others, treating them with respect and showing dignity, no matter what position they hold in life. President George W. Bush was known for how positive he was with staffers working for him, all with respect and dignity, no matter the position they worked, whether kitchen staff, wait staff or the Chief of Staff. It would seem that treating people with respect would be a common and non-thinking practice for leadership. However, we see and hear stories every day about how people in our lives, both professional and personal, are treated without respect and dignity. An officer talks down to a community member stopped on the street or a Chief dismisses out of hand a concern that an officer brings to him or her. We, as human beings, tend to remember those negative encounters much more easily than the positive ones. Think about the Sergeants, Lieutenants, Captains, Commanders, Chiefs and Sheriffs you have worked for. Can you easily pick out the moments in time where you were treated less than optimal? How about the times that you were treated with complete disregard and without respect? Take those moments and think about how you felt when that happened to you: the disappointment, the feeling that you didn't matter or that you were not valuable to the leader. Imagine the times that you have done that to others. How did you make that person feel in the moment of disrespect and what impact did this have on their career and how

⁸ Merriam-Webster Dictionary, <https://www.merriam-webster.com/dictionary/trustworthy>

⁹ Vocabulary.com, <https://www.vocabulary.com/dictionary/trustworthy>

¹⁰ Merriam-Webster Dictionary, <https://www.merriam-webster.com/dictionary/respect>

¹¹ Merriam-Webster Dictionary, <https://www.merriam-webster.com/dictionary/dignity>

they treat others? Remembering to treat others with dignity, showing them that they matter, is what leadership is all about. If you give respect through engagement, giving a voice to others and showing neutrality in your decision making, you will become trustworthy to others and they will chose to follow and respect you.

Conclusion: An effective leader recognizes they are not perfect and acknowledges the mistakes they have made, but they are willing and ready to move past those mistakes and recognize people for what and who they are – not numbers or “personnel” but rather human beings who have emotions, who feel pain, and who need to be treated with dignity and respect. You can be a leader, no matter your position in your organization. You will have an impact on your peers, your subordinates, and even on those who are tasked with leading you. You can choose to follow four simple steps laid out in Procedural Justice and treat those who have chosen to follow you with Respect and Dignity, giving them a Voice, making decisions from a position of Neutrality, and becoming trustworthy in the process. Only you can choose whether you want that influence to be negative or positive – choose positive.

About the Author: *Mike Gray is the executive director of the Southern California Intergovernmental Training and Development Center (ITDC) d.b.a. Regional Training Center (RTC), in San Diego, California. He is active as an executive, administrator, instructor, developer, author, and consultant and has responsibility for the oversight and administration of the RTC. The training center oversees 350 law enforcement trainers teaching in a number of government programs and law enforcement courses to local, state, and federal organizations and operates the CA-POST Instructor Development Institute (IDI). Mike has a Master’s Degree in Organizational Leadership, is a certified Crucial Conversations training instructor and is active in teaching leadership and teambuilding programs.*

Gray is retired from the Los Angeles County Sheriff’s Department and first began training as a field training officer (FTO) in 1989 and training continued to be a focus throughout his career in a variety of assignments. He has written articles on mentoring instructors, vehicle theft, identity theft, and developing training and has served as an expert in interviews conducted by newspaper and magazine publications as well as police practices. Mike is a California POST Master Instructor having graduated from the POST Master Instructor Development Program (MIDP) Class #6 in 1997. He has been a Coordinator and Facilitator of the MIDP and other instructor programs, training over 500 law enforcement trainers in all aspects of

instructor training and development, along with curriculum development.

**MAXIMIZE TRAINING
TIME/FUNDS/BENEFITS
SAFE AND APPROPRIATE USE OF
“FORCE ON FORCE”
SIMULATION TECHNOLOGY**

*by: Lon Bartel, Certified use of Force Expert and
Law Enforcement Trainer*

The purpose of this document is to establish and clarify the advantage of “force on force” technology to create highly effective, flexible, and safe training protocols. This technology is a means to provide appropriate methodologies to support current training demands. Effective use is vital to maximize the benefits of proficiency skills training and eliminate training artifacts. The appropriate use of this technology is paramount in preventing training accidents and unwanted “training scars” that can and have occurred. With the use of “force on force” technology, academies, agencies, and instructors are able to bridge the gap between the rather stress free classroom and the problematic square range environment to “real world” dynamic encounters.

Definitions:

- **Force on force-** A training event that creates a simulated law enforcement scenario involving role payers and specialized equipment. In this simulation one potential outcome is the performance of a police use of force option. This force option could include verbal de-escalation, the use of empty hands, as well as deadly force.
- **Force on target-** The use of specialized equipment that allows the performance of a force option on an inanimate target with no actual force against the participating student.
- **Competency based training -** A training concept that establishes the basic foundations of ability/skills and builds on them as ability/skills improve. Sometimes

referred to as a “crawl, walk, run” training concept.

- **Simunitions** - Simunitions has become a law enforcement industry catch-all term that includes all “force on force” product lines. This is understandable because Simunitions was the front runner of “force on force” technology and is still the industry leader. General Dynamics OTS is the parent company for Simunitions.

Weapon skill proficiency is often a focus of training. The how to shoot, how to strike a target, how to use an electronic control device tends to be the focus of many academies, agencies, and trainers. These vital physical skills that should have a high level of mastery and do require time and money to conduct. These skills are often taught in a compartmentalized style that does not provide integration. What often is missed in training, or not trained appropriately, is the when to conduct these skills, how to integrate these skills, and conducting them under realistic settings.

There are skills that law enforcement must be able to effectively conduct under stressful and realistic situations. These proficiency skills include: de-escalation, when/how to conduct a tactical retreat, the utilization of any force option (Baton, Taser, Firearms). Lecturing the when to conduct these skills is not the appropriate method to teach them. To quote Law Enforcement Trainer Gary Klugiewicz, “We conduct fire drills and not fire talks for a reason.” Speaking to use of force and creating training opportunities that allow for the application of that force in realistic settings are not the same. Recalling knowledge from memory is not the same as application of that knowledge under pressure. Science shows us that there are differences in memory between implicit memory (unconscious skill performance) and explicit memory (answering test questions).

To optimally conduct training of law enforcement proficiency skills, we must have realism. Training artificialities lead to performance errors and/or “training scars.” These training scars are an unintended

consequence of well-intentioned training. Training isn’t what we say we do, it is what we actually do....repeatedly.

To conduct realistic training, we have to use training environments and protocols that are as realistic as possible. The contextual cues of human movement are vital when recruits or officers are trying to establish intent of a subject in front of them. A square range does not simulate an urban setting nor does shooting paper targets simulate how people really move or present themselves as threats. The courts have repeatedly sent a clear message that not conducting realistic training is to incur liability.

A small example of case law and types of training the courts mention:

- Popow vs. City of Margate-moving targets, low light, residential area
- Tuttle vs. Oklahoma-low light, moving targets, officer movement, decision making
- Zuchel vs. City and County of Denver, Colorado-deliberate indifference



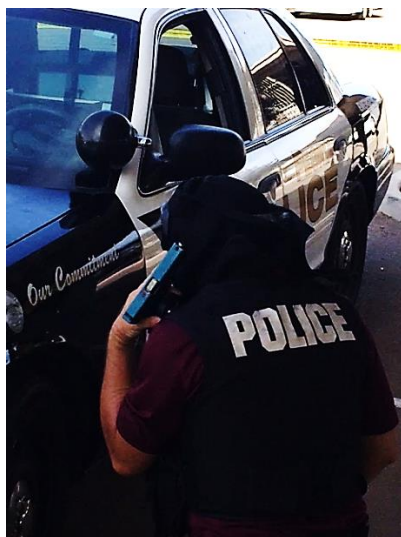
Force on target training conducted in a city baseball park next to freeway using Simunitons conversion kits and FX 9mm marking cartridges. In the photograph a dynamic class involving bike officers being knocked to the ground and having to use deadly force is being conducted with little risk of injury. A mistake with traditional ammunition in such unorthodox shooting position and requirements would be catastrophic.

Conducting firearms training in the middle of a city stadium is all but impossible with traditional weapons and ammunition. It can, however, be conducted using “force on force” or “force on target” concepts. Training in residential settings

can be accomplished with “force on force” or “force on target” concepts.

One factor that is left out of much conducted training is that of realistic stress. Intense stress causes chemical changes to all living animals. This adrenal response and the effects that come with it, affect our physical abilities as well as our cognitive abilities. Many of these effects have survival value in that it lets us run faster, feel less pain, hit harder, shunt blood flow to the periphery, etc. It can also have a negative effect on our cognitive ability and sensory perception.

Reasoning, problem solving, and effective speech can be adversely affected by stress. De-escalation techniques taught in a classroom and not conducted in realistic stressful settings may or may not be used or used effectively in real world settings. Self-proclaimed “Crackshots” many times find they struggle with the most basic of firearms proficiency when stress from a “force on force” event is placed on them.



Violation of Firearms Safety Rule #2.-Stress bringing out less than desirable physiological and cognitive effects to light

To mitigate these negative effects of stress, we must ensure it is introduced in the training paradigm. One of the most efficient ways to create stress is to present the perception of potential personal jeopardy. This jeopardy can come in many forms. One is that of physical injury or pain. Tactical mistakes should have a

pain penalty. A “force on force” conversion kit with marking rounds causes a sting when hit and will leave a welt. This risk of potential pain is needed to elicit the stress response. By placing officers in stressful training situations and having them make decisions and perform skills, they will get better at making decisions and performing skills under stress/pressure.

The stress of “force on force” and “force on target” training can be gradient. We can use a Security-Blank (loud)TM for new officers that are still in the “crawl” stage of learning. This round produces no projectile but does create a bright flash and safe report when fired that does not require hearing protection. As the officer gets more proficient and moves through the “walk” stage and into the “run” stage we can then conduct “force on force” training with multiple subjects and a primary role-player that can interact directly with the student officer.

“Force on force” and “force on target” isolation drills allow for multiple repetitions and use of behavior modeling to teach and to train the lessons. Isolation drills are a highly efficient way to get multiple high value skill drill repetitions in a compressed time frame.

The use of scenarios allows for teaching/training of complex skills sets as well as the evaluation of learning. Force on force scenarios provide the opportunity to not only test officer ability but allows agency leaders to test training programs, equipment, and policy.

More specific skill sets can also safely be trained to include weapon retention and weapon take away with the use of the Security-Blank QuietTM. This round is safe at point blank ranges but will allow the weapon to cycle. This provides a realistic feedback that a “red gun” cannot provide.

Simunitions produces the widest range of weapon conversion kits. Standard issue duty handguns such as Glock, Sig Sauer, Smith & Wesson are all available. Drop in rifle bolts, less lethal launchers, as well as shotgun kits are also available. With proper instructor training and equipment, students are able to integrate all force options. The protective equipment required

for “force on force” training produces similar effects perceptually narrowing selective attention that students must overcome.

Full protective gear and conversion kits to effectively run 10 participants at a time can be purchased for as little \$7,500.00. This includes protection gear for every participant, weapon conversion kits for every participant, as well as ammunition. Ongoing ammunition costs are lower than MSRP of most conventional duty ammunition.

About the Author: *Lon Bartel is a certified use of force expert and law enforcement trainer. He is the author of multiple published articles on police tactics and has been featured in multiple TV/news articles. He is a certified trainer with over 25 years of training experience, with 19 of it in Law Enforcement. His training specialization includes: arrest and control tactics, firearms, less-lethal control systems, and SWAT tactics. He is one of the founders of the Arizona Tactical Officers Association and served as the Secretary for five years. He graduated with honors from Arizona State University with a degree in Exercise and Sport Science with a focus in biochemistry and physiology. Lon can be reached for additional questions at Bart3054@gmail.com*

THE MISS(ing) COMMUNICATION IN POLICE TRAINING: A DEFICIT IN NEED OF ATTENTION

by: *Peter J. McDermott,
Diana Hulse, and Kylene Farrell,
Fairfield University, Fairfield, Connecticut*

Problem: Today there is an ever-growing divide between the police and the public. Among the factors driving this divide are the public’s limited understanding of the complexities of police work and the media’s focus on use of force incidents that, in actuality, make up an extremely small percentage of police responsibilities. Seldom does the public hear or see evidence of the everyday performance of police as guardians of their communities. What can the profession do to respond to this divide?

In their article in a recent issue of *The Police Chief*, McDermott and Hulse make the case that law enforcement professionals have roles to play in strengthening the partnership between police

and the public.¹² In fact, the authors emphasize that police have a duty, “grounded upon the ethical principle of non-maleficence to avoid doing harm,” to ensure that the divide does not persist.¹³ The authors point out that a lack of interpersonal skill competencies can exacerbate this divide; therefore, they argue that one way for the police profession to act on their ethical responsibility to the public is to mandate fundamental interpersonal skills training for recruits.

Support for interpersonal skills training for police dates as far back as 1829 when Sir Robert Peel wrote his *Principles of Law Enforcement*, which are as relevant today as ever before.¹⁴ These principles clearly state that there should be no divide between the police and the public, insisting that the police should be impartial in their service to the law. Implied across all of the principles is the expected interpersonal exchange of information between police and the public. The bond that such communication can foster supports Peel’s belief that “the police are the public and the public are the police.”¹⁵

In present day, police training consists of hundreds of hours appropriately devoted to officer safety due to trends in our society where police face dangerous situations on a daily basis while keeping communities safe. For unknown reasons, however, the most important skill of police, verbal communication, has not received anywhere near the same level of attention in training. Perhaps an assumption exists that the average person already knows how to interact with others effectively. In reality, the majority of negative interactions between the police and the public are verbal ones.

Police have a responsibility to minimize the negative perceptions that the public has of them and their profession. Police can accomplish this

¹² Peter J. McDermott and Diana Hulse, “Learning the Art of Active Listening and Responding: An Ethical Imperative for Police Training,” *The Police Chief*, November 2016.

¹³ Ibid.

¹⁴ Virginia Center for Policing Innovation, “Peel’s Principles of Modern Law Enforcement,” <http://www.vcpionline.org/pdf/Peel's%20Principles.pdf> (accessed 2014).

¹⁵ Ibid.

task by becoming highly skilled in effective verbal communication. Verbal interactions routinely occur on the job for police across a range of responsibilities including contact with the public at schools or community events, investigations, and interviews with suspects, witnesses, and victims, as well as everyday enforcement activities such as motor vehicle stops. Whereas other professions call for a more frequent use of communication through technology, police predominantly carry out their work through face-to-face interactions. Without proper interpersonal skill training, however, police must figure out on their own how to conduct these interactions.

In today's multicultural and socially dynamic world, it is especially important for the public to feel comfortable and confident about seeking out interactions with the police. Police with limited confidence in their ability to communicate due to a lack of sufficient training in interpersonal skill competencies will avoid welcoming such contacts. On the other hand, police who have learned and mastered the skills for actively listening and relating to their community's citizens through communication will help to close the police-public divide.

In response to public concerns about police performance, The President's Task Force on Policing in the 21st Century and other groups have created initiatives and identified objectives to spark change and improvement in multiple areas of police training, including:

- Community policing;
- De-escalation of force;
- Multicultural awareness;
- Social interaction;
- Interaction with individuals with mental illness;
- Fair and impartial policing; and,
- Crisis intervention.¹⁶

¹⁶ President's Task Force on 21st Century Policing, *Final Report of The President's Task Force on 21st Century Policing* (Washington, D.C.: U.S. Department of Justice's Office of Community Oriented Policing Services, 2015), 52, https://cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf (accessed September 2015).

What is over looked, and what will surely impede the success of initiatives to address the concerns of the public, is the current lack of training in fundamental interpersonal skills. In a PERF Study of 2015, findings showed communication to be a low priority in police training nation-wide.¹⁷ This finding is unfortunate considering that each of the topics listed above require competencies in active listening and responding. Police cannot accomplish the proposed initiatives for change without training in interpersonal skills, just as one cannot build a house without a foundation. It must not be assumed that people either inherently possess interpersonal skills or not. It is, in fact, possible to teach interpersonal skills.

A New Solution: To address the missing communication element in police training, Hulse, Chair of the Fairfield University Counselor Education Department, and McDermott, Distinguished Visiting Professional for the University's Center for Applied Ethics, collaborated to design and implement a pilot interpersonal skills training program. Since 2012, McDermott and Hulse have conducted trainings, delivered presentations, and published literature to advocate for mandating interpersonal skills training in police academy curricula. One of their primary objectives is to increase awareness among law enforcement professionals that interpersonal skills are not inherent, but are skills that law enforcement professionals can learn and master.

In Spring 2016, four sergeants and three officers from five Connecticut police departments participated in an 18-hour pilot training program at Fairfield University. Participants were all males ranging in age from 27 – 46 years old, and their experience in the field of law enforcement ranged from 6 – 20 years. McDermott and Hulse operated as lead instructors with help from 13 volunteers made up of faculty, licensed counselors, practicum supervisors, alumni, and current students who served as skills coaches.

¹⁷ Police Executive Research Forum, "PERF's Survey on Current Training Practices," *Defining Moments for Police Chiefs, Critical Issues in Policing* (Washington, D.C.: Police Executive Research Forum, February 2015), 11 – 12, <http://www.policeforum.org/assets/definingmoments.pdf> (accessed March 2015).

Based on recommendations made in McDermott and Hulse's (2014) book *Police Training in the 21st century: Talk Trumps Technology*, the training program was organized around three categories representative of the daily interpersonal tasks faced by police: setting the stage for effective interactions, gathering information and evidence, and summarizing and confirming information and evidence.¹⁸ During the pilot training program, participants learned and practiced fundamental skills for these categories following sequential interpersonal skills instruction and practice common in graduate programs in counselor education. The skills covered throughout the training included verbal and nonverbal attending skills, door openers, minimal encouragers, focusing, paraphrasing, reflecting feelings, confronting, clarifying, and summarizing.

Each training session commenced with a slideshow presentation introducing the skills, followed by a group discussion of the significance of the skills and their utility in the field for police personnel. Instructors and coaches modeled the skills and provided examples of specific language to use to activate each skill. Next, small groups of two to three participants and one to two coaches broke off into separate rooms to practice the skills until participants demonstrated them successfully. After, the coaches provided participants with verbal and written feedback, identifying strengths, and areas needing improvement.

Between sessions, participants completed a form to reflect on the skills they demonstrated, the learning points they gained from the session, the approach they planned on taking next session to improve their skills, and the extent to which they were open to feedback during the session. For the final training session, participants demonstrated all skills acquired throughout the program and received feedback on their mastery of these skills. This final evaluation helped participants integrate and transfer learning to their fieldwork outside of the program.

Supporting Evidence: At the end of the program, participants completed a final evaluation form to reflect on their experiences in the 18-hour training.

¹⁸ Peter J. McDermott and Diana Hulse, *Policing in the 21st Century: TALK Trumps Technology* (Santa Anna, CA: Police and Fire Publishing, 2014). 12.

Responses strongly indicated that all seven participants benefited and learned from the training. In their comments, participants reported finding the interpersonal skills useful to their work, adding that they would immediately apply their skills to the field. One participant commented on the effectiveness of this instructional design by saying, "I liked how we discussed a certain skill, talked about it, attempted to demonstrate it, and then reflected afterwards. Getting feedback from well-qualified professionals really helped. I also liked that this was taught in a small-group setting."¹⁹

In alignment with the advocacy efforts of McDermott and Hulse, participants unanimously stated that interpersonal skills training would improve the curricula of police academies. As one participant stated, "This training needs to be introduced ASAP. As the divide between the police and the public grows, we need to start developing the skills that will bridge this unfortunate gap. The skills learned in this class would produce a better-rounded officer who is able to interact with the public on a much higher level."²⁰ To date, this pilot training program represents a rare example of a systematic training method to teach interpersonal skills and provide formative and summative feedback to participants. Feedback from participants in the pilot training program provides strong supporting evidence that it is possible for police to achieve mastery of interpersonal skills.

Recently, McDermott and Hulse led a "Train the Trainer" workshop on interpersonal skills for field training officers and instructors from four police departments in Connecticut. Participants included six officers, two sergeants, and one lieutenant. Two participants were females and seven were males; they ranged in age from 27 – 50 years old, and their experience in the field of law enforcement ranged from 5 – 16 years. When asked if they believed fundamental interpersonal skills training was a necessary component to include in police academy curricula, all participants concurred. One officer observed, "Absolutely. It is what being a police officer consists of: talking, communicating, gathering information, and doing it with compassion. These skills are fundamental."²¹

¹⁹ Participating officer, conversation with the authors, 2016.

²⁰ Participating sergeant, conversation with the authors, 2016.

²¹ Participating officer, conversation with the authors, 2017.

Answering the Ethical Imperative: The training methods carried out by McDermott and Hulse are congruent with teaching techniques commonly utilized in officer safety training in police academies. As noted in *The Police Chief*, “in firearms training, recruits must demonstrate and practice clearing a jammed firearm to achieve a designated level of proficiency. Similarly, interpersonal skills training procedures require demonstration and practice to achieve a designed level of proficiency.”²² Therefore, it is certainly possible to implement interpersonal skills training in police academy curricula by utilizing models such as McDermott’s and Hulse’s. Currently, police instructors tell recruits that they need to have communication skills, and occasionally instructors show them examples of a skill. This method of instruction, however, is not as effective as practical interpersonal skills training in which participants actively train until they achieve mastery of the skills.

The police profession has an ethical obligation to provide training that prepares police to do the job the public expects of them. Fundamental interpersonal skills are a dire need for police in all aspects of their work in order to effectively gather information, communicate respect, resolve conflicts, reduce violence, and promote a sense of partnership with the public that results in safer communities. The training methodology modeled in Fairfield University’s program demonstrates that police can learn, practice, and master interpersonal skills. Going forward, police can help their personnel start out their careers with skill competencies in both communication and officer safety. These skills will help police serve the public, convey civility, model diplomacy, and improve police culture as well as the culture of the community they serve.

About the Authors:

Peter J. McDermott is Distinguished Visiting Professional in the Center for Applied Ethics at Fairfield University. He is a retired captain from the West Hartford and Windsor, Connecticut Police Department and a retired instructor from the Connecticut Police Academy in Meriden, Connecticut. He is a graduate of the 121st session of the FBI National Academy.

Diana Hulse is professor and chair of the Counselor Education Department at Fairfield University. She is co-author and presenter on numerous training initiatives with Captain McDermott.

Kylen Farrell is a graduate student and assistant in the Counselor Education Department at Fairfield University. She participated as

a volunteer skills coach in the pilot interpersonal skills training program for police at Fairfield University, and she wrote about the experience in a December 2016 article for *Counseling Today* magazine.

COMMUNITY POLICING: THE ‘SEAT BELT’ FOR OFFICER SAFETY

by: Professor Jay Zumbrun, Community College of Baltimore County (CCBC)

Police academy instructors are always emphasizing to recruits the importance of officer safety, as they should. It is common during scenario-based training exercises to hear recruits bark orders such as . . .”Take your hands out of your pocket. Let me see your hands!” Instructors are also cautioning the impressionable recruits to . . .”Be careful, some people want to kill you!” “Check the trunk lid as you approach the driver on a traffic stop, a bad guy could be hiding in the trunk, ready to ambush you!” From the same instructors you may hear equally important imperatives such as . . .”Make sure that you treat people the way you would like to be treated.” “The only way we can address the crime problem is with the cooperation of the community.” “Engage in conversations with people that you encounter. They are the key to getting information about what is happening in the community”. These statements are also echoed in the classrooms of our law enforcement academies, as they should be. What is a recruit to think? How do we interact with citizens and develop a rapport with them when some of them may actually have an evil intent to harm or kill you?

There is a delicate balance to reach in training police recruits to acquire a healthy respect for officer safety and, at the same time, a real understanding that police cannot be successful without a strong police-community relationship built on trust. What’s a recruit to think?

Police work is situational and requires an intuitive sense that is honed over time and based on an officer’s training, knowledge, and experience. In some encounters, an officer’s sense of urgency and potential danger is heightened; and the officer’s response must be measured, professional, and reasonable. In other encounters, an officer’s contacts with law-abiding citizens who are supportive and appreciative of their service must be met with an

²² McDermott and Hulse, “Learning the Art of Active Listening and Responding,” 27.

equally appropriate response, a response that is receptive and appreciative. Easy to teach, tough to do? In dealing with so many negative situations, is it likely that an officer will develop a protective shell that will not allow the officer to open up with people and show true appreciation and reciprocal respect. These officers, unfortunately, will experience the negative consequences, both professionally and personally, that will distance them from the community and from their own families.

Last year the law enforcement community saw 21 officers ambushed by individuals who targeted those in blue. The officers had no chance. How can we prevent this sort of premeditated cold-blooded murder? Unfortunately, we cannot. We cannot train our officers to approach every person with their gun drawn. We cannot have officers place their finger on the trigger as a person approaches them in a restaurant. But we can train officers to realize that every encounter with a citizen has the potential to 'get out of hand'; but, at the same time, despite the difficulty of it, police officers need to be trained that the majority of the community is supportive and they need the citizenry if the police are to have any impact on crime and disorder.

More than ever, law enforcement agencies need to hire people who are good communicators and who are skillful at quickly assessing a situation and responding appropriately either to an ill-intending individual or a supportive community member. The inability to properly categorize a situation and the people involved in it can have significant consequences from both an officer safety standpoint and a community relations perspective. The ability to do so will have an equally positive outcome and strengthen the partnership with the community.

Community policing calls for bright situational-thinking police officers who are as flexible as the circumstances in which they find themselves. The core foundation of policing is the development of partnerships with citizens and building trusting relationships. The modern law enforcement officer needs to be the 'chameleon' that exhibits flexibility as the situation warrants. Yes, community policing and officer safety can

co-exist! The more effort that police spend on building the partnership with the community, the more likely it is that the citizenry will 'have your back'! Community policing is the 'seat belt' for officer safety!

About the author: *Jay Zumbrun is a Retired Police Captain from the Howard County, Maryland Police Department and has taught in seven Maryland police academies and in 95 academy sessions over 36 years. He can be reached at jzumbrun@ccbcmd.edu.*

FIVE REASONS FIRST RESPONDERS SHOULD TAKE YOGA SERIOUSLY (AND HOW TO START)

*by Olivia Kvitne, Founder and Director
Yoga for First Responders*

As a yoga instructor working specifically with first responders and veterans, I'm accustomed to being the one who initiates conversations with fire and police departments. So it came as a welcomed surprise to be contacted by one of the largest police departments in the country. The Los Angeles Police Department (LAPD) reached out to me after they lost several high commanding officers from heart attacks. The agency realized that many of its members were experiencing medical issues caused by years of unaddressed, cumulative stress. The department's behavioral sciences department was searching for ways to save their team members from such preventable medical conditions.



At the time I got the call, I had spent the last several months teaching yoga to members of the Los Angeles Fire Department (LAFD). Word had spread that LAFD was having success using

yoga techniques as a resource for reducing stress among firefighters.

Until recently, officers were discouraged from acknowledging that they were having issues [coping with stress](#) and the pressures of the job. Such admissions were often considered a sign of weakness and brought into question an officer's ability to perform his or her duties. As a result, many officers who experienced symptoms of secondary traumatic stress suffered in silence. Sadly, this stress broke many good officers, who resigned or caused them to behave in a way that caused them to lose their jobs.



Fortunately, today there are more conversations happening about how to handle the mental health challenges that go with being a law enforcement officer and first responder. While this is good news, the stigma of acknowledging stress remains, and many people are not actually taking the steps to manage that stress.

Can a Yoga Practice Be the Answer? As I got deeper into my own study of yoga, I realized that this practice is not just “good” for first responders - it is meant for them. Why? Because the original and true intents of yoga are to obtain a mastery of the mind and achieve an optimal functioning of the entire being—from the subtle nervous system to the whole physical body. This authentic objective of yoga is thousands of years old, with no relation to how recent Western culture has marketed it as trendy and hip.

Individuals who practice with this purpose are often better able to process stress and convert it

into higher levels of performance. Yoga allows people to increase their ability to focus and problem-solve, gives them heightened situational awareness, and helps them make intelligent gut reactions to situations. People who practice yoga also have the ability to make self-directed biological changes, meaning they can impact the functioning of their brain and nervous system through their own actions. Such biological changes are shown to be a possible outcome of those who practice mindfulness exercises, such as yoga, thanks to research projects using biofeedback machines that track activity inside the brain and body.

When stress is trapped in the body and mind and no action is taken to process it, stress causes a depletion of a person's health. However, when individuals take steps to consistently handle the stress they're feeling, they can improve their well-being and even become more resilient in the face of adversity.

How is Yoga Different for First Responders? [Yoga for First Responders](#) takes the original intent of the practice and delivers it in a way that targets the specific needs of first responders. The curriculum provides a skill set that is simple, safe, practical and effective. This protocol primarily focuses on tactical breath work (specific breath-control techniques) to access the nervous system, physical postures for releasing stress and building mental and physical stability, and ends with a neurological reset exercise to return the system to a balanced state.



Five Reasons to Change Your Mind about Yoga and Take it Seriously: If, after reading

the information above, you are still skeptical about stepping on a mat, here are five reasons to consider changing your thinking:

- 1. It's Simple.** It only takes three minutes to make a change in the nervous system. You can even practice a tactical breath work exercise (see exercise below) while driving in your patrol car on your way to the next call. Just one deep breath consciously directed into the belly can make a big difference.
- 2. It's Private and Introspective.** Yoga For First Responders doesn't focus on a specific incident, but on the psychophysiological effect developed from general work as a first responder. No one has to know what you are working through on the yoga mat, if anything at all. You can practice yoga because it feels good or use it to help you process something specific. All of it can be done in the privacy of your own space, or in a public class.
- 3. It's Multifunctional.** Yoga serves many purposes. It not only removes stress from the mind and body, but it also builds resiliency and enhances mental and physical performance. This is sometimes described as experiencing "flow" or being "in the zone." These results can be a benefit personally as well as professionally.
- 4. It's Not What You Think It Is.** Many people have the misperception that yoga is only for women. Some think it's easy: others think it's a religion. In India, where yoga originated 5,000 years ago, it is still primarily practiced by men and used to train their army. Marketing yoga to women is purely a tool of the West to increase business. Yoga can be confused as a religious practice because it developed alongside the culture of the East, which was heavily rooted in religions such as Hinduism, Sikhism, and Buddhism. Some master teachers in the past would mix their cultural, religious, and yoga practices together. At its foundation, yoga is a science and a philosophy. The pure teachings of

yoga have no theological orientation and can help anyone of any religion.

- 5. It's Time.** Consider these statistics:
 - Every 20 hours a police officer commits suicide.
 - 40 percent of officers experience sleep disorders, which too often results in deadly car accidents.
 - The average life span of an officer after retirement is only five years.

Something needs to change in law enforcement culture, so these statistics can change. The "macho" stereotype that has kept law enforcement away from yoga is not worth these devastating numbers, especially when you realize how strong and focused you must be to practice yoga, as well as how much stronger you will become when practicing consistently.

Why You Should Start Now: The good thing is that it doesn't take much to start a yoga practice right away. Here is a simple exercise to begin your journey toward reducing stress in your life:

Tactical Breath Work:

- **Belly Breathing:** Sit in a chair or in your patrol car with a tall, straight spine, no slouching. Place one hand on the low belly area. Inhale slowly through the nose and inflate the belly like a balloon, feeling the belly expand against the hand. Exhale slowly through the nose and feel the belly deflate away from the hand. Continue this a few times, working to make each inhale and exhale slower and deeper and directing the breath into the belly rather than the chest.
- **Add Breath Count:** Continue the belly breathing above (hand can stay on belly or not) while inhaling and exhaling through the nose. As you inhale, count how many seconds it takes to inhale. It will probably be around 3 to 4 counts. Pause the breath at the top of the inhale, and then slowly exhale and count how long it takes to exhale. Work on making the exhale longer than the inhale. For example, if you inhale for a count of three,

try to extend the length of the exhale for a count of four.

Practice the above exercise for three minutes at a time. Breathing through the nose while directing the breath low into the belly and consciously making the exhale longer than the inhale are the three ingredients to press the “calm” button on the nervous system. This process will also help if you are having a hard time falling asleep. This exercise is simple and subtle, yet the effect on the nervous system can make a huge difference.

For more simple and short practices on video, check out [our videos on Yoga for First Responders](#).

About the author: *Olivia Kvime has been a lifelong yoga practitioner, and a yoga instructor since 2003. While living in Los Angeles, Olivia taught weekly trauma-sensitive yoga classes at the Los Angeles Fire Department (LAFD) Training Center, as well as presented continuing education workshops on yoga and the neurological system for LAFD, and special workshops for high-ranking command staff of the Los Angeles Police Department (LAPD). It is at LAFD where Yoga for First Responders was first born in conjunction with department psychologist, Dr. Robert Scott. Olivia currently teaches yoga for West Des Moines, Carlisle, Indianola and Norwalk Fire Departments, Des Moines Veterans Association, Iowa Army National Guard, Des Moines Police Academy, Iowa Law Enforcement Academy and Warren County Fire Academy. Olivia has been a guest instructor for DPS in Austin, TX, and Blue River Fire Academy.*

Olivia is a contributing writer and former Assistant Editor of LA Yoga Magazine. Her writing for other publications and blogs includes American Military University’s blog, In Public Safety, and the inaugural issue of Yoga Iowa, with her article on the benefits of yoga in the military being the cover story. Olivia is a member of the International Law Enforcement Educators and Trainers Association (ILEETA), holds her Fire Instructor 1 certification and is the 2016 recipient of the Warrior Award and Community Choice Award from Yoga Alliance International.


ONGOING IADLEST PROJECTS

IADLEST is actively engaged in several programs and services, some of which are supported by federal funding agencies. 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, increasing 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).

- **Blue Courage:** 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 2-day Blue Courage course followed by a 2-day certification course, allowing attendees to conduct their own 2-day courses. The grant is intended for full state infusions, which includes a Blue Courage Academy (Train-the-trainer), a couple of 2-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 1, 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 forums. 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 21st Century Policing.



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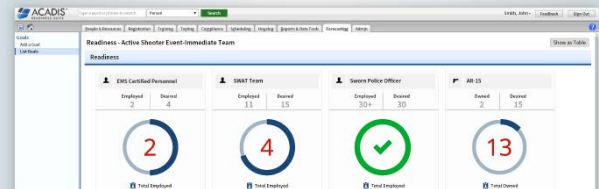
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**TASER INTERNATIONAL HAS
SELECTED THE POLICE-ONE
ACADEMY FOR GLOBAL WEAPONS
AND BODY CAMERA ONLINE TRAINING**

PoliceOne training and learning management platform was chosen after extensive evaluation process based on their ability to meet law enforcement specific training needs.

PoliceOne.com, the leading online resource for law enforcement worldwide, today announced that TASER International has selected the PoliceOne Academy learning management system and training platform as its exclusive delivery channel for all online training and certification management for its TASER less lethal weapons, Axon body camera and Evidence.com training.

The collaboration between PoliceOne and TASER will enable law enforcement trainers worldwide to search and register for live training events, complete and manage their TASER certifications, and access customized TASER and Axon online training courses. The platform will also offer select courses from PoliceOne's vast library of law enforcement training relevant to TASER products.

Each year, TASER trains more than 10,000 law enforcement instructors who insure those who carry TASER less lethal weapons within their government agencies or private organizations meet their training requirements. TASER devices have become nearly ubiquitous in law enforcement and are deployed in more than 17,800 of the 18,250 US law enforcement agencies and 107 countries. Additionally, TASER will be offering custom training courses and certifications for officers and the more than 3,500 departments that have deployed TASER's Axon body-worn camera solutions and Evidence.com for evidence storage and management.

"The PoliceOne Academy was built ground-up to meet the unique management and certification needs of law enforcement agencies, so it's exciting to see the platform

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being adopted by one of the leading technology companies in the market to streamline their training efforts,” said Alex Ford, CEO of Praetorian Digital and PoliceOne. “TASER has long been a valued partner of PoliceOne and they share our belief that there is an incredible need both in the US and worldwide for quality, effective law enforcement training both for products and tactics. We’re proud to offer our technology to help deliver and track that type of mission-critical training content.”

TASER spent considerable time evaluating top learning management system (LMS) vendors, ultimately choosing the PoliceOne Academy platform based on its proven performance in the market, ability to satisfy specific law enforcement workflow requirements, and flexibility to scale with TASER’s needs over time. With the PoliceOne Academy platform, TASER will be able to provide customized training for every customer across its TASER weapons, Axon cameras and Evidence.com product offerings.

PoliceOne Academy has released several significant updates recently, including an event management system and new features for multi-hierarchy organization management, course building and accreditation. PoliceOne Academy was also recently selected by the Louisville, Kentucky Police Department and has been fully implemented at both the Denver and Indianapolis Police Department as well as more than 1,000 smaller and mid-sized departments across the United States.

About PoliceOne Academy: PoliceOne.com, the leading online resource for the law enforcement community, launched the PoliceOne Academy in 2011 to help departments more efficiently and cost effectively deliver training that helps them better protect their communities. With nearly 1,200 courses available, PoliceOne Academy gives departments and officers instant access to training across all devices that advances officers’ performance and helps keep them safer on the streets. Built specifically for law enforcement, PoliceOne Academy offers a robust learning management and reporting system that meets compliance and tracking needs and is certified

for continued education in 37 states. To learn more about PoliceOne Academy, visit www.PoliceOneAcademy.com or call (866) 941-4090.

About PoliceOne.com: With more than 550,000 registered members, PoliceOne.com is the leading website in the world for law enforcement. PoliceOne provides law enforcement-specific resources designed to help officers stay safe on the streets and more effectively protect their communities. PoliceOne is the only site to confirm the law enforcement status of all members, creating a trusted and safe community for the exchange and discussion of key law enforcement issues, including breaking news, top products, and important officer safety strategies. For more information, visit www.PoliceOne.com.

**EXECUTIVE COMMITTEE
MEETING MINUTES
Saturday, October 15, 2016
San Diego, California 92101**

CALL TO ORDER: President Brian Grisham (TN) called the meeting to order at 4:00 PM Pacific Standard Time.

ROLL CALL: The roll of attendees was called by Secretary Pederson (WI). There were ten Executive Committee members present:
President Brian Grisham (TN)
First Vice-President Dan Zivkovich (MA)
Second Vice-President Sue Rahr (WA)
Treasurer Dave Harvey (MI)
Secretary Stephanie Pederson (WI)
Immediate Past-President Kim Vickers (TX)
Second Immediate Past-President William Muldoon (NV) (via webcast)
Midwest Region Rep. Gary Steed (KS)
West Region Victor McCraw (ID)
International Region Gary Bullard

Committee members absent:
Northeast Region Rep. Michael Wood (NY)
Central Region Representative Greg Cueto (IL)
South Region Rebekah Taylor (LA)

There was a quorum to conduct business.

IADLEST Staff:

Executive Director Mike Becar
Operations Manager Yvonne Pfeifer
Accreditation and Grants Manager Mark
Damitio (Life Member)

ADDITIONS TO AGENDA: President Brian Grisham asked if there were any additions to the agenda. There were no additions to the agenda.

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

Craig Hartley, Executive Director CALEA: Director Hartley began his presentation by introducing Chief Richard Myers who was accompanying him for this presentation. Chief Myers serves as the chairperson for the commission on accreditation for law enforcement agencies (he had some comments later in the presentation). Director Hartley also referenced a meeting that he and Dan Zivkovich had reference a partnership between CALEA and IADLEST and the accreditation process.

Director Hartley stated that CALEA believes that multiple accreditation programs for training academies or any other public safety institutions forces qualifying agencies to choose one program over another. What CALEA would prefer to happen is for CALEA and IADLEST to work collectively to develop the best solutions for delivery for those agencies seeking accreditation.

In order to work together, Director Hartley presented some conceptual ideas to help CALEA and IADLEST move forward. First, he wanted to recognize the work that IADLEST put into creating an accreditation program. Director Hartley said by looking at both CALEA's program and IADLEST's program, both organizations can determine where changes and improvements can be made. He acknowledged that CALEA knows there is room for improvement in their own publications and that IADLEST's work complements their mission.

Secondly, Director Hartley felt their commission would gladly find solutions to integrate IADLEST representatives into their CALEA Standards Review and Interpretations committee and other committees to ensure that CALEA is providing the very best solution for training academies which is their goal through a collective program. Director Hartley talked about how much time, talent, and money it takes to manage an accreditation program and feels that is the value that CALEA brings to the table in a collective partnership.

Director Hartley said he would like to have strategic planning meetings between CALEA and IADLEST on an ongoing basis to share common goals, look at marketing strategies, and discuss how both organizations can support each other's missions. He explained that CALEA is not a training organization and they could use IADLEST's help to develop a required training program to support the CALEA Accreditation Manager Certification course. CALEA has been looking at this for a couple of years now, and a course like this would increase and enhance the value of the Accreditation Managers. Director Hartley said another area they would like to work with IADLEST on is marketing strategies for both organizations which may include advertising and training.

Director Hartley said CALEA really wants to grow the relationship with IADLEST. He said he is responsible for improving this relationship as the Executive Director of CALEA and wanted to start by looking at the memorandum of understanding (MOU) from 2010 (handout provided to the Executive Committee for review). The MOU had good ideas in it, but the follow-through was not there. Director Hartley said he'd like to move on from the issues and concerns that detracted from a successful partnership in the past and would like to rebuild a relationship with IADLEST. He went on to say that CALEA has proudly displayed the IADLEST logo on all of their Training Academy certificates for years. He cannot think of another organization that he would rather have on the certificates than IADLEST.

Chief Myers then spoke for a few minutes and pointed out that when there is redundancy in any program, it creates gaps and overlaps in programs. However, when people collaborate, they tend to identify these gaps and address them more effectively. His opinion is that by IADLEST creating another accreditation program, it will create gaps and overlaps in certification programs. Chief Myers wants to reiterate that he would really like to improve the relationship with IADLEST to help prevent this redundancy by collaborating together.

Dan Zivkovich then provided a short history of how and why IADLEST created the accreditation program. Dan Zivkovich stated that he does not believe that the IADLEST accreditation program overlaps the CALEA programs because IADLEST's program focuses on state POSTs and academies run by those POSTs, not on academies that are extensions of agencies.

Executive Director Becar also provided a history of the partnership between IADLEST and CALEA and raised a few concerns that developed during that partnership. Director Hartley asked again for IADLEST to give CALEA a chance and feels strongly that IADLEST and CALEA could improve the relationship and partnership going forward.

Chief Myers from CALEA wrapped up the conversation by saying that was the first time he heard the history of the relationship between CALEA and IADLEST and he said that CALEA is a different organization now, and that both organization could benefit from collaboration in the future.

Peter Shipley, Executive Director, State Provincial Police Academy Directors (SPPADS): Director Shipley explained that SPPADS stands for the State Provincial Police Academy Directors within the State and Police Division of the International Association of Chiefs of Police (IACP). SPPADS consist of 50 members plus representatives of all of their Canadian Provinces. Director Shipley wants to establish a relationship with IADLEST and while he is not sure what kind of relationship it should be, he is willing to figure that out.

Director Shipley said he has very little knowledge of IADLEST and as the chair of SPPADS, he wanted to come to this meeting to learn more about IADLEST and see where a relationship could be developed between the two organizations.

Director Shipley stated that both SPPADS and IADLEST have similar missions (to research and develop and to share information and ideas which assist states in establishing effective and defensible standards for employment, and training law enforcement officers). He wants to explore some options on partnering with IADLEST. He said that he was not at the meeting to establish an agenda: he merely wanted to start the conversation. He hopes by hearing ideas from IADLEST, they can identify gaps in their own training and reduce the redundancy. Director Shipley finished his presentation by inviting IADLEST Executive Board members to the SPPADS conference on June 24, 2017, in Ohio to continue the conversation about partnering in the future.

Andrew Carpenter, Chief Strategic Policy and Development Section, Police Division, UN Department of Peacekeeping Operations: Mr. Carpenter showed a video on the United Nations Police. He explained that at the end of 1989 there were less than 2,000 officers, now there are approximately 14,000 UN Police officers deployed around the world in 19 countries with representatives from 193 countries.

Mr. Carpenter's job is to create standards and international doctrine for the UN Police across the world. Mr. Carpenter discussed the challenges to creating a "world" standard and explained that the UN Police Division has been working on the development of a set of policies, associated guidelines and detailed manuals that provide a cohesive and coherent framework for the UN Police. They are collectively referred to as the "Strategic Guidance Framework for International Police Peacekeeping (SGF)."

Mr. Carpenter described how they develop the SGF Doctrine and discussed partnering with IADLEST: sharing the SGF manuals with members of IADLEST and providing them with

a chance to comment on the SGF Doctrine. He also asked if any of the academies offered even an introductory course on what the UN Police do as a career opportunity and he said he would like to see at least a mention of it at academies as a potential career opportunity for recruits.

If anyone is interested in seeing these guidelines, Google the “United Nations Police Division,” click on the “UN Policing” tab, and find a link to the “Strategic Guidance Framework for International Police Peacekeeping” to access them.

Mr. Carpenter included his contact information for any questions or comments:

Andrew Carpenter
carpentera@un.org
Chief – Strategic Police and Development
Section, Police Division
Office of Rule of Law and Security Institutions
UN Department of Peacekeeping Operations
www.linkedin.com/in/andrewscarpenter

Executive Director Becar stated that he would facilitate getting any materials out to the IADLEST membership for review and also told Mr. Carpenter if there is an opportunity where he would like an IADLEST representative to be any part of the planning, he can make that happen. Executive Director Becar said he would welcome the opportunity to work with the UN organization.

APPROVAL OF EXECUTIVE COMMITTEE MINUTES

President Brian Grisham asked for a motion to approve the Executive Committee Meeting Minutes from June 5, 2016. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Dave Harvey to approve the minutes. The **MOTION CARRIED**.

EXECUTIVE DIRECTOR’S BRIEFING:

Executive Director Becar provided information on the following:

Changes in POST Directors: California – New Executive Director Manny Alvarez, Retired FBI SAIC Sacramento

Washington DC Office: Executive Director Becar wanted to reiterate that IADLEST has opened an office in Washington, DC, and he had the opportunity to visit that office at the end of August. This office provides IADLEST with a place to hold meetings and conduct business when in Washington, DC, but IADLEST only pays for it when it is used. IADLEST does have a DC mailing address and phone number that are now included on the IADLEST letterhead. If someone calls that number and no one from IADLEST is there, the call is then forwarded; and if mail is sent there and no one from IADLEST is there, it can be forwarded or opened, scanned in, and sent to the appropriate person in IADLEST.

DC Office Information:
Phone Number: 202-457-7771
Address: 1775 “I” Street NW, Suite 1150,
Washington DC 20006

IADLEST’s Government Relations Advocate, Jim Copple, made this office possible.

Travel: Since the last meeting, Executive Director Becar traveled to Washington, DC – August 28-September 1, where he met with DOJ, NHTSA, Homeland Security, and Senator Kirsten Gillibrand’s office who offered to help IADLEST with the National Decertification Index. Executive Director Becar also traveled to Bogota, Columbia, with Dan Zivkovich and Dick Clark from September 6-10 to discuss Academy Accreditation. The first time he visited with Dave Harvey, Bogota wanted to be the first international academy to be accredited; but on this visit, with a different contingency, they were not as excited so we will have to see what will come of this.

The International Criminal Investigative Training Assistance Program (ICITAP) who facilitated this discussion wants an international accreditation process, and if Columbia does not want to be the first one, they know of another Latin America country that would step up. ICITAP would like to have some of their staff

trained as assessors so that they could save money by conducting the accreditation process with ICITAP trained assessors instead of sending two or three people from IADLEST back and forth to those countries each time. There still would be some IADLEST oversight, for example one person from IADLEST would go, but use ICITAP trained assessors to do the bulk of the work.

Executive Director Becar also traveled to Bloomington, Indiana, from September 26-29 to discuss re-designs to NLEARN and the IADLEST Websites. The National Highway Traffic Safety Administration (NHTSA) awarded IADLEST with two grants: one for \$178,000 to re-design the NLEARN and IADLEST websites. The only thing IADLEST will not re-design is the National Decertification Index (NDI) website because there is no funding to do that right now.

The second grant for \$179,098.30 is for a partnership with the Below 100 program. The Below 100 staff would do the training, but IADLEST would run the grant and do the reports, and they would use IADLEST's travel agents, etc., so there will be a true partnership with them.

Executive Director Becar also went to Corpus Christi from October 4-6, to explain the National Certification Program (NCP) to 700 Texas Training Coordinators. He also discussed the NLEARN program, and they were all very interested in signing up for that. Finally, Executive Becar will be traveling to Denver from October 26-28 for a second IADLEST Strategic Planning Session to give IADLEST direction for the next three years.

Other Grant Awards: IADLEST also received a \$400,000 Cooperative Agreement award for FY2017 and 2018 for Crime Analysis training around the nation and a 24 month \$100,000 grant, written by Mark Damitio from the COPS Office that will begin in January 2017. The COPS Office Invitational Grant is for a survey of POST and Academy Directors to include:

- Progress in curriculum changes related to the President's Task Force on 21st Century Policing recommendations.
- Success stories from POSTs to showcase.
- Regional meetings travel where there will be facilitated discussion on the curriculum changes and the success stories.

Executive Director Becar would like to conduct this curriculum development at each of the regional meetings. It is imperative that each region set up a meeting somewhere where it is easy for everyone in the region to get there. Executive Director Becar asks that each region pick these dates soon and advertise them so everyone in the region can get there. IADLEST will take at least one day of each regional meeting to do the curriculum development, and the grant would also pay for the POST Directors, or the Director's designee, to come to the regional meeting. Regional representatives should contact Mark Damitio to get the right verbiage together to advertise this training at the regional meeting. Executive Director Becar also reminded everyone that these regional meetings are not just for the POST Directors but also for the Academy Directors. If regional representatives use the regional email IADLEST set up for each region, it sends emails out to all of the IADLEST members in the region.

• **Projects:**

Accreditation - Executive Director Becar already talked about the international accreditation but the following academies are also interested in getting accredited including:

- Sinclair Criminal Justice Training Academy, Dayton, OH
- Valencia College School of Public Safety Criminal Justice Institute, Orlando, FL
- Crater Criminal Justice Training Academy, Disputanta, VA
- Ohio Peace Officer Training Academy, London, OH
- Santa Fe College Institute of Public Safety, Gainesville, FL
- Honolulu Police Department, Honolulu, HI
- Massachusetts Municipal Police Training Committee, Randolph, MA

- Public Safety Training/Police Academy, Ann Arbor, MI – who have actually requested accreditation.
- **Audits:** The following organizations have expressed interest in the audit program:
 - Alaska POST
 - Spokane County (WA), Training Unit
- **National Certification Program (NCP):** This is an IADLEST project that was designed to help the vendors submit their training approval request to only IADLEST and not to every state. It also assisted officers because officers know it has that seal on it that it is the best training. The NCP certification standards are much more stringent than any one state's validation process. IADLEST has 72 standards that the curriculum is rated against before the training is validated.

So far the NCP has validated about 40 courses. There are 70 training providers in the queue right now, but their material is not being evaluated because it is not ready and does not meet the standards yet. However, they are working to meet those standards. For example, Below 100, which is a good course, has not been approved yet because it does not meet the standards. Likewise, Blue Courage did not meet the standard at first, but now does. The NCP is raising the bar on training.

There are two or three training providers that are fighting this program. They believe in the standards but they do not like it because it is changing the way they make revenue. These two or three providers are causing headaches for a few POST Directors. But Executive Director Becar is asking for everyone to do the right thing and raise the bar on training by backing the NCP. This is an IADLEST program, and the POST Directors put it together to make it better for IADLEST members and to enhance the quality of police training.

One POST Director, Dave Harvey (MI), went to his commission and got a rule passed that every for-profit training program that comes into Michigan - from outside of Michigan - must be NCP certified. He also sent a letter to about 300 training providers

that conduct training in the state telling them this was the new requirement. Executive Director Becar is asking that all POST Directors support this program and do something similar because it is the right thing to do.

This program is intended for out-of-state, for-profit programs. This does not interfere with a state's in-state programs or not-for-profit programs, unless the state opts to include them.

- **Bookkeeping:** IADLEST is in the process of changing the bookkeeping system. It had to be delayed due to the conference which is why the treasurer report presented by Dave Harvey is not up-to-date today – Executive Director Becar thinks the treasurer report is close, but does not want the Executive Committee to vote on it until the accuracy of the numbers can be validated.
- **Interview by Police Magazine:** President Brian Grisham and Executive Director Becar were interviewed by Police Magazine. The article was published on October 7, 2016, and focused on the National Certification Program. The article can be viewed at: <http://www.policemag.com/channel/careers-training/articles/2016/10/iadlest-ncp-helping-officers-find-better-training.aspx>
- **Los Angeles City Tax Assessment:** The city of Los Angeles recently sent IADLEST a tax bill for \$4,944.00. About three years ago, IADLEST did a grant training program for an agency in Los Angeles; and at that time they said IADLEST had to pay a small business tax to the city. IADLEST paid it. Now the city has IADLEST on record and is now requiring tax every year and added on penalties because IADLEST did not pay the tax every year. Executive Director Becar had IADLEST's attorney, Paul Turcke, write letters and thought it was taken care of; and then Los Angeles sent this bill so IADLEST will continue to work on this issue.
- **Grant Contracts and Indirect Cost:** One of the bylaws says that the Executive Director can hire contractors but if

Executive Director Becar hires any IADLEST full time staff, he cannot pay them without Executive Committee approval. This has created a problem when it comes to managing the \$2.5 million in grant funding that IADLEST deals with annually. IADLEST assigns a program manager for each grant, and each of the program managers is a contractor. However, in the federal rules, there is a clause about indirect costs that states if you have subcontractors, you can only claim indirect costs over the first \$25,000 of their salary and/or travel and after that no indirect costs. Indirect costs are what pay their salaries. Now the federal government is telling IADLEST that indirect costs apply to the IADLEST contractors, too. This means that Executive Director Becar is forced into making them employees.

Executive Director Becar had IADLESTs attorney write up something that says that these contractors are now employees and that they are considered employees as long as the grant is in effect. But according to the bylaws, the Executive Director cannot pay them or even set their salary without Executive Committee approval. Executive Director Becar has not made them employees at this point because if he does so, then IADLEST has to pay taxes and to set up other official requirements for employees. Executive Director Becar is in the process of getting all of that set up before making them employees.

Executive Director Becar would like the Executive and Personnel Committees to look at the bylaws to see what they can do to fix that.

- Another issue Executive Director Becar would like to have the Executive Committee look at is the bylaws related to approval of general members. When IADLEST was first started, the bylaws developed at that time stated that general members had to be sponsored by a POST Director. IADLEST is getting five or six general membership applications a month, and then Executive Director Becar sends them to the POST Directors for approval. However, the POST Directors either do not respond back or do

not want to act on the request because they do not personally know the person. In that case, Executive Director Becar then sends the request to the IADLEST President to look at the applicant's qualifications to determine if the person should be approved for general membership.

Executive Director Becar asks that the Executive Committee look at the bylaw on general membership and either do away with that bylaw or look at a process where the application is sent out to the POST; and if we get a negative comment, then deal with it but not ask for official sponsorship. There are some POST Directors who are not involved in IADLEST, and this process is hurting membership. These are two issues Executive Director Becar is asking the Executive Committee to look at.

IADLEST TREASURER'S REPORT:

Acting Treasurer David Harvey (MI) provided the following information:

- The report is not up-to-date at this point due to the changeover in the bookkeeping system. The following numbers were provided; however, Dave Harvey felt that the committee should not take any action until the numbers have been verified. The Executive Committee agreed and will revisit the report at the next Executive Committee meeting.

Assets: \$368,287.09

Liability: \$196,610.98

Balance: \$171,676.11

CONFERENCE REPORT: Yvonne Pfeifer reported that before the 2016 conference in Grand Rapids, there was \$113,683 revenue in the conference account. Total expenses for the 2016 conference were \$84,893 leaving IADLEST a profit of \$28,790 from the 2016 conference.

- The date and location has been set for the 2017 conference. It will be at the Downtown Hilton in Nashville, TN, May 21-24, 2017.

- The call for presenters has opened up. The deadline for submitting papers is October 30. So far, 35 presentations have been submitted.
- Colonel Dave Grossman is being considered as the keynote speaker and would be charging \$6,000 plus expenses (lodging, meals, and airfare). Other ideas include having a training track for Blue Courage and train-the-trainer classes for Below 100 and Big Truck/Bus Instructors.

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

Personnel Committee Bylaw Changes Dan Zivkovich (MA): Personnel Committee: Dan Zivkovich referred to the changes highlighted in the handout on the Personnel Committee. The consensus of the Executive Committee was that the Executive Committee should hold the decision-making authority to hire the Executive Director. However, the Executive Director should be responsible for the hiring of subordinate personnel. The current 7.3.2.1 becomes 7.3.2., with the small changes of “hire,” rather than “appoint,” and of the Personnel Committee’s proposal for compensation. 7.3.2.1 becomes the new location for the ability of the Executive Director to hire personnel.

The Executive Director has the authority to hire and establish the compensation for contracted personnel. The Executive Director works with the Personnel Committee to recommend compensation packages for salaried personnel, but the Executive Committee holds the ultimate decision. The position description issue goes to policies and procedure.

Procedurally, the bylaws require that any recommended changes to the bylaws go to the bylaw committee in writing or to the Executive Committee who then tasks the bylaw committee to review the proposed changes, making any suggestions or recommendations, and then it goes back to the Executive Committee for approval to go to the general membership. When the bylaw change goes to the general

membership, it must be sent out at least 30 days prior to them voting on it.

The changes to the personnel committee bylaws were originally voted on at a special Executive Committee meeting in July 2015, with the intention of a general membership vote at the general business meeting to be held in conjunction with the October IACP conference that year, but that meeting never happened. Then these changes were forgotten about at the general business meeting at the annual IADLEST Conference in Grand Rapids, MI.

These changes were published for the general membership before the general business meeting. If there are no changes, these could be voted on at the general business meeting being held on October 16, 2017.

Kim Vickers wanted to go on record to say that it should be up to the Executive Director to set the salaries and not have that control in the hands of the Executive Committee. If he has a personnel budget, he should be able to work within that budget to hire and set the salaries for the organization. Under the proposed process, the Executive Director would have to wait until the Executive Committee meets to hire people.

Dan Zivkovich said no motion was needed because the proposed changes were already published and it is on the agenda for the general business meeting for a vote on October 16, 2017.

Life Members: Dan Zivkovich referred to the changes highlighted in the handout on Life Members. This change clarifies the status of life members. It also allows them to serve as officers within the Association. The inability to utilize life members in key positions seems contrary to their years of involvement, experience, and knowledge that garnered them a life membership in the first place. Plus it allows them to participate in events, votes, and registration fees at a general member level.

These changes were approved by the bylaws committee and now need to be approved by the Executive Committee to be published to the

general membership and to be put on the agenda for the next general business meeting for a vote.

President Brian Grisham asked for a motion to accept the bylaw addition and corrections for 3.3.4 and 3.3.5. There was a **MOTION** by Sue Rahr and a **SECOND** by Gary Steed to approve the bylaw changes to 3.3.4 and 3.3.5 as presented. The **MOTION CARRIED**.

Dan Zivkovich referred to the changes highlighted in the handout on officers of the association. IADLEST's enhanced visibility with Congress, the federal government, and other national organizations reinforces the premise that the President of the Association not only speaks on behalf of all POST directors but also does so as a POST directors who is able to give firsthand POST perspectives. It is critical for credibility that the President can articulate IADLEST's position from a POST director perspective attained from serving in that position. There are still many opportunities for Academy directors and general members to participate in decision-making and leadership roles in IADLEST, such as treasurer, secretary, regional representative, chair, and as a participant in committees and workgroups.

These changes were approved by the bylaws committee and now need to be approved by the Executive Committee to be published to the general membership and put on the agenda for the next general business meeting for a vote.

President Brian Grisham asked for a motion to accept the bylaw corrections for 5.1. There was a **MOTION** by Kim Vickers and a **SECOND** by Dan Zivkovich to approve the bylaw changes to 5.1 as presented. The **MOTION CARRIED**.

COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

NCIC and Criminal History Access (David Harvey): Resolution to support Criminal History Access (Victor McCraw): President Brian Grisham spoke on behalf of David Harvey who had to leave for another meeting. A resolution was distributed to the Board members (see notes below). There was going to be a Criminal

Justice Information Services (CJIS) working group that Dave Harvey was going to be invited to, but in the end he was not invited. Dave Harvey was going to raise the issue about the states that do not currently have access, and who cannot get access, to the criminal history records for law enforcement certification purposes. Thirty-seven states have access right now and the rest do not.

At one time IADLEST was going to approach a Senator to see if they could push for legislation to help POST agencies to get access. However, a person who was high up in the FBI heard about this plan and stopped IADLEST from doing so by saying they would work with IADLEST, etc. So IADLEST did not approach the Senator, and now the FBI will not work with IADLEST.

There are a few other groups who are also having this problem: several fusion centers and Homeland Security. They went to IACP and asked them to pass a similar resolution to the one proposed here. Executive Director Becar is fine with proposing a resolution but also said there is still talk of pursuing legislation because IADLEST needs to do something to help those states who cannot get access.

Victor McCraw introduced the resolution (handout), and Dan Zivkovich proposed some minor changes.

President Brian Grisham asked for a motion to proceed with and accept the corrections to the proposed resolution. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Kim Vickers to proceed with and approve the changes to the proposed resolution as discussed by the Executive Board. The **MOTION CARRIED**.

Sourcebook (Ron Ford): Mr. Ford let the Executive Committee know that the Sourcebook process has gone through Beta testing. They received a lot of good feedback during the testing and were able to fix the glitches identified. They now feel it is ready to roll out and have states start using the sourcebook. He explained that they are ready to help in any way possible, including making a video on the

sourcebook, creating documents, conducting training, etc.

Executive Director Becar added that IADLEST has not had an updated sourcebook since 2005. There are many surveys and questions being sent out asking how states are doing things. Once this sourcebook is up and running, much of the information being asked about now will be updated and available for states to use without having to send their questions and surveys out. Executive Director Becar also wanted to thank Mitch Javidi, Ron Ford, and the International Academy of Public Safety Company for doing all of the work and contributing all of it to IADLEST without cost.

NEW BUSINESS

a. **Bylaw changes for new members** (Mike Becar) – already discussed (notes above).

b. **Second Vice-President nominations criteria** (Dan Zivkovich (MA))

Dan Zivkovich said that he wanted to propose that the 2nd Vice President be tasked with being the chair for the election committee for the following year. The other thing he wanted to discuss was to apologize for his misinterpretation of the bylaws at the last election. He interpreted the bylaws to say that someone had to be nominated first before they could make remarks, and he feels that really is not fair. The candidates should be able to make remarks as part of the nomination process and he just wanted to apologize to all the candidates for that oversight.

c. **Updating model minimum standards** (Mike Becar)

Executive Director Becar stated that the model minimum standards have not been updated in quite a while. He also feels that this is more geared towards the strategic planning session but will eventually be asking the Executive Committee to look at any updated standards in the future.

d. **Use of Force Model Policy for IACP** (Dan Zivkovich): Dan Zivkovich has been the IADLEST representative on an IACP committee that is working to produce a national consensus policy on use of force. They actually have a version of the model policy but they do not want it circulated yet because it is still in a draft version. Dan Zivkovich just wanted to let everyone know that he is representing IADLEST on the committee and asked that if anyone has any concerns they want him to take to those committee meetings, to let him know.

He went on to say that he believes that there has been an overreaction on this subject and sees policies being rewritten too strictly which may put officers in a bad position. There is a movement from PERF to move back toward the least intrusive or least necessary use of force. Dan stated that he feels his duty on the IACP committee is to look for ultimatums and restrictions that put officers in a bad position. He feels his position on this committee is to ensure there is not an overreaction on this.

ADJOURNMENT: Having no other business to conduct, President Grisham called for adjournment at 7:04 p.m, Pacific Standard Time. There was a **MOTION** by Sue Rahr and a **SECOND** by Stephanie Pederson to adjourn. **The MOTION CARRIED.**

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

BUSINESS MEETING MINUTES Sunday, October 16, 2016 San Diego, CA 92101

CALL TO ORDER: President Brian Grisham (TN) called the meeting to order at 8:03 AM, Pacific Standard Time.

ROLL CALL: Secretary Pederson (WI) called the roll of agencies. There were 19 POST agencies represented. There was a quorum to conduct business.

ADDITIONS TO AGENDA: President Brian Grisham asked if there were any additions to the agenda. There were no additions to the agenda.

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

- **Ron Davis, Director**
US Department of Justice
Office of Community Oriented Policing Services (COPS)

Director Davis thanked IADLEST for the work it has done and then discussed the President’s Task Force on 21st Century Policing report. President Obama challenged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. Director Davis said there were three goals the task force kept in mind as they developed the recommendations:

1. They wanted recommendations that were tenable.
2. They did not want the report to sit on a shelf after agencies read it.
3. They wanted to create recommendations that agencies would want to adopt.

The task force recommendations are organized into six main topic areas or “pillars”:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Officer Training and Education
6. Officer Safety and Wellness

Director Davis said that the recommendations in the report will bring long-term improvements to the ways in which law enforcement agencies interact with and bring positive change to their

communities. This publication can be found on the internet by searching for “The President’s Task Force on 21st Century Policing.” Director Davis concluded his presentation by stating that the COPS Office is looking forward to continuing the partnership with IADLEST in implementing the recommendations included in the report.

- **John Marshall, Director**
US Department of Transportation
National Highway Transportation Safety Administration (NHTSA)

Keith Williams, Chief of Enforcement Division at NHTSA, spoke on behalf of John Marshall. Mr. Williams started by saying that NHTSA appreciates the relationship they have with IADLEST. Like many federal government agencies, there will be a transition at the top as the President changes over. Mr. Williams said that fatalities due to vehicle crashes were up 7% in 2015; and while the numbers are not out for 2016 yet, they expect them to be up another 10%. The numbers are going in the wrong direction and NHTSA is hoping, along with IADLEST’s help, to turn that around going forward. NHTSA is working on a few projects with IADLEST including:

- Data-Driven Approaches to Crime and Traffic Safety (DDACTS) project – DDACTS is an effective, predictive, location-based policing approach to crime and traffic safety that delivers law enforcement services at the right place at the right time. Mr. Williams said he cannot think of a better way to help implement some of the recommendations from the President’s Task Force on 21st Century Policing than using DDACTS. Mr. Williams said he cannot thank the Department of Justice and IADLEST enough for helping implement DDACTS across the country, and he thinks marketing it a bit more stronger will improve the attitudes the public has towards law enforcement.
- The National Law Enforcement Academy Resource Network

(NLEARN) – NHTSA also supports NLEARN which is a joint project with IADLEST that provides online training and a variety of resource services to law enforcement nationwide. NHTSA will be working with IADLEST to redesign the website in the coming year. NLEARN can be accessed through the IADLEST website.

- Below 100 Initiative – Below 100 is an initiative to reduce police line-of-duty deaths to fewer than one hundred per year. It includes 5 tenets:
 1. Wear your belt.
 2. Wear your vest.
 3. Watch your speed.
 4. WIN – What’s Important Now?
 5. Complacency Kills!

NHTSA and IADLEST are working together to present this curriculum across the nation.

Mr. Williams was asked about any training standards for training street officers in dealing with marijuana as it becomes legalized in more states. Mr. Williams stated that Drug Recognition Experts (DREs) are the gold standard, but had they do have a program called the Advanced Roadside Impaired Driving Enforcement (ARIDE) which is meant to fill the gap from the officer trained only in Standardized Field Sobriety Testing (SFST) and a DRE. ARIDE is a 16-hour course that provides officers with general knowledge related to drug impairment and promotes the use of DREs. However, there are no nationwide, specific training standards related to just marijuana.

Another question that was asked was what is driving the higher fatality numbers? Mr. Williams said that 94% of fatalities are due to human behavior. Mr. Williams said there is a strong correlation to economics and that when the economy goes down, deaths go up; but there is no clear explanation of what is causing the increase in fatalities.

- **Heather Fong, Assistant Secretary**
Department of Homeland Security (DHS)
Office of State and Local Law Enforcement

Mrs. Fong wanted to highlight some areas the DHS is involved in to help provide quality training. The first initiative she spoke about was the Federal Support for Law Enforcement Equipment Acquisition Initiative. In early 2015, President Obama issued an Executive Order regarding federal equipment acquisition by state and local law enforcement. This order applies to any equipment that is transferred from a military surplus 1023 program. It applies to any equipment purchased through DHS grant funds, and asset forfeiture funding. This is a very broad range of funds and equipment that local and state law enforcement can obtain.

The key piece of this initiative for IADLEST, and for training, is that there is now a requirement that any department that acquires this equipment must provide certain training for their personnel. This training includes:

1. Procedural Justice Community Policing Community Engagement Training. DHS knows that in some cases law enforcement uses this equipment but the community does not know about it, and the agency is using it in a way that may or may not be consistent with community policing. The required training would consist of baseline training and annual update training. Mrs. Fong stated that the challenge is coming up with a way for each state to ensure this training is happening. If IADLEST can help states incorporate some of this training, it would help out the local and state jurisdictions.
2. Training to ensure that those who are authorized to use that equipment and those who are authorized in the command and control structure to direct the use of that equipment, are properly trained. There are times law enforcement may be using equipment

but they may not have had the training on the proper way to use it. IADLEST could also help in this area. DHS could send the required training documents to IADLEST, and Mrs. Fong is willing to have further conversations to determine what IADLEST could do to help the local and state jurisdictions with this training.

Mrs. Fong explained that the documents that prove an agency conducted the training will list the type of equipment (some listed as prohibited and some as controlled), and when the equipment is “controlled,” then jurisdictions must document the training. The jurisdictions apply for the grant and complete the training paperwork but only submit the documents if something occurs or if there is a complaint of some sort. The document is not specific in what qualifies as community policing because it is different in each jurisdiction; but if there are questions about what would qualify, that is something DHS would be happy to discuss.

Secondarily, traditional K9 programs are huge across the country. Now there is a new K9 called a Person-borne or Vapor Wake K9. These are the K9s you see in airports across the country, but there are now certain jurisdictions that are bringing them into their communities: for example, New York and the University of Maryland College Park. These are K9s that can detect a firearm on an individual just by the odor of the firearm on the person. With these new K9s, like with all new technology and tools, DHS wants to ensure there is proper training. DHS is taking an interest in this area and their Department of Science and Technology has done a lot of work, training, and research in this area.

Thirdly, there is an evolving threat to our homeland: it used to be a directed attack, now it is an “inspired” attack. No one knows where these individuals will pop up and attack. With this new kind of attack, DHS has seen a decrease in reporting of suspicious activity. Mrs. Fong asks that IADLEST, POSTs, and agencies keep an

eye out for this new threat. She added that if DHS can help in any way or support any training, they would do so. DHS needs law enforcement officers to detect the violent extremism and radicalism since they are the front line of homeland security.

Lastly, Mrs. Fong discussed the Federal Law Enforcement Training Center (FLETC). She explained that they not only train federal law enforcement officers but also accept state and local law enforcement officers to come and participate in classes. State and local officers have to pay for travel; but once those officers are there, FLETC covers the bill. Also, they do partner with jurisdictions across the country to present regional training.

One of the Executive Committee members brought up the issue regarding criminal justice background checks and the problems that some states, DHS, and some fusion centers are having with the FBI’s not granting them access to complete background checks. He stated that he knows that the IACP came out with a resolution paper on this. IADLEST has drafted a resolution paper, and he wanted to know if DHS was willing to partner with IADLEST to address this issue. Mrs. Fong agreed and said she would be happy to discuss this with IADLEST and address this issue.

Executive Director Becar has been working closely with Mrs. Fong on the Federal Support for Law Enforcement Equipment Acquisition initiative and sending out information. He said that if Mrs. Fong could send him the training documents she was talking about, he can get those posted on the IADLEST website.

- **John “Jack” Van Steenburg, Director**
US Department of Transportation
Federal Motor Carrier Safety Administration
(FMCSA)

Director Van Steenburg began by saying that the FMCSA is a relatively new partner with IADLEST, and he explained that the FMCSA is a sister agency of NHTSA. The

FMCSA is responsible for truck and bus safety. He brought up reasons that officers may not pull over large trucks or buses such as: they are unsure of where to pull the truck or bus over, they are unsure about what they are supposed to do with the truck or bus once they do pull them over, and they worry about what they have to ask the driver. Do they have to look at the log book or does the officer have to do an inspection, etc?

In 2015, there were 4,337 people killed in large truck or bus crashes across the nation. However, most of the people who died were in the passenger vehicle. FMCSA came up with a curriculum to address officer concerns for pulling over trucks and buses; and a couple of years ago FMCSA presented it to, and partnered with, IADLEST to deliver this training across the nation. This curriculum is aimed at preventing deaths and injuries caused by unsafe truck and bus drivers. The Director pointed out that there are also some other benefits to making traffic stops on large trucks and buses such as preventing cargo theft, human trafficking, and drug interdiction.

IADLEST was awarded a FMCSA grant the last two years and taught this curriculum in 20 states. FMCSA has also identified 10 states that are responsible for 50% of the crashes to market this curriculum, to but IADLEST is taking it further by taking it to the next 10 highest states and beyond. FMCSA would like to get this training in all 50 states and into the POSTs and academies if possible. IADLEST has picked up the cost through the grant so the training is free. FMCSA will be issuing a notice of funding availability of \$42.2 million dollars that will be coming out in the next several weeks for high-visibility traffic enforcement. The two-hour truck and bus course can be adapted to what an agency needs, and there is a roll call law video that can be shown to officers. The train-the-trainer course is four hours long. The 2-hour course, roll call law video, and Train-the-Trainer course are all included in the curriculum. Director Van Steenburg believes this program can help make truck and bus drivers safer in the future and

encourages everyone to get this curriculum and teach it in your state.

- **Cornelia Sigworth**
Associate Deputy Director
Bureau of Justice Assistance (BJA)

Mrs. Sigworth discussed the following BJA programs that IADLEST might be interested in and also asked that if IADLEST or anyone at the meeting had any interest in providing BJA with their feedback or share their training on the following programs she would appreciate hearing from them.

BJA gets about \$15 million for officer safety training each year. Traditionally that money has gone to classroom officer safety (2½ days) and active shooter training held in San Marcus, Texas, at Texas State University. However, this past year, BJA split up the money. They are still doing the in-classroom officer safety training but revamped the curriculum over the last two years making it more encompassing to include wellness issues. Also BJA is still doing active shooter training but took \$2 million of that funding and put it towards de-escalation training. They are working with Polis Solutions, and the de-escalation training is based on their T3 training. She understands that a lot of people are already doing de-escalation training so if anyone has any thoughts or would like to be part of the process of developing this training, please contact Mrs. Sigworth.

BJA will be looking at their active shooter curriculum again this year and updating and refreshing the curriculum so if anyone has any thoughts or would like to provide their feedback on the training, please contact Mrs. Sigworth.

BJA is also working with the National Law Enforcement Officer's Memorial fund and will be doing a research project with the Police Foundation.

BJA will be announcing a police mental health tool kit later at the IACP conference. It is a web-based tool aimed at agencies. It

will help agencies figure out what kind of collaboration that agency wants to have and with whom within their community and how to build those partnerships.

Lastly, BJA is working on middle-management training. They brought together a group of law enforcement commanders and middle managers to talk about organizational issues and concerns and their own information deficits: for example, how do they get their own leadership training and professional education training? BJA would like to put together a plan to help with these concerns so again, if any states have any ideas or suggestions, please let Mrs. Sigworth know.

- **Nick Breul, Director** [Officer Safety and Wellness] National Law Enforcement Officer's Memorial

Director Breul explained that the National Law Enforcement Officers Memorial Fund controls the names – past and present – that go on the wall in Washington, DC. On October 15, it was the 25th anniversary of the memorial; and, unfortunately, the wall is running out of space. Director Breul also said that the by-laws were recently changed to include all officers who pass from illnesses related to 9/11.

A National Law Enforcement Museum was authorized to be built adjacent to the Memorial. However, once authorized, it was a struggle to build the museum. Director Breul said that they now have funding on federal land right across from the Memorial. The museum will be underground and three stories deep, right between three court houses. The museum will include educational information as well as tell the history of law enforcement.

Another program Director Breul discussed was “Destination Zero.” This program will gather information on the officer wellness programs around the country in the hopes of improving officer safety and wellness.

APPROVAL OF GENERAL BUSINESS

MEETING MINUTES: President Brian Grisham asked for a motion to approve the General Business Meeting Minutes from June 7, 2016. There was a **MOTION** by Eriks Gabliks (OR) and a **SECOND** by Dan Zivkovich (MA) to approve the minutes. The **MOTION CARRIED**.

EXECUTIVE DIRECTOR'S BRIEFING:

Executive Director Becar provided the following information:

Changes in POST Directors: California – New Executive Director Manny Alvarez, Retired FBI SAIC, Sacramento

Washington DC Office: Executive Director Becar wanted to reiterate that IADLEST has opened an office in Washington, DC, and he had the opportunity to visit that office at the end of August. This office provides IADLEST with a place to hold meetings and conduct business when in Washington DC but IADLEST only pays for it when it is used. IADLEST does have a DC mailing address and phone number that are now included on the IADLEST letterhead. If someone calls that number and no one from IADLEST is there, the call is then forwarded and if mail is sent there and no one from IADLEST is there, it can be forwarded or opened, scanned in and sent to the appropriate person in IADLEST.

DC Office Information: Phone Number: 202-457-7771; Address: 1775 “I” Street NW, Suite 1150; Washington, DC 20006

IADLEST's Government Relations Advocate, Jim Copple, made this office possible.

Travel: Since the last meeting, Executive Director Becar traveled to Washington, DC – August 28-September 1, where he met with DOJ, NHTSA, Homeland Security, and Senator Kirsten Gillibrand's office who offered to help IADLEST with the National Decertification Index. Executive Director Becar also traveled to Bogota, Columbia, with Dan Zivkovich and Dick Clark from September 6-10 to discuss Academy Accreditation. The first time he

visited with Dave Harvey, Bogota wanted to be the first international academy to be accredited; but on this visit, with a different contingency, they were not as excited so we will have to see what will come of this.

The International Criminal Investigative Training Assistance Program (ICITAP) who facilitated this discussion wants an international accreditation process; and if Columbia does not want to be the first one, they know of another Latin America country that would step up. ICITAP would like to have some of their staff trained as assessors so that they could save money by conducting the accreditation process with ICITAP trained assessors instead of sending two or three people from IADLEST back and forth to those countries each time. There still would be some IADLEST oversight: for example one person from IADLEST would go, but use ICITAP trained assessors to do the bulk of the work.

Executive Director Becar also traveled to Bloomington, Indiana, from September 26-29 to discuss re-designs to NLEARN and the IADLEST Websites. The National Highway Traffic Safety Administration (NHTSA) awarded IADLEST with two grants: one for \$178,000 to re-design the NLEARN and IADLEST websites. The only thing IADLEST will not re-design is the National Decertification Index (NDI) website because there is no funding to do that right now.

The second grant for \$179,098.30 is for a partnership with the Below 100 program. The Below 100 staff would do the training, but IADLEST would run the grant and do the reports, and they would use IADLEST's travel agents, etc., so there will be a true partnership with them.

Executive Director Becar also went to Corpus Christi from October 4-6, to explain the National Certification Program (NCP) to 700 Texas Training Coordinators. He also discussed the NLEARN program and they were all very interested in signing up for that. Finally, Executive Becar will be traveling to Denver from October 26-28 for a second IADLEST

Strategic Planning Session to give IADLEST direction for the next three years.

Other Grant Awards: IADLEST also received a \$400,000 Cooperative Agreement award for FY2017 and 2018 for Crime Analysis training around the nation and a 24-month, \$100,000 grant, written by Mark Damitio from the COPS Office that will begin in January 2017. The COPS Office Invitational Grant is for a survey of POST and Academy Directors to include:

1. Progress in curriculum changes related to the President's Task Force on 21st Century Policing recommendations.
2. Success stories from POSTs to showcase.
3. Regional meetings travel where there will be facilitated discussion on the curriculum changes and the success stories.

Executive Director Becar would like to conduct this curriculum development at each of the regional meetings. It is imperative that each region set up a meeting somewhere where it is easy for everyone in the region to get there. Executive Director Becar asks that each region pick these dates soon and advertise them so everyone in the region can get there. IADLEST will take at least one day of each regional meeting to do the curriculum development, and the grant would also pay for the POST Directors, or the Director's designee, to come to the regional meeting. Regional representatives should contact Mark Damitio to get the right verbiage together to advertise this training at the regional meeting. Executive Director Becar also reminded everyone that these regional meetings are not just for the POST Directors but also for the Academy Directors. If regional representatives use the regional email IADLEST set up for each region, it sends emails out to all of the IADLEST members in the region.

Projects:

- Accreditation: Executive Director Becar already talked about the international accreditation but the following academies are also interested in getting accredited including:

- Sinclair Criminal Justice Training Academy, Dayton OH
- Valencia College School of Public Safety Criminal Justice Institute, Orlando, FL
- Crater Criminal Justice Training Academy, Disputanta, VA
- Ohio Peace Officer Training Academy, London, OH
- Santa Fe College Institute of Public Safety, Gainesville, FL
- Honolulu Police Department, Honolulu, HI
- Massachusetts Municipal Police Training Committee, Randolph, MA
- Public Safety Training/Police Academy, Ann Arbor, MI – who have actually requested accreditation.

Audits: The following organizations have expressed interest in the audit program:

- Alaska POST
- Spokane County (WA) Sheriff's Office, Training Unit

National Certification Program (NCP): This is an IADLEST project that was put together by POST Directors and IADLEST members. It was designed to help the vendors so they only have to submit their training to IADLEST and not to every state and to assist the officers because officers know when it has that seal on it that it is the best training. The NCP certification standards are much more stringent than any one state validates training. IADLEST has 72 standards that the curriculum is rated against before the training is validated.

So far the NCP has validated about 40 courses. There are 70 training providers in the queue right now but their material is not being evaluated because it is not ready and does not meet the standards. However, they are working to meet those standards. For example, Below 100, which is a good course, has not been approved yet because it does not meet the standards. Likewise, Blue Courage did not meet the standard at first, but now does. The NCP is raising the bar on training.

There are two or three training providers that are fighting this program. They believe in the standards but they do not like it because it is changing the way they make revenue. These two or three providers are causing headaches for a few POST Directors. But Executive Director Becar is asking for everyone to do the right thing and raise the bar on training by backing the NCP. This is an IADLEST program and the POST Directors put it together to make it better for IADLEST members and to enhance the quality of police training.

One POST Director, Dave Harvey (MI), went to his commission and got a rule passed that every for-profit training program that comes into Michigan - from outside of Michigan - must be NCP certified. He also sent a letter to about 300 training providers that conduct training in the state telling them this was the new requirement. Executive Director Becar is asking that all POST Directors support this program and do something similar because it is the right thing to do.

This program is intended for out-of-state for-profit programs. This does not interfere with a state's in-state programs or not-for-profit programs, unless the state opts to include them.

Bookkeeping: IADLEST is in the process of changing the bookkeeping system over to Quickbooks. It had to be delayed due to the conference which is why the treasurer report presented by Dave Harvey is not up-to-date today – Executive Director Becar thinks the treasurer report is close, but does not want a vote on it until the accuracy of the numbers can be validated.

Interview by Police Magazine: President Brian Grisham and Executive Director Becar were interviewed by Police Magazine. The article was published on October 7, 2016 and focused on the National Certification Program. The article can be viewed at: <http://www.policemag.com/channel/careers-training/articles/2016/10/iadlest-ncp-helping-officers-find-better-training.aspx>

Los Angeles City Tax Assessment: The city of Los Angeles recently sent IADLEST a tax bill

for \$4,944.00. three years ago, IADLEST, did a grant training program for an agency in Los Angeles; and at that time they said IADLEST had to pay a small business tax to the city. IADLEST paid it. Now the city has IADLEST on record and is now requiring tax every year and added on penalties because IADLEST did not pay the tax every year. Executive Director Becar had IADLEST's attorney, Paul Turcke, write letters and thought it was taken care of; and then Los Angeles sent this bill so IADLEST will continue to work on this issue.

IADLEST TREASURER'S REPORT:

Acting Treasurer David Harvey (MI) provided the following information:

The report is inaccurate at this point due to the changeover in the bookkeeping system. The following numbers were provided; however, Dave Harvey felt that no action should be taken until the numbers have been verified.

Assets: \$368,287.09
Liability: \$196,610.98
Balance: \$171,676.11

President Brian Grisham asked for a motion to defer approval of the Treasurer's Report until the next General Business Meeting. There was a **MOTION** by Sue Rahr (WA) and a **SECOND** by Dan Zivkovich (MA) to defer approval of the Treasurer's Report until the next General Business Meeting. The **MOTION CARRIED**.

CONFERENCE REPORT: Yvonne Pfeifer reported that the date and location has been set for the 2017 conference. It will be at the Downtown Hilton in Nashville, TN; May 21-24, 2017. The Conference will be in Boston in 2018. However, the conference committee is still looking for bids for hosting the 2019 conference.

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS:

Personnel Committee Bylaw Changes (Dan Zivkovich (MA): Dan referred to the changes

highlighted in the handout to the bylaws as follows:

PERSONNEL COMMITTEE

Proposed Bylaw 7.6

Appoint a Personnel Committee in compliance with the bylaws of the Association

Proposed Bylaw 7.6.1

In keeping with 7.6.1., the Personnel Committee shall submit recommendations and findings regarding Association employees and personnel issues to the Executive Committee for consideration and action.

There was universal agreement by the Executive Committee that there was a need for this bylaw addition. This gives the Personnel Committee the authority to look into and make recommendations regarding personnel actions; but final action can only be taken by the Executive Committee, with the detailed activities belonging in policies and procedures, and not the bylaws. The Executive Committee already has the authority to set policy and procedure and can change a policy or procedure to meet the immediate situation or need, if necessary.

Proposed Changes to Existing Bylaws

Proposed Edits 7.3.2

~~(the Executive Committee shall...)-Appoint and authorize the employment of staff as needed to carry out the business of the association. Should staff be employed, the Executive Committee shall ensure an accurate position description is approved and provided to the employee and retained by the association.~~

Executive Director; appointment, term, duties, compensation: The Executive Committee may hire an Executive Director for the association. The Executive Director shall hold office at the pleasure of the Executive Committee. The Executive Director shall perform the functions and duties that are assigned to him or her by the Executive Committee. The Executive Director shall receive compensation and reimbursement for expenses as proposed by the Personnel Committee and approved by the Executive Committee.

Proposed Edits 7.3.2.1

~~Executive Director; appointment, term, duties, compensation: The Executive Committee may appoint an Executive Director for the association. The Executive Director shall hold office at the pleasure of the Executive Committee. The Executive Director shall perform the functions and duties that are assigned to him or her by the Executive Committee. The Executive Director shall receive compensation and reimbursement for expenses as provided by the Executive Committee.~~
~~Other Association Employees; appointment, term, duties, compensation: The Executive Director may hire employees to support the operations of the Association. Contracted employees shall receive compensation as determined by the Executive Director. Salaried employees' compensation and reimbursement for expenses shall be proposed by the Personnel Committee after consultation with and the recommendations of the Executive Director and approved by the Executive Committee.~~

The consensus of the Executive Committee was that the Executive Committee should hold the decision-making authority to hire the Executive Director. However, the Executive Director should be responsible for the hiring of subordinate personnel. The current 7.3.2.1 becomes 7.3.2., with the small changes of “hire,” rather than “appoint,” and of the Personnel Committee’s proposal for compensation. 7.3.2.1 becomes the new location for the ability of the Executive Director to hire personnel. The Executive Director has the authority to hire and establish the compensation for contracted personnel. The Executive Director works with the Personnel Committee to recommend compensation packages for salaried personnel, but the Executive Committee holds the ultimate decision. The position description issue goes to policies and procedure.

Procedurally, the bylaws require that any recommended changes to the bylaws go to the bylaw committee in writing or to the Executive Committee who then tasks the bylaw committee to review the proposed changes, making any suggestions or recommendations; and then it

goes back to the Executive Committee for approval to go to the general membership. When the bylaw change goes to the general membership, it must be sent out at least 30 days prior to them voting on it.

The changes to the personnel committee bylaws were originally voted on at a special Executive Committee meeting in July 2015, with the intention of a general membership vote at the general business meeting that was going to be held in conjunction with the October IACP conference that year but that meeting never happened. However, the changes were published to the general membership before that scheduled meeting. Unfortunately, these changes were forgotten about at the general business meeting at the annual IADLEST Conference in Grand Rapids, MI, so the general membership took no action at that time.

President Brian Grisham asked for a motion to approve the bylaw changes regarding the Personnel Committee as presented today. There was a **MOTION** by Eriks Gabliks (OR) and a **SECOND** by Dan Zivkovich (MA) to approve the bylaw changes. The **MOTION CARRIED**.

COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

- NCIC and Criminal History Access (David Harvey)
- Resolution to support Criminal History Access (Victor McCraw)

David Harvey distributed a copy of a resolution the Executive Committee approved for publication to the General Membership at the Executive Committee meeting on October 15, 2016. Currently, 37 states have access to the NCIC and Criminal History Access right now, and the rest do not. Dave explained that there was going to be a Criminal Justice Information Services (CJIS) working group that he was going to be invited to, but in the end he was not invited. He was going to raise the issue about the states that do

not currently have access, and who cannot get access, to the criminal history records for law enforcement certification purposes.

Additionally, IADLEST was going to approach a Senator to see if he or she could push for legislation to help POST agencies get access. However, a person who was high up in the FBI heard about this plan and stopped IADLEST from doing so by saying they would work with IADLEST. So IADLEST did not approach the Senator and now the FBI will not work with IADLEST.

There are a few other groups who are also having this problem: several fusion centers and Homeland Security, for example. They went to IACP and asked them to pass a similar resolution to the one proposed here. Executive Director Becar is fine with proposing a resolution but also said there is still talk of pursuing legislation because IADLEST needs to do something to help those states that cannot get access.

Victor McCraw introduced the resolution with the following changes (highlighted in red):

RESOLUTION IN SUPPORT FOR FULL AND COMPLETE ACCESS TO STATES CRIMINAL HISTORY RECORD INFORMATION FOR LAW ENFORCEMENT CERTIFICATION PURPOSES

Submitted by: The International Association of Directors of Law Enforcement Standards and Training (IADLEST)

WHEREAS, the Directors of the individual Peace Officer Standards and Training (POST) agencies in the United States and Territories are responsible to prevent persons with disqualifying criminal histories from gaining and/or maintaining employment or volunteering as law enforcement officers within the United States, to reduce the vulnerability of the citizens to police misconduct, and to generally safeguard

the safety and well-being of the People of the United States;

WHEREAS, POST agencies act in roles that are traditionally law enforcement and criminal justice agency duties, such as performing detection and investigation of crimes within their statutory authority;

WHEREAS, POST agencies operate in support of traditional criminal justice and law enforcement agencies' missions;

WHEREAS, over 50,000 individuals annually apply for employment as law enforcement officers within the United States of America;

WHEREAS, local, county, state and tribal law enforcement agencies submit these individuals to their state POSTs for certification;

WHEREAS, all of these individuals voluntarily consent in writing to disclosure of their Criminal History Record Information in applying for employment to perform the duties of a law enforcement officer;

WHEREAS, existing laws may prevent the POST agencies from receiving full and complete Criminal History Record Information contained in criminal record repositories of the federal government and the respective states;

WHEREAS, this prohibition is directly related to the current construct of 28 USC 534 and CFR 28 Part 20 and accompanying policy and procedures through the FBI Advisory Policy Board;

WHEREAS, the inability of the POST agencies to obtain full and complete access to these states' Criminal History Record Information may result in individuals with otherwise disqualifying criminal histories to gain employment or volunteering ing as law enforcement officers; and

WHEREAS, the public trust towards law enforcement is irreparably harmed when individuals that should have been disqualified from employment have the opportunity to

misuse their position of authority; now, therefore be it

RESOLVED, that the International Association of Directors of Law Enforcement Standards and Training proposes to amend 28 USC 534 and CFR 28 Part 20 and accompanying policy and procedures through the FBI Advisory Policy Board to authorize the state POST agencies to receive the full and complete criminal history records information and other criminal justice data sets maintained federally and by the respective states upon proper application for such access.

President Brian Grisham asked for a motion to accept the corrections to the proposed resolution and to publish the resolution leading to a vote on the resolution at the next General Business Meeting. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Dave Harvey (MI) to approve the resolution with these changes and to publish the resolution for a vote on it at the next General Business Meeting. The **MOTION CARRIED**.

- **Sourcebook (Ron Ford):** Mr. Ford, the Chief Marketing Technology Officer for the International Academy for Public Safety, let the members know that the Sourcebook process has gone through Beta testing. They received a lot of good feedback during the testing and were able to fix the glitches identified. They now feel it is ready to roll out and have states start using the sourcebook. He explained that they are ready to help in any way possible, including making a video on the sourcebook, creating documents, conducting training, etc.

Executive Director Becar added that IADLEST has not had an updated sourcebook since 2005. There are many surveys and questions being sent out asking how states are doing things. Once this sourcebook is up and running, much of the information being asked about now will be updated and available for states to use without having to send their questions and surveys out. Executive Director Becar also wanted to

thank Mitch Javidi, Ron Ford, and the International Academy of Public Safety company for doing all of the work and contributing all of it to IADLEST without cost.

NEW BUSINESS

- a. Use of Force Model Policy for IACP (Dan Zivkovich)

Dan Zivkovich has been the IADLEST representative on an IACP committee that is working to produce a national consensus policy on use of force. They actually have a version of the model policy, but they do not want it circulated yet because it is still in a draft version. Dan Zivkovich just wanted to let everyone know that he is representing IADLEST on the committee and asked that if anyone has any concerns they want him to take to those committee meetings to let him know.

He went on to say that he believes that there has been an overreaction on this subject and sees policies being rewritten too strictly which may put officers in a bad position. There is a movement from PERF to move back toward the least intrusive or least necessary use of force. Dan stated that he feels his duty on the IACP committee is to look for ultimatums and restrictions that put officers in a bad position. He feels his position on this committee is to ensure there is not an overreaction on this.

- b. Mental Health Training (Dan Zivkovich)

In December 2015, Dan Zivkovich participated in a BJA panel meeting that discussed police response to persons with mental illness. It was a productive meeting and one of the outcomes is the development of a toolkit for agencies and officers that was being rolled out at the IACP conference. This is the link to the toolkit website: <https://pmhctoolkit.bja.gov/>.

In addition, Dan Zivkovich attended a BJA Officer Safety and Wellness working group

meeting. The group has 16 priorities for addressing officer safety and wellness issues. A copy of his summary report for the meeting is in the Members Section on the IADLEST website under Committee Reports.

c. Strategic Planning Meeting (Mike Becar)

Executive Director Becar will be meeting with key members of the Executive Committee for a Strategic Planning meeting in Denver later in October to plan out the vision and plan for IADLEST over the next three years.

d. Fight Crime Invest in Kids Initiative (Dave Harvey)

Dave Harvey explained that IADLEST recently began pursuing an initiative on training officers on how to deal with kids. Four cities across the nation will host pilot programs that will include ride alongs, community engagement, etc. The program focuses on children at risk and trains officers on implicit bias, helps officers understand how the adolescent brain works, and includes de-escalation training.

REGIONAL REPORTS

Northeast Region: Regional Representative Michael Wood (NY) was not present and Dan Zivkovich had no updates so no regional report was given for the Northeast Region.

Central Region: Regional Representative Greg Cueto (IL) was not present, but the report was given by Jamie Cook (AK), Stephanie Pederson (WI), and Dave Harvey (MI).

- **Arkansas:** The Arkansas POST is about to open four POST Academies. They are also incorporating eight hours of Crisis Intervention Team training in all of their academies as well as require a four-hour refresher for incumbent officers. They are also adding training on procedural justice, implicit bias, civil unrest, and tourniquets in the academies. Finally, Arkansas is facing a

high attrition rate (25-30% rate in 5 years). Arkansas is asking the communities and legislature to invest in law enforcement and look at law enforcement officers as professionals. They will not be able to retain or recruit officers if society and communities are only willing to pay officers minimum wage.

- **Indiana:** Being a centralized academy system, Indiana is seeing an increase in hiring. They believe this is due to an improved economy, DROP retirement incentives and the state of law enforcement having an effect on officers leaving sooner than planned. Indiana has been averaging around 110 in their basic recruit classes but expect their next one to be as high as 165.

Currently, Indiana is working with experts on energy conservation efforts to save money. With their facility being 40 years old, some major maintenance issues are being addressed to include a new chiller, new boilers, and new dorm room renovations. As always, Indiana will be watching their legislative session to see if any new mandates are instituted and any other items they may affect them. Indiana's recently established Alumni Association is seeing some real progress. They donated a memorial stone for those who have made the ultimate sacrifice as well as purchasing over \$5,000 in training equipment.

- **Ohio:** A group of minority leaders were identified to be part of an advisory group to advise the Ohio Commission on training matters related to their specific populations. The first meeting will be held in November, and the advisory group plans on meeting two to four times a year. Additionally, an Unmanned Aerial System (UAS) advisory group has been developed by the Ohio Attorney General. This group will develop a UAS model policy for Ohio. This group will also help develop curricula for three training courses that will be offered at the academy:

1. A course related to law enforcement and how to deal with UAS complaints.

2. A course that will cover what an agency needs to know and how to implement a UAS program at their agency.
3. A course that will focus on agencies that have a UAS program and how they can use drones as part of their operations.

A statewide immersion of Blue Courage began in November 2015. Ohio currently has nearly 80 instructors across the state, but they are looking for help from other states on the best way to incorporate Blue Courage into their academies.

Ohio continues to work on community relations and is developing booklets to distribute to communities about law enforcement training and initiatives to educate and inform community members. Ohio is also building a training village. Construction should begin in early 2017. Lastly, Ohio has been doing a lot of Below 100 trainings since 2014. At the September 2016 Commission meeting, it was approved to be added to the basic training academies.

- **Michigan.** Two Senate Bills were signed in early October. One adds nine misdemeanors dealing with drugs, stalking, domestics, etc. This bill will now allow MCOLES to decertify officers, not only for felonies, but for these nine misdemeanors as well. The second bill allows MCOLES to have more authority over police reserves and will now allow MCOLES to set standards and training for reserve officers. By May 1, 2017, MCOLES must publish law enforcement best practices on community engagement and recruitment and retention.
- **Wisconsin.** Now that the new 720-hour academy has been implemented in the law enforcement academies, Wisconsin is looking at changing its Jail and Secure Juvenile Detention academies. Wisconsin is in its second year using Acadis as its main record management system. Wisconsin Agencies and academies are now online and using Acadis to report and track training and to deliver testing. Wisconsin began doing webinars every two months for

administrators on new features, reviewing procedures, etc. Director Tony Barthuly will be retiring on January 20, 2017.

South Region: Regional Representative Rebekah Taylor (LA) was not present, and the report was given by President Brian Grisham. He began by recognizing Louisiana for its work on bolstering their decertification program.

In Tennessee, they have had a huge increase in hiring and have actually had to turn people away. They also rolled out training on “Just and Fair Policing” to their veteran officers. Additionally, they incorporated the Below 100 program into all of their academies.

President Grisham also inquired about talking with Puerto Rico about joining IADLEST like the Virgin Islands did.

Midwest Region: Regional Representative Gary Steed (KA) stated that the Midwest had not had their regional meeting yet so he did not have an update from the other states. As far as Kansas, they immersed the state in Blue Courage training.

Kim Vickers, who was attending the meeting, provided an update for Texas. Texas is working to immerse Texas in the Blue Courage training, but they have some details to work out with how Texas is set up. A Texas Senator wants the Texas POST to train high school students on how to interact with law enforcement officers when they get stopped. Illinois enacted a similar program to coincide with their Driver’s Ed courses. Texas has been holding a mandatory conference for their training coordinators in Texas. The conference has now become so popular that they are going to expand it, and now call it the Texas Commission on Law Enforcement Conference.

West Region: Regional Representative Victor McCraw (ID) provided the following report:

- **Alaska:** Alaska is going through several regulatory updates, mainly language clean-up. They are also pushing Crisis Intervention Training across the state. Alaska is revising the requirements to report

officers' criminal activity to the POST given the legalization of marijuana (marijuana use is a mandatory disqualifying act for retention of certification). Finally, a mass of decertification actions are wrapping up - a result of a backlog during the Director vacancy.

- **Arizona:** For the first time in history, the Arizona POST is requesting funding from the state general fund for personnel costs (the POST has historically been funded through fines and fees alone). Additionally, a peace officer job task analysis for Arizona is in the planning stages.
- **California:** California has a new POST Director: Manny Alvarez.
- **Idaho:** Background investigation files are now required to be maintained by the hiring agency and made available for POST inspection. Marijuana use absolute disqualification for initial certification. Absents from use is proposed to be reduced from three years to one year. The Idaho state legislation proposed to designate the Idaho POST as a Criminal Justice Agency for criminal history record access purposes.
- **Nevada:** Certified schools in Nevada can license bartenders, cosmetologists, etc. Now one individual wants to run a police academy, and there is no state rule preventing him from doing so. The Nevada POST is working on tightening up restrictions on whom and what institutions may run police academies in Nevada.
- **Oregon:** Oregon received a \$500,000 grant from the state Health Authority to conduct Mental Crisis Response training for first responders and dispatchers. They also had a \$2.8M revenue increase to enhance basic training capacity to accommodate an anticipated 400 openings due to normal retirement. Additionally, they were awarded a \$1 million Byrne JAG Grant to fund problem based policing public safety projects. Oregon is enhancing the application of professional standards to address officers who may "fall through the cracks" of the decertification process. Finally, the High Intensity Drug

Trafficking Area program (HIDTA) funding is now managed through the POST for various projects and activities.

- **Washington:** Washington is struggling with general funding. This is the first time in years that it has become a priority for the Governor. Attendance at the recruit schools has doubled to 600 recruits a year. The Spokane County Sheriff's Officer just filed a public disclosure request for the Washington POST to release all recruit academy curriculums. Furthermore, there is a citizen's initiative underway to change the state law. Right now there is a very high bar set to charge an officer with a line of duty death. The citizen's initiative looks to change those standards. Finally, the Washington POST is trying to get some funding from Starbucks and the Seattle Seahawks to help improve the image of law enforcement and conduct more training for officers.

International Region: Regional Representative Gary Bullard (DC) gave the following report.

Gary Bullard stated that they are trying to increase the number of international participants at the IADLEST conference. There are currently 128 attending the IACP conference. He hopes to have a like number attend the IADLEST conference. Gary is going to go to Nashville to see if he can get the International participants closer to where the IACP conference venue is.

He is going to continue pushing interest in IADLEST and try and add more countries to the association. He also stated that the international participants want to be more integrated in the conference so they could attend more of the other tracks/sessions being offered.

ADJOURNMENT: Having no other business to conduct, President Grisham called for adjournment at 1:57 p.m., Pacific Standard Time. There was a **MOTION** by Dave Harvey (MI) and a **SECOND** by Victor McCraw (ID) to adjourn. The **MOTION CARRIED**.

Next Business Meeting: May 24, 2017
Nashville, TN





IADLEST

National Certification Program Certified Courses

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

Course	Approval
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FIRST RESPONDER DISABILITY AWARENESS TRAINING Law Enforcement Disability Awareness Train the Trainer	3/23/17
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Disability awareness training has tailored a presentation for law enforcement. It brings together education on disabilities while enhancing sensitivity. The presentation includes:

- Disabilities Defined Specific to Law Enforcement
- History and Definitions of Disabilities
- Etiquette and Interaction Skills
- The Disabled Perspective
- Challenging Behaviors
- Current Trends and Topics

[Catalog link](#)

Class: In-Person Length: 12 hours



KOGNITO	3/15/17
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Trauma-Informed Policing with Tribal Youth

You Got the Power Enterprises' Law Enforcement course Master Plan purpose and structure of the Master Plan. This course will introduce participants to fundamentals of 21st Century effective community policing principles. Structure and core assumption for this course is drawn wholly from additional training recommendations for law enforcement officers' educational achievements and social skills as defined within Pillar 5 (Training and Education) outlined in the Interim Report of The President's Task Force on 21st Century Policing.

[Catalog link](#)

Class: In-Person Length: 1 hours



YOU GOT THE POWER ENTERPRISES, INC.

2/22/17

Community Policing

You Got the Power Enterprises' Law Enforcement course Master Plan purpose and structure of the Master Plan. This course will introduce participants to fundamentals of 21st Century effective community policing principles. Structure and core assumption for this course is drawn wholly from additional training recommendations for law enforcement officers' educational achievements and social skills as defined within Pillar 5 (Training and Education) outlined in the Interim Report of The President's Task Force on 21st Century Policing.

[Catalog link](#)

Class: In-Person Length: 8 hours



Spokane County Sheriff's Office

2/22/17

Oleoresin Capsicum Certification Class (Basic)

The purpose for the 4 hour Oleoresin Capsicum Certification class (Basic) is developed to enable the student to be a certified user of Oleoresin Capsicum spray. Provide the knowledge to help the student to articulate the objective and reasonable use of force for Oleoresin Capsicum Spray application. To have the student demonstrate the facilitating of decontamination process for the officer, fellow officer, and the suspect.

[Catalog link](#)

Class: In-Person Length: 4 hours



HITS, INC.

2/3/17

Criminal Patrol/Drug Interdiction

This course is designed to enable a Law Enforcement Officer to be able to detect all types of criminals during traffic stops on any public roadway in America. The 16 Hour (2-Day) class gives the attending officer the entire package of Criminal Patrol/Drug Interdiction lessons, experiences and procedures learned by subject matter experts in the field of traffic enforcement, which has resulted in the apprehension of hundreds of criminals across the United States. Traffic enforcement is one of the most challenging aspects of law enforcement. All traffic stops are unpredictable situations that can lead to a simple warning or citation to the apprehension of violent and dangerous criminals. The attending officers will learn an ethical and professional approach to working criminal patrol/drug interdiction. The course also includes commercial motor vehicle interdiction as well as the proper techniques to search commercial vehicles for illegal contraband.

[Catalog link](#)

Class: in-person Length: 16 hours



Innovative Reasoning

2/3/17

Critical Decision Making Module 2

This 2nd of a 2 module online program explores the way critical decisions are made under stress, hazard or fatigue, in uncertain, fast-moving or ill-defined situations. At the end of these 2 modules, the participants will be able to, describe how brain and body respond in these conditions, and articulate how effective critical decision-making can improve law enforcement outcomes.

[Catalog link](#)

Class: Online Length: 1 hours



Innovative Reasoning

2/3/17

Critical Decision Making Module 1

This 1st of a 2 module online program explores the way critical decisions are made under stress, hazard or fatigue, in uncertain, fast-moving or ill-defined situations. At the end of these 2 modules, the participants will be able to, describe how brain and body respond in these conditions, and articulate how effective critical decision-making can improve law enforcement outcomes.

[Catalog link](#)

Class: Online Length: 1 hours



Spokane County Sheriff's Office

2/3/17

Clear Sight: Identifying & Adapting your Bias

This short course was developed to help officers understand what implicit bias is, how it impacts everyday decision-making, and its relevance to policing.

[Catalog link](#)

Class: In-Person Length: 4 hours



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

12/6/2016

The Spokane County Sheriff's Office combined the strategic interaction program and implicit bias trainings into the Interaction and Perception training allowing for the understanding and identification of personal biases to act as a foundational component of accurate and effective pre-planning and observation/assessment of the self and others prior to engaging in an encounter. It also provides relevant context for debriefing interactions with civilians, focusing on how personal background and innate assumptions can frame encounters or influence vital decision making, and how adaptation to biases during encounters can increase accuracy and improve interactions with citizens.

Catalog link

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



Advanced Interviewing Concepts

11/15/2016

Statement Analysis® Interviewing Techniques

In this one-day seminar, you will learn how to tell if someone is lying by examining how a person phrases his verbal or written statement. Even though people may lie and withhold information, their words will betray them. People will give you more information than what they realize. The key to detecting deception is to listen to what people are saying and to know what to look for in their statement. After attending this seminar, you will begin to observe things in a verbal and written statement that you never noticed before.

Catalog link

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



The Graffiti Consultants

11/2/2016

Ten Steps to a Graffiti-Free City

This course will cover how to conduct a successful graffiti investigation as well as the ten proven steps a city needs to take to become graffiti free.

COURSE CURRICULUM

- How to Conduct a Citywide Graffiti Survey
- How To Recruit a Graffiti Fighting Army
- Graffiti Ordinances That Work.
- Getting Graffiti Vandals to Stop
- Tips and Tricks for Catching Graffiti Vandals
- Graffiti Abatement Strategies
- Save Money in Your Graffiti Program: What NOT to Do
- How to Build an Anti-Graffiti Collaborative Partnership
- Graffiti Prevention and Alternatives
- Treasure Chest of Graffiti Related Topics

[Catalog link](#)

Class: Online **Length:** 10 hours



FMCSA/IADLEST

10/18/16

Large Truck & Bus Traffic Enforcement Training Program – Instructor Course

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](#)

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



Marin Consulting Associates

10/12/16

Performance and Accountability

This workshop is for commissioned and civilian first responder managers and supervisors at all levels. This is also an excellent course for aspiring supervisors. Poor performing and difficult employees suck the life out of their supervisors and their organizations.

Our practical real world approaches to dealing with problem employees will give you a new perspective on your role as a supervisor or manager. We focus first on making disciplinary due process and performance evaluation easy to understand and then provide the interpersonal skills training you need to successfully take on problem employees. This is straight forward material without the gimmicks or touchy-feely approaches many other leadership courses propose.

[Catalog link](#)

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



Innovative Reasoning

10/12/16

Workplace Violence and Active Shooter Preparedness

In this training program, ideas will be provide about the ways you can apply the methods discussed to better prepare your business or operation for active shooter incidents or other types of workplace violence.

This is not a course about tactics or techniques. Rather, this program of instruction is intended to provide you with the tools you need to make better advance preparations for the possibility of a workplace violence episode or active shooter attack.

Catalog link

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



Glidden Training & Consulting, LLC

10/4/16

Bulletproof Leadership

Bulletproof Leadership is a training seminar that equips leaders with the tools they need to improve employee morale, accountability and performance. This training is appropriate for both new and experienced supervisors of any rank or position who want to get better results from their employees. Attendees will learn how to build trust, create a positive work environment, respond appropriately to negative attitudes, reduce gossip, rumors, sarcasm, and chronic complaining, deal effectively with unacceptable employee behavior, and provide clear employee feedback. This is a practical strategy-filled leadership development presentation designed to get results!

Catalog link

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



FMCSA/IADLEST

9/21/16

Large Truck & 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 for ALL local officers. The course teaches officers to engage large trucks and buses safely and effectively reduce major crash injuries and fatalities.

Catalog link

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



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

8/31/16

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](#)

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

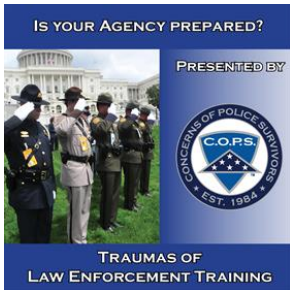


International Ethics and Leadership Training Bureau, LLC
Law Enforcement Peer Intervention Training

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.

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](#)

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](#)

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



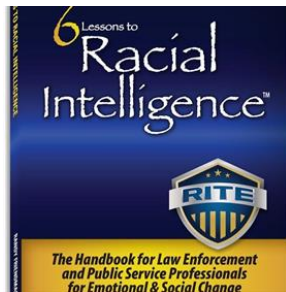
Innovative Reasoning Critical Decision Making Instructor Development Program (CDM/IDP)

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 the importance of instructor professionalism, reaching the 21st Century learner, and advanced methods of presentation.

Catalog link

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



RITE ACADEMY Racial Intelligence for law enforcement & public service professionals

2/8/16

Our Racial Intelligence Officer Wellness Training Public Service Professionals teaches a three-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 six modules in every RITE Training, from our Leadership to Train-the-Trainer.

Catalog link

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



BSR / SUMMIT POINT TRAINING CENTER B.E.C.O.N. Active Shooter Preparedness Course

2/3/16

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

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

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

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

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 an officer does 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](#)

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](#)

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](#)

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 symptoms 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](#)

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



Force Concepts

11/3/2015

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

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 symptoms 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

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



Innovative Reasoning

9/11/2015

Critical Decision Making for LEOs

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

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



Blue Courage

8/24/2015

Blue Courage

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.

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



NC Justice Academy

7/10/2015

Officer Safety:

First Five Minutes

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

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



NC Justice Academy

7/10/2015

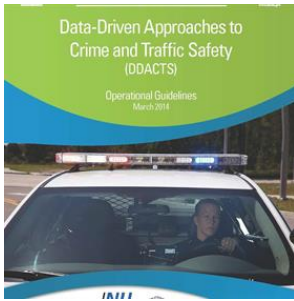
Officer Safety:

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

Class: Online **Length:** 4 hours



IADLEST Training

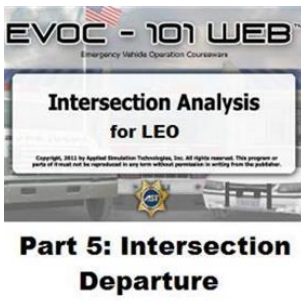
6/1/2015

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 crime, crashes, and traffic violations across the country.

[Catalog link](#)

Class: In-Person Length: 16 hours



Q-Safety

5/29/2015

[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](#)

Class: Online Length: 0.5 hours



Q-Safety

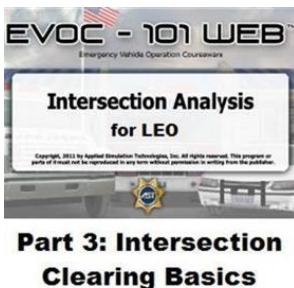
5/29/2015

[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](#)

Class: Online Length: 0.5 hours



Q-Safety

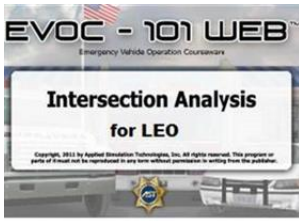
5/29/2015

[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.

[Catalog link](#)

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.

Catalog link

Class: Online **Length:** 0.5 hours

5/29/2015



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.

Catalog link

Class: Online **Length:** 0.5 hours

5/29/2015

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 1st, 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>