

# NEWSLETTER

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Contents	Page
Meetings Scheduled.....	2
June 2016 Annual Conference.....	2
Kentucky Appoints New DOCJU Commissioner .....	3
Welcome New Members .....	3
Changes in POST Directors.....	3
Ongoing IADLEST Projects.....	5
Marijuana Legalization in Colorado: Early Findings .....	7
New York State T.R.A.U.M.A .....	8
Praetorian Digital and Envisage Collaboration .....	13
Lessons from the Court-Martial.....	14
Crime Analysis Training Progress Report.....	19
Product Spotlight: ATSS Light System.....	22
The Rapid Expansion of Blue Courage .....	23
Vendor Announcements .....	25
Executive Committee Meeting Minutes (February 6-7, 2016).....	26
- Roll Call.....	26
- Guests .....	27
- Minutes Approval .....	27
- Executive Director's Briefing .....	28
- Change in POST Directors.....	28
- Director's Travel.....	28
- Grants Awards .....	28
- Projects.....	29
- Treasurer's Report.....	30
- Review of Current Business Items .....	30
- Committee Reports.....	31
- New Business .....	32
- Regional Reports.....	32
- Northeast .....	32
- Central .....	33
- South .....	38
- Midwest.....	39
- West.....	39
Oregon POST Update.....	40
Newly Certified Training Programs (NCP).....	Supplement

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

**Save the 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.*

## MEETINGS SCHEDULED

The next Business meeting will be held October 24, 2016, in San Diego, California, in conjunction with the IACP Conference. The meeting is tentatively scheduled for 1:00 to 5:00 p.m., Saturday, October 15; and 9:00 a.m. to 12:00 noon, Sunday, October 16, 2016.

## JUNE CONFERENCE A SUCCESS

Thanks to everyone who joined us in Grand Rapids, Michigan, for the 2016 IADLEST Conference! There were over 240 attendees representing 42 states and 14 different countries! The countries represented were:

- Albania
- Algeria
- Bosnia
- Colombia
- Dominican Republic
- Indonesia
- Kosovo
- Lebanon
- Mexico
- Nepal
- Nigeria
- Pakistan

- Philippines
- South Africa
- United States

**Special Olympics of Michigan:** With your donations and participation in the live auction, IADLEST was able to write a \$3,160 to the Special Olympics. Thank you!

Mark your calendars for the **2017 IADLEST Conference May 21-24, 2017 in Nashville, Tennessee.**

A special thanks to the conference exhibitors:

- Blue Courage - HeartMath
- CALEA
- Crime Analysis
- DDACTS/NCP
- Digital Ally, Inc.
- DSS Corporation
- Envisage
- Federal Highway Administration
- Federal Law Enforcement Training Center
- FirstNet Learning
- Institute for Intergovernmental Research
- I/O Solutions
- Michigan State University of Criminal Justice
- Microassist
- Milo Range
- PoliceOne
- Ti Training
- The Learning House, Inc.
- TXDOT/T&BET
- Wicklander-Zulawski & Assoc.



## KENTUCKY APPOINTS NEW DOCJT COMMISSIONER



Mark Filburn has been appointed as the commissioner for the Kentucky Department of Criminal Justice Training. He has more than 30 years' experience in law enforcement and joined the department

following decades of service in community policing, criminal investigations, law enforcement training, and command of tactical operations. Since 2005, Filburn worked as a law enforcement specialist with the Kentucky League of Cities, providing consultation services to police agencies across the commonwealth.

Prior to that, Filburn served decades with the Jefferson County Police Department, which later merged into the Louisville Metro Police Department. His experience there included key leadership roles in Louisville Metro's Public Integrity Unit along with operations and training. Starting in 1988, Filburn worked for a year with the United States Secret Service, which included presidential security details.

Filburn earned a bachelor's degree in forensic studies from Indiana University in 1984 and graduated from basic training at DOCJT that same year. Also, he is a graduate of the United States Secret Service Academy and Federal Law Enforcement Training's criminal investigator course. Filburn has been a certified instructor for the Kentucky Law Enforcement Council since 1991 and received the council's Melvin Shein Award in 2013.

## 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.

- Gary Barr, USDOJ-ICITAP\*, Severna Park, MD
- Nusret Besirevic, Ministry of Interior, Sarajevo, BH\*\*
- Robert Camacho, Guam POST, Barrigada, GU
- James Crawford, Engility Corporation, Alexandria, VA
- Gregory Cueto, U.S. Atty's Office, Fairview Heights, IL
- Cheryl Elliott, Emory Police Dept., Atlanta, GA
- Mark Filburn, Kentucky POST, Richmond, KY
- Pat Flores, San Juan Co. CJ Trng., Farmington, NM
- John Harper, Emory Police Dept., Atlanta, GA
- Robert Hendry, Corrections Dept., Tallahassee, FL
- Kevin Hewitt, Virgin Islands POST, St. Croix, VI
- Bryan Jurkofsky, Training Academy, Tuscaloosa, AL
- Alija Kulic, USDOJ-ICITAP, Sarajevo, BH
- Emily Leival, USDOJ-ICITAP, Washington, DC
- Jason Lowery, USDOJ-ICITAP, Washington, DC
- Stephan Marshall, POST, Santa Fe, NM
- Gleston McIntosh, POST, St. Croix, VI
- John Mitchell, Irving Police Dept., Irving, TX
- Carolyn Montagna, Metropolitan PD., Washington, DC
- William Owings III, Irving Police Dept., Irving, TX
- George Petronts, Petronis Enterprises, Vincentown, NJ
- Delroy Richards, POST, St. Croix, VI
- Raymond Rivera USDOJ/ICITAP, Harford, CT
- Stephen Sarnoski, Atty's General Office, Hartford, CT
- Scott Sterland, POST, Helena, MT
- Erick Williams, State of Michigan, East Lansing, MI

\* United States Department of Justice – International Criminal Investigation Training Assistance Program  
 \*\* Bosnia and Herzegovina

## CHANGES IN POST DIRECTORS

**Arizona:** Jack G. Lane was appointed the Executive Director of the Arizona Peace Officer Standards and Training after serving a period as interim Director.



Lane began his law enforcement career in the military and then served 35 years with the Arizona Department of Public Safety. He first served as a State Trooper in the Gila Bend area and later transferred to Tucson,

where he worked undercover narcotics, supervised a narcotics squad, and later was assigned as a basic training supervisor at the Arizona Law Enforcement Training Academy.

He was later promoted to Lieutenant where he served in various command assignments, which included Highway Patrol, SWAT, Narcotics, Organized Crime, Internal Affairs, and Special Investigations. After becoming a Commander, Lane served as the DPS Legislative Liaison, the Arizona Law Enforcement Academy Commander, and as the Criminal Investigation Bureau Commander.

Lane was appointed as Chief of the Arizona Highway Patrol Division, where he served from 2005-2010. After retiring, Lane was selected to become the Standards and Compliance Manager for the Arizona Peace Officer Standards and Training. In March of 2016, Lane was appointed as the Executive Director of AZ POST.

Lane is a graduate of the FBI National Academy, the Law Enforcement Executive Development Southwest Command College, and the ASU Advanced Public Executive Program.

**New Mexico:** Stephan Marshall was appointed the Director of the New Mexico Law Enforcement Academy (NMLEA). Steve began his law enforcement career as an Assistant District Attorney in Fort Worth, Texas, where he served as a felony court lead prosecutor and as chief of the Gang Prosecution Unit. After leaving the DA's office, Marshall ran a private law practice before accepting a position as the First Assistant District Attorney in Ellis County, Texas.

Marshall was appointed as a Special Agent with the Federal Bureau of Investigation in 1996, and investigated violent crimes, public corruption, civil rights, and national security matters in Laredo and Austin, Texas.



In 2004, Marshall accepted a position as Chief Division Counsel and Supervisory Special Agent for the Albuquerque FBI Division. In that position, Marshall provided legal

advice to executive management and agents and conducted legal and firearms training for FBI agents and other law enforcement agencies. Marshall retired from the FBI after 20 years of distinguished service.

In New Mexico, there are 233 recognized law enforcement agencies and approximately 7,000 certified law enforcement officers. There are nine law enforcement academies in New Mexico, eight of which are regional law enforcement training facilities that have been certified by the NMLEA director, with the approval of the academy's board of directors.

Marshall graduated from Fort Lewis College in Durango, Colorado, with a Bachelor of Arts degree in Political Science, and received a Doctor of Jurisprudence degree from Texas Tech University School of Law.

**United States Virgin Islands:** Kevin A. Hewitt was appointed in May 2016 by the Governor of the Virgin Islands Kenneth Mapp with the consent of the Virgin Islands POST Council as the new Executive Director of the Virgin Islands Peace Officer Standards and Training (POST).



Kevin Hewitt has a distinctive career with several law enforcement agencies starting in 1984 with the Virgin Island Police Department, Augusta Georgia

Police Department, the Virgin Islands Port Authority Police Department, and the Virgin Islands Department of Justice. His career advancement led to the position of chief law enforcement officer with the Virgin Islands Port Authority Police Department. As the chief law enforcement officer, he had a variety of managerial, technical, and investigative responsibilities. Has enjoyed a progressive career centered in



highly sensitive investigations, management, and supervision of law enforcement and civilian personnel and instructing classes for law enforcement and civilian personnel.

Hewitt holds a Master's in Criminal Justice (Leadership/ Executive Management) and a Bachelor of Science in Criminal Justice from Kaplan University. He also attended the University of Phoenix School of Advanced Studies- Doctorate in Management Organizational Leadership- ABD.

After leaving the Port Authority Police Department, Hewitt began teaching criminal justice and management courses at the University of Phoenix and Indiana Wesleyan University before being appointed by the Governor to the Virgin Islands Department of Justice as the Executive Investigations Assistant in charge of the Special Investigations Division for the Virgin Islands. Hewitt worked in that position for one year and there was a need for an executive director to manage the newly established Virgin Islands (POST), and he was selected to build and move the agency forward.

Hewitt is married to his lovely wife Marlene. He also enjoys the ministry as an assistant pastor at the Beulah AME Zion Church in St. Croix, Virgin Islands. He loves the criminal justice profession and wants to make a positive difference in the lives of the men and women who put their lives on the line each and every day as law enforcement officers.

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## 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 forum. Each week this project reaches over 3,000 police instructors and academy personnel on the local, state, tribal, federal, and military levels. Click on: [N](#)

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

- **Training Development, Analysis, Design, Review, and Implementation:** For Academies, there are 72 standards encompassing Statutory and Regulatory Compliance, Mutual Aid Agreements and Policies, Operations, Record-keeping, Staff, Students, Training Development/ Analysis/ Delivery and Assessment.

- **State Training Assessment:** In 2016, IADLEST was awarded a grant by the US

Department of Justice /Office of Community Oriented Policing Services (COPS) to survey the 50 states to determine the current state of training and curriculum development in process in response to the recommendations of the President’s Task Force on 21<sup>st</sup> Century Policing.

## **MARIJUANA LEGALIZATION IN COLORADO: EARLY FINDINGS**

*submitted by: Colorado Department of Public Safety*

The Colorado Department of Public Safety announced the release of “Marijuana Legalization in Colorado: Early Findings,” its first official report evaluating the impact of the state’s historic legalization of marijuana on public safety, public health, and Colorado’s kids.

The report draws from local, state, federal, and private data sets to examine post-legalization trends in marijuana consumption, marijuana-related arrests, marijuana-related emergency room admissions, and marijuana-impaired driving, among others. Importantly, its findings should be interpreted with caution: The lack of historical, pre-commercialization data on marijuana, the decreasing social stigma surrounding marijuana use, and enforcement challenges inherent to the implementation of Colorado’s new and complex marijuana laws combine to make it difficult to translate these early findings into definitive outcomes.

“This report is a two-year snapshot of the impact of marijuana legalization on Colorado’s kids, families, and communities,” said Stan Hilkey, executive director of the Colorado Department of Public Safety. “While we still can’t draw any long-term conclusions, today Colorado continues to make history by establishing an objective, data-backed baseline against which all future assessments of marijuana legalization, both in Colorado and around the world, will be weighed.” Key findings include:

- Among those 18-25 years old, marijuana usage has increased from 21 percent in 2006 to 31 percent in 2014.

- Among those 26 or older, marijuana usage has increased from 5 percent in 2006 to 12 percent in 2014.
- 33% of marijuana users who have reported marijuana use in the past 30 days have used daily.
- Marijuana-related arrests have decreased by 46 percent between 2012 and 2014, while possession arrests were cut in half and sales arrests have decreased by 24 percent.
- The trend for high school students ever using marijuana has declined from 42.4 percent in 2005 to 36.9 percent in 2013. The percentage of high school students currently using marijuana has decreased from 22.7 percent to 19.7 percent over the same period. Youth use in Colorado remains above the national average.
- Marijuana-related hospitalizations have increased from a rate of 803 per 100,000 pre-commercialization to 2,413 per 100,000 post-commercialization.
- The period of retail commercialization showed a significant increase in emergency department visits, from 739 per 100,000 (2010–2013) to 956 per 100,000 emergency department visits (2014–June 2015).
- The prevalence of marijuana as the impairing substance among DUIs has increased from 12% in 2014 to 15% in 2014, although the total number of marijuana-related DUIDs decreased slightly.
- In the 2014-15 school year, school-based discipline for drugs accounted for 41% of all expulsions, 31% of all law enforcement referrals, and 6% of all suspensions in Colorado.

The report may be accessed here: <http://cdpsdocs.state.co.us/ors/docs/reports/2016-SB13-283-Rpt.pdf>

## **NEW YORK STATE T.R.A.U.M.A.**

### ***Making a Difference on the Job and at Home***

*submitted by: Mike Woods, Director, New York State  
Division of Criminal Justice Services  
Office of Public Safety*

*Authored by: Scott Neff and Bonita Frazer, Staff  
Members*

The need for critical incident stress management (CISM) for emergency responders has never been greater. Statistics consistently show that Law Enforcement is one of the most stressful occupations. Suicide is the leading cause of death for police officers and occurs two to three times as frequently as line of duty death. Rates of Post Traumatic Stress Disorder are alarming, and range from 10% to 24%. In addition, rates of divorce, substance abuse, and other stress related issues are highest in the law enforcement population. Because of the high-risk nature of policing and the chronic stress that is often inherent in the job, those who protect and serve our communities deserve special care, attention, and resources.

Recognizing the need for comprehensive services to address critical incident stress in law enforcement, Associate Training Technician Scott Neff from the New York State Division of Criminal Justice Services developed a program designed specifically to provide a forum for understanding stress, recognizing the prevalence of Post Traumatic Stress Disorder and suicide within law enforcement, and identifying the need for additional resources for officers in need of more further care. The program, "TRAUMA." (Trauma Resources and Unified Management Assistance) is a 2-day training which was first launched in December 2012 and has been presented in a total of 14 locations across New York State since its inception.

Neff writes, "In my experience with the TRAUMA program, I think the one thing that really stands out is that there are lots of officers that need and will accept help, but have been unwilling to seek it on their own, or have been unable to find a resource that worked for them. It is a similar situation to what Tim Cook of Apple said, 'Apple has made products for years that people didn't know they wanted and now they can't live without...,' that's how I see it.

Law Enforcement officers are not going to stand up and say "Hey, lots of us have serious issues and need training addressing PTSD and officer suicide," yet the need was acknowledged immediately by those who attended the training. The need is almost immeasurable, and we're just scratching the surface. The possibilities for related courses are huge. We recently offered our first Law Enforcement Peer Training class, and the response was remarkable.

"I believe that the success of the program lies in the real life experiences of the presenters, the gritty, raw, and oftentimes the unfiltered delivery hits fiercely. There is no sugar coating in this training...it's up close and personal. After years of being relegated to the back burner, this direct, hard-hitting approach is having its intended effect. The presenters' willingness to relive their own trauma to show that it's possible to overcome PTSD and cumulative career traumatic stress is a powerful teaching tool. This is not theory or supposition; rather, it is a harrowing look into a dark and dangerous time in a law enforcement officer's life. We are very fortunate that these incredibly strong individuals are willing to revisit these painful events and share the lessons they've learned. In doing so, they explain that any officer can fall victim to the toxic work environment inherent in their career, and anyone can hit his or her own dose exposure limit.

"Often attendees will identify with specific presenters and approach them for direction, support or a referral. This is where the program really excels because it guides people to a path for recovery and supports return to a "normal" life. The response to attendees by presenters has prevented several suicides as a result. TRAUMA has also shed light on the giant gap in the treatment community, and we have learned that there are very few therapists that have the specialized training or experience that prepares them to address law enforcement specific issues. This is a specialty area and the law enforcement community is in serious need of appropriate resources that can provide effective treatment for their unique challenges. The lack of referral services is one of our biggest frustrations. Experienced and successful



therapists are severely overworked because they know how badly they're needed and they take on more and more clients. This is something we were not prepared for when we rolled out the program.

“As referenced in the training, the struggle on the street to survive is only half the battle. It's the aftermath that law enforcement has historically not been taught to deal with. For years we told officers to ‘*rub some dirt on it and get back in the game*’ and regarded that method as an acceptable way to cope with trauma and critical incidents. That approach has never worked, will never work, and the costs have been tremendous. Suicide, divorce, alcohol abuse, and other issues that negatively impact the quality of life are far too common in law enforcement. It's essential that we teach officers that they are not flawed and they are not weak. Nothing could be further from the truth.

“One of the goals of TRAUMA is to influence a culture shift in Law Enforcement, to make it common practice to ask for help, to teach topics in basic training that promote good self care from the start, and support maintenance of wellness throughout their career. We want to prevent them from reaching a critical point which may create a need to save them from themselves.”

*“Since September 11, 2001, many in this nation and this Congress have a deeper appreciation for the importance of the sacrifices made by our law enforcement officers.”*

*- Jerry Costello*

The opening speaker of the TRAUMA training is Cattaraugus County Sheriff Tim Whitcomb who identifies a number of situations that have resulted in critical incident stress. The most significant event occurred on August 18, 2009, when former Sherriff Dennis John committed suicide. Whitcomb writes, “I was his Undersheriff at the time, and he was one of my closet colleagues and best friends. Personally I found the event profoundly tragic. His departure immediately made me the Sheriff; and as the Sheriff, I administratively witnessed first-hand the devastating effects his suicide had on our agency of some 230 employees. I challenged myself and our chain of command to respond to

this tragedy as an opportunity...an opportunity to educate all of our personnel in a much more effective way to help keep them safe. Part of our response was to prepare and conduct training specific to Post Traumatic Stress Disorder and Law Enforcement Suicide. The goal was to educate, protect, and insulate those people who have chosen to protect and serve.

“This mission is a challenge. The culture of law enforcement can be resistive to embracing emotional or psychological injuries. The reality is that these injuries can be diagnosed, addressed, and managed unequivocally. Providing law enforcement administrators, first and second line supervisors, and line officers with a solid foundational training of PTSD: what it is, where it came from, how it occurs, what its signs and symptoms are, and how to manage it, is imperative information to keep first responders safe and keep their quality of life intact.”

Bonita Frazer, a clinician who has been active with the Western New York Police Helpline since its planning stages in 2005 and implementation in 2008, provides information on critical incident stress. In her presentation, she reviews the typical and not-so-typical reactions to critical events and identifies the most prominent warning signs that someone is at risk for developing PTSD or other mental health disorders. Factors that affect an officer's ability to recover from critical incident stress are also reviewed. Frazer writes, “This training has been one of the most influential programs I have been involved with in my 38 year career. Attention to the needs of law enforcement is long overdue, and officers and departments alike will benefit greatly from understanding the impact of stress on personnel.”

Through her involvement with the WNY Police Helpline, Frazer knows of many officers who have been helped by the cadre of specially trained peers who provide assistance on a 24/7 basis. Users of the service have needed assistance in a variety of issues ranging from the need for a referral to suicide prevention. From this experience, Frazer also discusses the development of the Helpline and provides case examples of persons who have been helped. She

notes, "Since the implementation of the TRAUMA training, many departments across New York State have recognized the importance of developing Peer Programs for their officers. Support for these programs has gained greater momentum as a result."

According to the October 2014 Issue of *The Police Chief* ([http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display\\_arch&article\\_id=1244&issue\\_id=82007](http://www.policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=1244&issue_id=82007)):

*"The goal of peer support is to provide all public safety employees in an agency the opportunity to receive emotional and tangible peer support through times of personal or professional crisis and to help anticipate and address potential difficulties. Ideally, peer support programs should be developed and implemented under the organizational structure of the parent agency. These guidelines are intended to provide information and recommendations on forming and maintaining a peer support structure for sworn and non-sworn personnel in law enforcement agencies."*

Dave Nowakowski, Retired Investigator from the Oneida County Sheriff's Department gives a commanding presentation addressing the line of duty death of a member of his department. His story is very well received by the audience because of its hard-hitting nature. Nowakowski states, "June 6, 2011, was the last day of normal life for me. It was the early morning hours of June 7, 2011, that a barricaded suspect opened fire on us with a shotgun. A young Deputy was shot in the throat a few feet in front of the patrol car I was in. The next shots were aimed at me as I returned fire through the windshield.

"Although I survived my deadly force encounter, I was not prepared for the psychological battle that would come afterwards. My battle with PTSD took over my life, and a lot of my suffering was due to a lack of knowledge of what was happening to me.

"My goal is encourage Departments to have a plan in place to take care of surviving officers and to share my story with fellow officers to reach the ones suffering in silence with PTSD. I

want to try to shed the stigma attached to PTSD in law enforcement and to show that PTSD is not a death sentence.

"Although PTSD will always be a part of me, through treatment I have learned to live with my PTSD and not suffer with it."

*"We may not be able to control life's circumstances, but we always have a choice about how we use our minds to respond to them."*  
- [Elaine Moran](#)

Another TRAUMA team member, Warren County Sheriff's Office Patrol Officer Jim Banish, gives a moving account of the tragic loss of his brother, Lieutenant Joe Banish of the New York State Police. During his presentation he identifies several issues as follows: "The TRAUMA program has brought to the front stage what everyone has known and only talked about behind closed doors. As I began my career in law enforcement it was obvious that this was its own culture that had its own way of life. You either accepted it or you moved on to another career field. I was taught early on in my career that I was not allowed to react and expose my feelings within this culture, even after the line-of-duty death of a friend. As police officers, we are not expected to have any reaction to very traumatic incidents. In fact we are just supposed to move on to the next case or incident as if nothing ever happened.

"Years of subjecting someone to these traumatic incidents, combined with the police mentality have proven to take its toll on Law Enforcement officers around the world. My experience of dealing with my brother's suicide who died while on duty and in full uniform almost destroyed my life as well. As one of the first responders to that scene, I left a piece of myself there and brought back a horrifying and traumatic experience that haunted me for years to come and still to this day. The TRAUMA program has allowed me to help others by showing them that there is a road "home" and that with the proper help, they too can live a healthier life and deal with their cumulative career traumatic stress and PTSD on a daily basis. I hope to inspire those who need the help, and won't get it because of the stigma attached

to “getting help”. It has long been regarded as a sign of weakness within the law enforcement community but is slowly starting to change, mostly because of people like Scott Neff. This ridiculous ideology that police officers are “super men” and are not allowed to have emotions is, in my opinion, the epitome of ignorance. I am proud to work with my TRAUMA family and hope to continue to save lives for as long as I am able. This type of training is long overdue within our culture.”

One portion of the training is given by mothers of officers killed in the line of duty and addresses the family perspective of death notification and the aftermath in the days that followed. Both moms describe to the audience what went well and what aspects of the notification and subsequent contacts with the department caused an increase in difficulties for them.

On April 25, 2007, David C. Brinkerhoff, New York State Trooper and member of the Mobile Response Team, was killed in the line of duty. His mother Karen Howard shares her perspective based on the tragic loss she endured.

“My experience is with the New York State Police Employee Assistance Program. I can’t say enough about what that support meant to the family and David’s co-workers. It is a time of extreme numbness, confusion, and grief. Every agency needs a policy (program) in place to assist families and co-workers at this time. The support is key to the healing and well-being of all affected by the traumatic event. The TRAUMA trainings have allowed me to talk to law enforcement who can institute a plan if they don’t have one, or can improve on the plan already in place. It gives me the opportunity to convey the importance of support needed. Speaking to Law Enforcement about the process allows me to heal a little more. It has afforded me the opportunity to witness other speakers’ stories, pain, and healing. TRAUMA gives me the opportunity to stress the importance of having a plan in place no matter how small or large the agency. Support is needed by families and co-workers...it’s vital to healing, wellness, and the future.”

Jeannette Shields also lost her son in the line of duty. On October 30, 2002, Officer James Shields died in a fatal car accident. Shields openly discusses her experience during TRAUMA trainings and notes, “When I was invited to speak to law enforcement officers, my goal was to discuss what went right and what went wrong with the initial notification. I let the officers know what we as the family need from their department and how comforting it is for us to maintain contact on an ongoing basis. Since that time, I have also come to understand what my son’s co-workers went through after Jimmy died. Support for the family and departmental members is equally necessary.”

Family members need and deserve consideration from police agencies following line of duty deaths and other critical incidents. They are part of the police family and continued contact from officers provides essential support and aids them significantly in their recovery. The loss of contact with the police officers serves to increase their sense of isolation and causes unnecessary distress. Both mothers understand that the death also has a tremendous impact on the agency, and they advocate for a mutual exchange of support between the family and the department. All benefit as a result.

Had effective and coordinated departmental procedures been in place in both instances, the families would have experienced a sense of comfort instead of greater anguish in the aftermath of their tragic loss. As such, during their presentation each mom emphasized the need for extensive and comprehensive pre-incident planning which would include effective and continued support for the family.

Anchoring the program is Retired Baltimore Police Officer Robert Douglas, Founder and Executive Director of the National Police Suicide Foundation, Inc. He has been a featured presenter with TRAUMA from the start. Douglas writes, “As Executive Director of the National Police Suicide Foundation, Inc., I am so excited about the opportunity to work the New York State Division of Criminal Justice TRAUMA Team under the leadership of Scott Neff. Starting in 2015, we will be the launching pad for changing attitudes as we address this

major challenge of mental health/suicide prevention throughout the State of New York. In the past several years I have observed many state-wide programs developed by law enforcement organizations throughout the 50 states, but there is only one such program that stands out among the rest: the New York State TRAUMA. Program for law enforcement personnel. This 2-day program stirs emotions and enhances understanding of the mental health issues our officers face each day in their professional career. Neff and his passionate team of law enforcement/clinical personally identify the emotional and physical issues confronted by law enforcement and provide guidelines on how to effectively address these symptoms. I professionally believe this model should be used nationwide in our other 18,000 agencies throughout the United States. I have found in leadership that true leaders do more than control the direction of the people they are leading. The leader has a vision for their destination; they understand what it takes to get there and with confidence and trust of the people, they will reach their goal. The Trauma Resources and Unified Management Assistance program improves the ability of all law enforcement officers to address the emotional issues of their profession and better equips them to understand and manage stress. I am so proud to be part of such an event.”

TRAUMA strongly advocates for the development of Peer Support Programs. It is a significant component of any comprehensive approach to law enforcement stress and utilizes specially trained personnel to provide support for members of their department. The peer offers a distinct and significant viewpoint in response to the stress intrinsic in the job. In addition, the peer can connect more effectively with other law enforcement personnel because credibility and trust are rapidly established. Law enforcement personnel have typically not accessed employee assistance or mental health programs because professionals in those fields are often perceived as too intellectual or unaware of the demands and intensity of their work. Officers are far more likely to speak with a peer rather than access traditional services. Therefore, development of 24/7 Peer Support Services will increase the likelihood

that officers will request assistance for issues that impact work and family life. Such programs will keep personnel in service, lead to a better quality of living and save lives. The TRAUMA. program is a testimonial to the benefits of helping those who protect our communities on a 24/7 basis.

Due to the ongoing need for this type of training and based on the remarks from those who completed the course, TRAUMA has been highly regarded and is expected to continue. Comments have included:

*“This was, by far, one of the best training seminars I have attended in the last 15 years. There was a lot of good information given about Line of Duty Death, preparation/notification.”*

*“The presenters were outstanding, bringing real life experience to the table. Truly amazing...From the heart and really hits home with all the LEO's.”*

*“Great course, couldn't be more impressed. Very organized and full of energy from start to finish. Will look to host at our agency.”*

In the nearly four years this course has been conducted, the message is now more well received than ever. Officers are starting to feel more comfortable asking for help. We have really been trying to get the word out about the course with the corrections officers throughout the state, and they are now attending in very good numbers. The CO's are extremely happy to be included in this training and consistently praise its content. We have also strived to get LEO spouses and adult family members to the training. Earlier this year we had three wives in attendance at the same training. They each individually thanked us for the invite and praised the message the course delivers. One went so far as to say that attending would surely save her marriage. When you can make a difference that positively reaches that far into someone's life, you know you're on the right path.

If you would like more information, feel free to contact the members of the TRAUMA training team directly:

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*“Law Enforcement officers are never ‘off duty.’  
They are dedicated public servants who are  
sworn to protect public safety at any time and  
place that the peace is threatened. They need all  
the help that they can get.”  
- Barbara Boxer*

**PRAETORIAN DIGITAL AND ENVISAGE  
TECHNOLOGIES ANNOUNCE  
COLLABORATION TO STREAMLINE  
REPORTING OF TRAINING FOR LAW  
ENFORCEMENT AGENCIES**

*by: Nicole Forzano, Envisage Technologies*

San Francisco, California – Praetorian Digital, the leading digital media company in the public safety and local government market, and Envisage Technologies, developers of the Acadis® Readiness Suite, today announced an exciting new collaboration designed to make tracking of training more efficient and effective for law enforcement. The collaboration paves the way for increased transparency and legal defensibility of law enforcement training by streamlining the sharing of records between local departments on Praetorian Digital’s PoliceOne Academy learning platform and the state organizations that have implemented Acadis. Additionally, the collaboration will significantly increase the geographic portability of training records for officers nationwide.

Both companies currently support the public

safety sector through their respective training and records management platforms, with Praetorian Digital’s PoliceOne Academy delivering training to local departments and Envisage’s Acadis® Readiness Suite providing tracking and retention of career training records at the state level. Envisage also supports individual-level training and storage of centralized training records through their FirstForward network. PoliceOne Academy is an extension of PoliceOne.com, the world’s leading website for law enforcement news and information.

The collaboration enables the PoliceOne Academy to report, via the FirstForward network, the training records of nearly 1,000 law enforcement organizations directly to the 17 states that currently use Acadis to manage their training, compliance, and certification records. The collaboration will lead to immediate time savings for administrators as well as improved data integrity: currently, many departments need to separately enter training records in multiple systems.

“Envisage is the leader in compliance and training management at the state level across public safety, with an impressive suite of tools designed to mitigate risk and improve law enforcement effectiveness nationwide,” said Alex Ford, CEO of Praetorian Digital. “We both share the mission of supporting public safety and keeping our communities safe, and I’m thrilled to be working with Envisage to make management of training easier and more efficient for law enforcement at all levels.”

The collaboration reinforces the collective mission of both companies, which is to provide high-quality training and records management across both state and local law enforcement agencies, all aimed at helping them more effectively protect their communities, mitigate risk, and improve the safety and preparedness of law enforcement professionals across the country. In addition, Praetorian will test the delivery of select PoliceOne Academy courses within the FirstForward platform as part of the collaboration.

“Our mission is to improve public safety by



creating interoperable ecosystems that allow for the free flow of ideas, training, information, and resources,” said Ari Vidali, Founder and CEO of Envisage Technologies. “By working with Praetorian Digital, a trusted leader in public safety news and online training delivery, we can achieve our common goals of interoperability and portability of officer training records.”

In addition to offering the PoliceOne Academy to law enforcement, Praetorian Digital also supports the delivery of online training across public safety through its FireRescue1 Academy, CorrectionsOne Academy, and EMS1 Academy, and to local government through LocalGovU.

Envisage operates the FirstForward Network and also supports the National Certification Program (NCP). Launched by the International Association of Directors of Law Enforcement Standards and Training in June 2015, the NCP is a revolutionary program designed to enhance standardization and quality within police training by setting minimum standards for vendors that provide continuing education to the law enforcement community and ensures training content meets those quality standards.

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### **About Praetorian Digital**

Founded in 1999, [Praetorian Digital](#) is the leading digital media company in the public safety and local government market. Our properties are visited by more than 6 million public safety and local government officials every month and count over 1.3 million first responders and government personnel as members. Praetorian owns and operates [PoliceOne.com](#), [FireRescue1.com](#), [FireChief.com](#), [EMS1.com](#), [CorrectionsOne.com](#), [Military1.com](#) and [EfficientGov.com](#) as well as more than 15 topical websites providing resources ranging from accredited online training to grant funding assistance. We are deeply committed to providing cutting-edge information and resources that help first responders, government officials and military personnel better protect themselves and serve their communities. For more information, visit [PraetorianDigital.com](#).

### **About Envisage Technologies**

Founded in 2001, Envisage is dedicated to automating the complex training operations for law enforcement, first responders, and the military. We create solutions that make our world a safer place. Our mission is to improve the readiness of our nation’s public safety professionals to ensure they come home alive. The company’s industry-leading Acadis Readiness Suite, built to track the training and compliance records of the nation’s public safety professionals, currently serves over 1.1 million first responders across 8,600 state and federal public safety organizations, while FirstForward provides critical news and enables lifelong learning that public safety personnel need to ensure their careers reach retirement. Information about Envisage and Acadis may be found at [Envisagenow.com](#). Law enforcement officers, first responders, and other public safety personnel may sign up for FirstForward access at [FirstForward.com](#)

### **LESSONS FROM THE COURT-MARTIAL**

*by Erick Williams, a Michigan Administrative Law Judge  
handling cases involving professional  
licensing and misconduct*

One of the features of a well-regulated profession is a fair and effective disciplinary process.

The major professions have codes of ethics and state-level boards to enforce them. In Michigan, for example, we have boards and professional codes for accountants, architects, doctors, engineers, lawyers, nurses, social workers, surveyors, teachers and other professions. The boards have majorities of professional members, minorities of public members: They enforce professional codes of conduct, and they have enforcement staffs and budgets. But we lack such a system for police officers. Other states may be similar to Michigan in this respect. The police profession has not developed a code of ethics that carries the force of law; and few, if any, states maintain structures that could enforce such codes even if they existed. (1)

The absence of a professional ethical code makes it hard for a lay person who encounters a police officer to verify that the officer is a competent practitioner.

The professional lives of police officers are regulated piecemeal by the many local police departments where they work. In most cases, complaints and grievances by and against police officers are decided by the departments that employ them.

Employment-based professional discipline is fraught with conflicts of interest. Workplaces – especially in paramilitary organizations like police departments -- have chains of command that influence every decision the organization makes. Commanding officers sometimes have their own world views and their own axes to grind. Commanding officers manage the workplace but cannot always be expected to serve as impartial judges in matters of professional ethics.

### **Badalucco (2)**

Joan Badalucco was a police officer in Auburn Hills, Michigan. She saw her supervisor strike a handcuffed prisoner. After talking with fellow officers about the incident, she learned that the supervisor had done the same thing on more than one occasion. Ms. Badalucco reported her supervisor's misconduct to a deputy police chief. But instead of disciplining the supervisor, the department promoted him yet again and then put pressure on Ms. Badalucco to resign. She was ultimately suspended and made to submit to psychological testing as a condition of being allowed back to work.

Ms. Badalucco's case illustrates how chains of command sometimes have conflicts of interest that make fair discipline hard to achieve. Badalucco was involved in two discipline cases before a department that arguably could not have given her a fair hearing in either case. Her complaint against her boss did not get a fair hearing: the chain of command arguably protected itself by exonerating her boss. As a defendant facing suspension, she could not get a fair hearing because the chain of command had a

score to settle. There was no alternate structure in Michigan independent of the local chain of command to provide a fair hearing.

### **Truel (3)**

Christopher Truel, a police officer in Dearborn, Michigan, responded to a call about a fight in a bar. Mr. Truel alleged the following facts: When he got to the bar, he saw a person lying on the floor covered in blood. He also saw the Dearborn police chief and other Dearborn police officers at the bar. He was told that the police chief had been involved in the fight and had been wielding a pool cue. The police chief told Mr. Truel that if he knew what was good for him, he would end the investigation and get the f\_\_\_ out of there. Mr. Truel dutifully stopped investigating and left.

Mr. Truel's story of the fight in the bar attracted media attention and comment from the Dearborn City Council. The county prosecutor and state police were asked to conduct an investigation. During the investigation Mr. Truel was called as a witness, and he agreed to testify. The investigation ultimately exonerated the police chief.

Mr. Truel alleged that after he testified, he was harassed and ridiculed by his fellow officers. A week after testifying, Truel found himself under investigation for misconduct; and he was taken off duty.

Mr. Truel's allegation that the police chief used his authority as employer to protect himself by ordering Truel to stop his criminal investigation raised a question about whether the chief behaved ethically. But the chief's professional behavior was never evaluated. When the fight in the bar became a political scandal, the county prosecutor investigated the police chief. Prosecutors investigate violations of criminal law, not professional ethics. Criminal activity and professional incompetence are two different things, with different standards of proof and different consequences. Nobody investigated whether the chief behaved unethically because the state had no agency outside the local chain of command to investigate and adjudicate issues of professional police ethics.

Mr. Truel's allegation that he was harassed and ridiculed by his fellow officers after testifying against his chief raised another ethical issue that the department could not adjudicate impartially. The department -- the alleged offender -- could not also act as an impartial judge. Yet there was no agency outside the local department where Truel could have taken his harassment complaint.

The stories of Officers Truel and Badalucco follow the typical "whistleblower" scenario where a police officer complains about conditions in her department, the complaint is not taken seriously, the department exonerates itself, the department turns about, subjects the complainant to a misconduct charge, and the whistleblower is the party who ends up getting punished. In whistleblower scenarios, the local department almost inevitably has a disqualifying conflict of interest -- it is both a stakeholder and also controls the key procedural levers.

When a commanding officer is -- or appears to be -- biased, the process of proving bias, disqualifying the commander and finding a replacement judge is difficult -- if not impossible -- in police discipline cases because there is no authority outside the local chain of command that can supply a substitute judge.

Oddly enough, it is easier to get a fair trial in the military. Predicaments such as those in the Truel and Badalucco cases would be unlikely in a court-martial.

#### **Baldwin (4)**

Holly Baldwin was an Air Force officer at Fort Bliss, Texas, who had been charged with larceny, conduct unbecoming an officer, mail tampering, and obstruction of justice. A court-martial was convened but was still underway when the commanding general summoned members of the court-martial panel to an "officer professional development" meeting. At that meeting, the general's representative discussed various court-martial cases. He said that court-martial sentences were too lenient, that officers should always be punished more harshly than enlisted persons, and that the

minimum sentence for an officer should be one year. Right after that meeting, the court reconvened, convicted Ms. Baldwin and sentenced her to one year in prison.

The Uniform Code of Military Justice has a rule against "unlawful command influence." (5) The Court of Appeals set aside Ms. Baldwin's conviction, holding that a commanding officer engages in unlawful command influence when the commander purposefully uses a staff meeting to give instructions to the members of a court-martial panel about how to decide a case.

Baldwin's case illustrates an important protection that soldiers have but police don't. While both work environments are characterized by strong chains of command, the military has developed tools to protect fairness that the police profession has yet to deploy. The military has recognized -- and named -- the persistent problem of "command influence" and has developed a structure and a procedure to combat it. The police profession can learn a lesson from the military in this regard.

Decades ago the military reorganized its discipline system. Judges and lawyers were placed in a separate command headed by a high-level Judge Advocate General who controls case assignments. Base commanders are allowed to file complaints and initiate courts-martial but they are not allowed to serve as court officers, and they are forbidden to put pressure on court officers. When a local commander wants to bring charges against a member of the military, the commander must petition the JAG to assign a judge. If a party believes that the assigned judge is biased -- and can prove it -- the JAG will appoint a substitute judge or an appellate court will order a new trial.

In police life, disciplinary matters are adjudicated in much the same way that the Royal Navy used to discipline sailors in the days of "Mutiny on the Bounty" -- when a ship captain could take offense, make an accusation, dictate a verdict, and impose punishment on the offender all by himself. In police life, the local department head is typically both accuser and judge -- or in some cases both defendant and judge. Participants in police discipline

proceedings take conflicts of interest for granted because there is no way to avoid them. In police life, there is no structure in place that allows parties to demand a substitute judge from outside the local chain of command. The military example demonstrates that Mutiny-on-the-Bounty-style justice is not inevitable in the police world. The police profession could erect an independent JAG-like structure that would inject more fairness into professional discipline.

### **Harvey (6)**

The commanding officer of a small Marine flight squadron in Yuma, Arizona, charged Corporal Jemima Harvey, with several offenses, including conspiracy, making false official statements, use and possession of LSD, amphetamine and cocaine, and communicating a threat. The commanding officer ordered a court-martial. Throughout the trial, the prosecution characterized the officer's misconduct as a "direct threat to the safety of the aviation community." During closing arguments, the commanding officer came into the court room wearing a flight suit and sat in the audience. While the defense lawyer was making his argument, he noticed that members of the court-martial panel were looking over his shoulder. After the closing arguments were finished, the judge told the defense lawyer that the commanding officer had been sitting in the back of the room, and the defense lawyer asked for a mistrial. The judge denied the motion, and Corporal Harvey was convicted.

The Court of Appeals set aside the conviction reasoning that the commanding officer's presence probably influenced the proceedings. The court wrote:

... because the inherent power and influence of command are necessary and omnipresent facets of military life, everyone involved in both unit command and in military justice must exercise constant vigilance to protect against command influence becoming unlawful.

The court warned that although trials are public, and anyone may attend, commanding officers

should "give prudent and careful consideration" to the impact their presence in a courtroom might have on both the proceedings and the perception of fairness of the court-martial.

Thus a conviction was reversed -- and an entire trial had to be redone -- merely because the commanding officer walked into the courtroom. Nothing could be more different than the way complaints and grievances are handled in the police world where local commanders control the key procedural levers.

Harvey's case illustrates how thoroughly an organization -- even an organization with a military chain of command -- can enforce fairness if it adopts the right structure. The military can enforce its rule against conflicts of interest effectively, and very strictly, because it has a cadre of judges accountable to a separate command. The police profession could eliminate Mutiny-on-the-Bounty-style justice by creating a state-level adjudicatory structure separate from local police departments with authority to adjudicate complaints and grievances.

### **Repeat Misconduct**

A major shortcoming of the employment-based model of professional discipline is repeat misconduct. Most misconduct can be attributed to a small number of repeat offenders. (7)

According to a 1981 study of police officers in Houston conducted by the US Civil Rights Commission, twelve percent of police officers attracted 41 percent of all citizen complaints. (8)

According to the New York City Civilian Complaint Review Board, in 2014 sixty percent of New York police officers had either zero civilian complaints against them, or one. Three percent had ten or more civilian complaints against them. One officer had fifty. (9) As with diamonds, the propensity to commit misconduct is unequally distributed.

The local-employment-based discipline system facilitates repeat misconduct because it tends to cloak discipline in secrecy. Police officers who

are disciplined or fired for misbehavior – but not convicted of crimes – can negotiate to keep their records secret because personnel records are widely considered confidential matters between employer and employee. When misconduct records are treated like personnel records, an officer can change jobs without having his misconduct record follow him.

A series of articles in the Denver Post in the past year has exposed the problem of Colorado police officers fired or forced to resign amid misconduct charges who find jobs in other Colorado departments. Officers negotiate with their former employers to keep their misconduct records secret. Even when they are aware of a candidate's prior record, prospective employers overlook that information because new recruits are hard to find (given the low wages they are paid). The regulatory system at the state level is inadequate and underfunded. (10, 11)

A centralized state-level disciplinary system would go far to address the problem of repeat misconduct.

### **Brown (12)**

Greg Brown was a deputy sheriff in Eaton County, Michigan. Sometime before 2014, he had been disciplined for verbally abusing civilians during traffic stops. He was instructed to videotape his traffic stops. In 2014, he made another traffic stop, and again he didn't use his body camera.

The driver who was stopped happened to use his own phone to record the encounter; he placed it on the dashboard. When the driver asked Deputy Brown for his badge number and supervisor's name, he apparently triggered something in Deputy Brown, who cursed, grabbed the driver, pulled him out of his car, forced him face-down on the ground, handcuffed him, and took him to jail. Deputy Brown then wrote an entirely false report about how the driver had gone berserk, causing Brown to fear for his own safety. After several warnings, Brown had felt compelled to arrest the driver. The driver filed a complaint and brought his recording of the encounter to the Sheriff's department. (13) But the video got lost. A

sergeant in the Sheriff's department evidently helped it to disappear. Eventually – somehow -- the video came to the attention of the sheriff. The video demonstrated that Deputy Brown had falsified his report: it was Brown and not the driver who had gone berserk. When the video surfaced, the sheriff fired Deputy Brown and disciplined the sergeant for suppressing the video.

By the time Deputy Brown's story was reported in the media – in 2016 -- he had found a police job in another Michigan jurisdiction.

Deputy Brown's story shows how the employment-based discipline system (and the absence of a JAG-like structure) facilitates repeat misconduct. Brown was disciplined for mistreating civilians sometime before the 2014 incident, but he was given no punishment; and no public record was made. In 2014, he repeated a similar offense, typical of officers who engage in misconduct. When Brown was fired he was not charged with a crime and his personnel record remained confidential, making it feasible for him to find another law enforcement job. Either he did not reveal his record to his new employer, or the new employer knew about the record and hired him anyway.

The other offender in Brown's story – the sergeant who made the video disappeared -- was criticized for his unprofessional behavior, but the record of the sergeant's misconduct will probably be treated as a confidential matter.

### **Concluding Questions**

The current state of discipline in the police profession is disorderly compared to the other professions. Civilians encountering police officers have no convenient way to verify their competence. Some questions ought to be addressed:

Why doesn't the police profession develop a code of ethics?

Why is each local police department allowed to make and enforce its own professional code?



Why don't we have state-level professional boards with the authority and budgets to discipline police officers, guarantee effective and impartial discipline, and maintain a discipline registry?

When most ethical violations are attributable to a few cops with problems, why doesn't the profession itself intervene?

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## Notes

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1 The Florida Department of Law Enforcement has adopted a "Law Enforcement Officer Ethical Standards of Conduct" drawn from the International Association of Chiefs of Police's Law Enforcement Code of Ethics, available at <http://www.fdle.state.fl.us/cms/CJSTC/Officer-Requirements/LE-Ethical-Standards-of-Conduct.aspx>

2 *Joan Badalucco v Auburn Hills*, 2001 WL 1699700, (Michigan Court of Appeals, 2001).

3 *Christopher Truel v Dearborn*, 291 Mich App 125 (Michigan Court of Appeals, 2010).

4 *United States v Holly Baldwin*, 54 MJ 308 (Armed Forces Court of Appeals, 2001).

5 *Uniform Code of Military Justice, Article 37*; 10 USC 837; available at <http://www.ucmj.us>.

6 *United States v Jemima Harvey*, 64 MJ 13, 14-31 (Armed Forces Court of Appeals, 2006).

7 Rob Arthur, "We Now Have Algorithms to Predict Police Misconduct. Will Police Departments Use Them?" (Five Thirty Eight, 9 March 2016), [http://fivethirtyeight.com/features/we-now-have-algorithms-to-predict-police-misconduct/?ex\\_cid=538twitter](http://fivethirtyeight.com/features/we-now-have-algorithms-to-predict-police-misconduct/?ex_cid=538twitter).

8 US Commission on Civil Rights, "Who Is Guarding the Guardians? A Report on Police Practices," (Washington, DC: Government Printing Office, 1981), p 166, quoted in Samuel Walker, "Early Intervention Systems for Law Enforcement Agencies," (US Department of Justice, 2003) pp 45-46, [http://www.cops.usdoj.gov/html/cd\\_rom/inaction1/pubs/EarlyInterventionSystemsLawEnforcement.pdf](http://www.cops.usdoj.gov/html/cd_rom/inaction1/pubs/EarlyInterventionSystemsLawEnforcement.pdf).

9 Robert Lewis and Noah Veltman, "Can the NYPD Spot the Abusive Cop?" (WNYC News, 5 December

2014), <http://www.wnyc.org/story/can-the-nypd-spot-the-abusive-cop/>.

10 Christopher N. Osher, "Colorado Laws Allow Rogue Officers to Stay in Law Enforcement," (Denver Post, 12 July 2015), [http://www.denverpost.com/news/ci\\_28470805/colorado-laws-allow-rogue-officers-stay-law-enforcement](http://www.denverpost.com/news/ci_28470805/colorado-laws-allow-rogue-officers-stay-law-enforcement).

11 Christopher N. Osher, "Bill Seeks to Reduce the Hiring of Rogue Police Officers in Colorado," (Denver Post, 14 March 2016), <http://www.denverpost.com/2016/03/14/bill-seeks-to-reduce-the-hiring-of-rogue-police-officers-in-colorado/>.

12 Todd Heywood, "Traffic Stop Gone Bad: Eaton County Deputy Resigns to Avoid Disciplinary Hearing," (Lansing City Pulse, 20 April 2016), <http://lansingcitypulse.com/article-13044-Traffic-stop-gone-bad.html>

## IADLEST/BJA CRIME ANALYSIS TRAINING PROGRAM PROGRESS REPORT

by: Mark Damitio, IADLEST Crime Analysis Project Technical Manager

In 2013, IADLEST was awarded a grant by the US Department of Justice Bureau of Justice Assistance to provide a three-tiered training program for Crime Analysis. The three tiers were (1): the provision of free 16-hour training workshops, (2): provision of free 1-½ hour webinars on selected crime analysis subjects, and (3): presentations at executive conferences.

### Training Workshops

"Crime Analysis for Chief Executives" is free. It is an intensive two-day workshop 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. Each participating agency is asked to attend as an agency team including CEO/commander, supervisor, and analyst representatives. The training is intended to build capacity and improve communication among ranks and disciplines specific to the creation and utilization of actionable analysis. The goal is reductions in crimes, crashes, and other social harms and the effective and efficient use of patrol, investigative and other available resources. To date, IADLEST has completed 11 of the executive training workshops authorized by the original funding, training 184 agencies and 382 agency representatives.

Dates	Location	Agencies	Attendees
July 10–11, 2014	Westhampton, NJ	18	29
November 13–14, 2014	Sanford, FL	6	33
January 29–30, 2015	Monmouth, OR	8	23
March 26–27, 2015	Taylor, MI	28	78
April 23–24, 2015	Eagan, MN	7	20
June 18–19, 2015	Dekalb, IL	9	32
August 20–21, 2015	St. Louis, MO	13	28
October 29–30, 2015	Akron, OH	26	39
November 17, 2015	Baltimore, MD	3	32
November 19–20, 2015	Metairie, LA	46	20
December 9–10, 2015	Austin, TX	20	46

IADLEST was contracted by the Police Foundation to present three additional workshops in the first quarter, 2016. All three have been completed, training 40 agencies and 103 agency representatives:

Dates	Location	Agencies	Attendees
January 21–22, 2016	Fullerton, CA	18	52
February 18–19, 2016	Pocahontas, AR	10	26
March 17–18, 2016	Freehold, NJ	12	25

With the notice of grant funding extension, IADLEST is in the process of developing additional workshops for the remainder of calendar year 2016:

Dates	Location	Agencies	Attendees
July 7–8, 2016	Burlington, MA	2-day	open enrollment
August 12, 2016	Kansas City, MO	1-day	agency class
August 15–16, 2016	Denver, CO	2-day	open enrollment
August 18–19, 2016	New York City	2-day	agency class
August 24–25, 2016	Columbia, SC	2-day	open enrollment
September 27, 2016	Prince George’s Co., MD	1-day	agency class
September TBA, 2016	TBA (Washington State)	2-day	open enrollment

All of the currently scheduled open enrollment workshops have exceeded their minimum student registrations for proceeding forward with planning. The workshop previously anticipated in Tempe, AZ, in September 2016 has been cancelled because of location availability. The workshop will be placed in another location, and we are currently assessing location sites in the state of Washington for a September presentation. The one-day format workshops are intended for individual agencies and provide a unique opportunity to address agency-specific issues. All one-day workshops are also anticipated to be at sufficient enrollment.

**Training Material/Book**

To support the training workshops, IADLEST has created a 150-page book titled *Building a Model Crime Analysis Program: 50 Small Steps for Law Enforcement Executives*. The steps include considerations on foundations of crime analysis, planning for crime analysis, analyzing crime, using crime analysis, and continually developing the crime analysis unit. The book received an internal review and proofreading during the month of September 2015, and was submitted to BJA for review the week of October 5, 2015.

**NCP Certification**

In November 2015, the Crime Analysis for Chief Executives workshops were awarded certification under the IADLEST National Certification Program.

**Webinars**

We secured a GoToWebinar account for the free webinar series. The GoToWebinar package has provided us with a robust platform to perform the webinars. The webinars are highly interactive between the instructor, moderator and students. We can produce online handouts, set up chat sessions, and track attendance and attention.

- We held two executive webinars on “Getting the Most Out of Crime Analysis” on April 3 and May 13. They were attended by 66 and 63 people, respectively.
- We held a webinar on Friday, Oct 2, 2015: 1:00 PM - 2:30 PM EDT: Getting the Most Out of Crime Analysis. It was attended by 41 people in-person, and there have been 42

additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 83.

- We held a webinar on Thursday, October 8, 2015: 3:00 PM - 4:30 PM EDT: Effective Use of Crime Analysis: Tactics, Strategies, and Special Operations. It was attended by 44 people in-person, and there have been 94 additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 138.
- We held a webinar on Tuesday, November 24, 2015: 1:00 PM - 2:30 PM EST: Improving Data Quality for Crime Analysis. It was attended by 51 people in-person, and there have been 21 additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 72.
- We held a webinar on Tuesday, December 1, 2015: 2:00 PM - 3:30 PM EST: Strategic Crime Analysis: Reducing Hot Spots and Solving Problems. It was attended by 53 people in-person, and there have been 68 additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 121.
- We held a webinar on Friday, Dec 11, 2015: 2:00 PM - 3:30 PM EST: Tactical Crime Analysis: Stopping Emerging Patterns of Crime. It was attended by 38 people in-person, and there have been 35 additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 73.
- We held a webinar on Friday, January 22, 2016: 1:00 PM - 2:30 PM EST: Using Analysis to Support an Effective CompStat Process (rescheduled from November 13, 2015, due to schedule conflicts). It was attended by 35 people in-person, and there have been 30 additional views by people who have logged in after the webinar to view the recording. The total attendance to date is 65.
- We held a webinar on Wednesday, May 25<sup>th</sup>, 2016: 2:00 PM-3:30 PM EDT: People, Places, Patterns, and Problems: A Foundation for Crime Analysis. It was attended by 334 people in person, and there have been 114 additional views by people

who have logged in after the webinar to view the recording. This was our best-attended webinar to date.

The total student count through May, 2016 is 740 attendees in-person, and 404 views of the recordings for a total of 1,144 students.

We have two additional webinars anticipated in calendar year 2016. The last webinar was conducted June 21, 2016, and was entitled Understanding Hot Spot Mapping for Spot Mapping for Police Executives.” The webinar will be presented by Jim Mallard, a Crime Analyst with the Winter Park, FL, Police Department. The following webinar has been scheduled for Wednesday, August 31, 2016 from 1:00 PM to 2:30 PM EDT, and is titled “Tasking the Collection and Analysis of Intelligence to Inform Decision-Making.” It will be presented by Rachel Carson, the Director of Inspired-Acts, Ltd.

### **Conference Presentations**

With the grant extension, we anticipate presentations at two additional conferences in 2016. We will present the 2016 Annual Conference of IADLEST to the POST and Academy Directors the first week of June 2016 in Grand Rapids, Michigan. We submitted two proposals to the 2016 Annual IACP conference: one from Jonas Baughman at the Kansas City Police Department covering innovative technology and crime analysis and one from Christopher Bruce and Brett Railey covering what chiefs must do to establish a foundation for crime analysis. If either or both proposals are accepted, IADLEST will request a one-month grant extension to cover expenses through the IACP conference in October. We will not know the status of the IACP Conference request until late June 2016.

### **Going Forward**

Executive Director Becar has been notified by the Bureau of Justice Assistance that IADLEST will receive an additional extension for the grant for 2017. We look forward to the new challenges of the grant extension as we continue to modify the delivery to best meet the needs of our students and the grantor. If your POST or

Academy would be interested in hosting a free 16-hour Crime Analysis for Chief Executives workshop, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org). We request that the training venue has a complete multimedia system in place and comfortable seating for at least 30 but not more than 50 students. We provide all the instruction and course materials. Even if your jurisdiction cannot host the workshop, we communicate with the local POST and the US Attorney's Office for coordination and marketing.

### Information on the IADLEST Website

We have established a page on the IADLEST website. Look under the "Projects" tab for "Crime Analysis for Chief Executives." You will find additional information about the project at <http://iadlest.org/Projects/CrimeAnalysisforChiefExecutives.aspx>

### PRODUCT SPOTLIGHT: ATSS LIGHT SYSTEM

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We have begun using the ATSS during SKIDCAR delivery and Certified Instructor Training Courses. The Intersection Clearing Mode has enabled us to enhance our vehicle dynamics lessons of Stable Platform concepts of control into a more disciplined, proactive approach and required thought process.

The ATSS can be programmed for a delay time of up to 15 seconds for the "all green and go" confirmation. With the LED light boxes and sensors placed at right, left, and center locations, the driver must wait for all lights to clear before proceeding through the stop. This requires the driver to continue to monitor all directions and wait for all lights to turn green. When detected by the remote sensors, the lights could be any combination, including all green. During the waiting period, any of the lights could turn green then change to red before they are all green simultaneously. It's incredibly frustrating to most drivers in a timed session to have to wait, but the training concept is invaluable to a real-world scenario.

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For more information on SKIDCAR, SKIDBIKE, or the ATSS Light System, contact SKIDCAR SYSTEM, Inc., at (866) 754-3227 or via email at [info@skidcar.com](mailto:info@skidcar.com).



## THE RAPID EXPANSION OF BLUE COURAGE



Blue Courage training is rapidly spreading across the country and even gaining international interest. This holistic approach to developing police officers focuses on enhancing the “capacity” of officers to execute on the highest levels of performance aligned with constitutional and community mandates. Most importantly, it goes beyond skill building and targets the heart and mind -- or attitudes -- of our nation’s officers.

In development for years, Blue Courage began conducting courses for law enforcement in 2013. Since its incorporation in 2014, the organization has trained nearly 15,000 individuals, and conducted over 300 classes in 37 states. Touching on subjects, such as the nobility of policing, respect, resilience, health and wellness, and positive psychology, the demand for Blue Courage courses has rapidly grown. In response to this demand, various versions of courses were developed, such as Blue Courage for Non-Commissioned Personnel, Blue Courage for Correction/Detention, and Inclusive Leadership for Law Enforcement. Several more courses are in development, such as: Blue Courage

Leadership, and Blue Courage 2.0 to expand on the learning after one attends the initial Blue Courage Course.

In 2015, in partnership with the Department of Justice Bureau of Justice Assistance (BJA) and IADLEST, the focus of Blue Courage began to concentrate on train-the-trainer programs, allowing the Blue Courage philosophy to gain a faster momentum and more extensive reach. To date, over 600 law enforcement officers have been trained to teach Blue Courage. This shift has provided organizations with the ability to certify their own trainers to teach Blue Courage within their agency, providing sustainability and a long-term incorporation of the Blue Courage philosophy into their organizational culture and leadership.

Supported by BJA funding, “Blue Courage Immersion states” are being identified to incorporate Blue Courage statewide into police academies and influential police agencies within their state. A major emphasis in Immersion States is immersing various law enforcement academies with the Blue Courage philosophy thereby influencing not only seasoned law enforcement professionals, but new recruits alike. To date, 6 states have begun their statewide immersion, 4 states are in the process of starting their statewide immersion, and 12 additional states are in the pipeline as having stated their interest to become an immersion state.

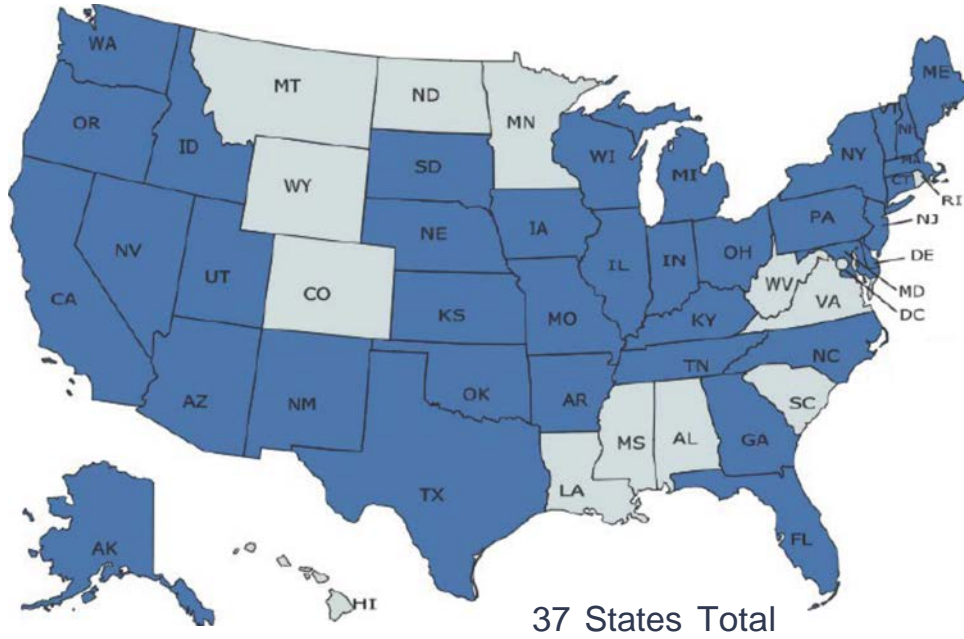


[www.bluecourage.com](http://www.bluecourage.com)

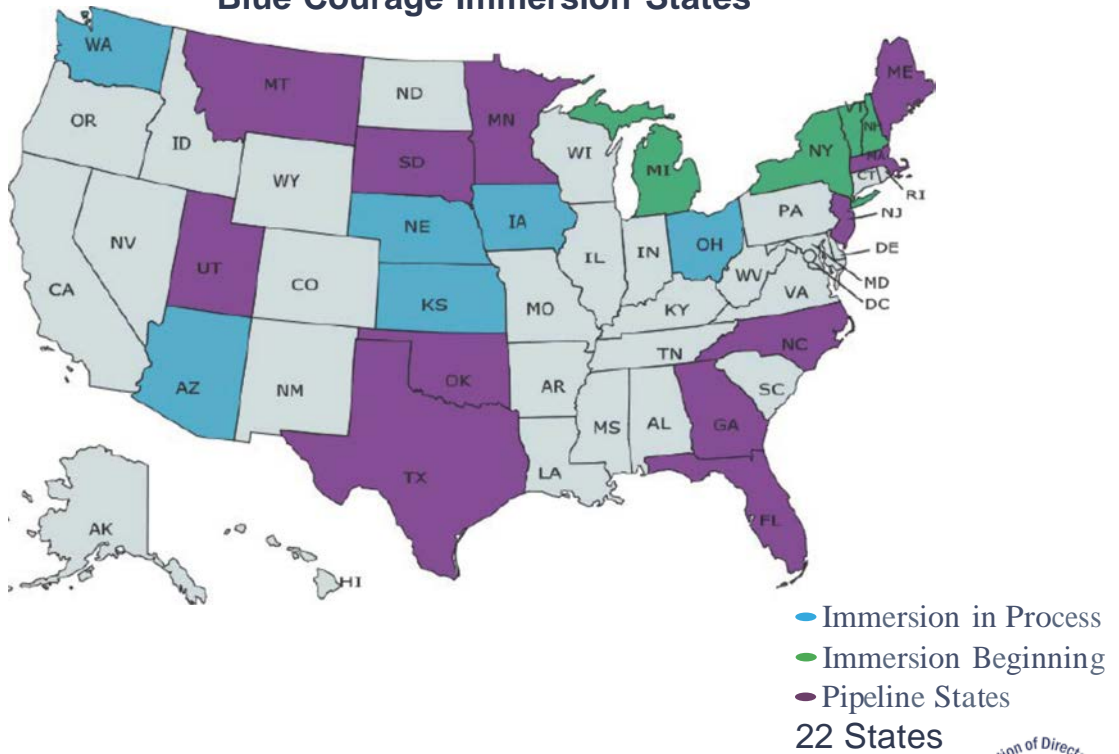




### States Blue Courage Has Delivered Training In



### Blue Courage Immersion States



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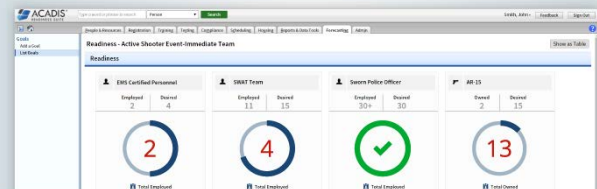
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## EXECUTIVE COMMITTEE MEETING MINUTES

**Saturday, February 6; and  
Sunday, February 7, 2016  
Washington, DC 20004**

**CALL TO ORDER:** President David Harvey (MI) called the meeting to order at 1:30 PM.

**ROLL CALL:** The roll of attendees was called by Secretary Mark Damitio. There were eight (8) Executive Committee members present:

President David Harvey (MI)  
First Vice-President Brian Grisham (TN)  
Second Vice-President Dan Zivkovich (MA)  
Acting Secretary Mark Damitio (Life Member)  
Second Immediate Past-President William Muldoon  
Central Region Representative Stephanie Pederson (WI)  
Southern Region Representative Mark Strickland (NC)  
West Region Representative Sue Rahr (WA)

Committee members absent:  
Acting Treasurer Kelly Alzaharna (Life Member)  
Immediate Past-President Kim Vickers (TX)  
Midwest Region Representative Gary Steed (KS)  
Northeast Region Representative Mike Wood (NY)

There was a quorum sufficient to conduct business.

IADLEST Staff: Executive Director Mike Becar (Present by telephone)  
Operations Manager Yvonne Pfeifer

### ADDITIONS TO THE AGENDA:

President Harvey announced that there were no additions to the agenda.

### INTRODUCTION OF GUESTS:

President Harvey introduced the following guests during the meeting:

- Steven M. Edwards, Ph.D., Senior Policy Advisor, Bureau of Justice Assistance, US Department of Justice
  - James E. Copple, Principal, Strategic Applications International, Helped compile the reports from the President's Task Force on 21<sup>st</sup> Century Policing.
- Nate McVicker, Hero 911 Network
  - Mark Logan, Assistant Dean, University of Phoenix
  - Linda Mayberry, US State Department, Bureau of International Narcotics
  - Nichole Forzano, Police One, Inc.
  - Keith Warner, Maryland State (law enforcement) Training Director's Assn.
  - Keith Williams, NHTSA
  - Steven Argiriou, Bureau Chief, FLETC Office of State, Local and Tribal Training
  - Ron Davis, Executive Director, USDOJ Office of Community Oriented Policing Services
  - Dr. Andrew Seifert, DHS Office of Bombing Prevention
  - Dan Breda, LSU National Center for Biomedical Research and Training
  - Dr. Michael Alston, Director, DOJ OJP Office of Civil Rights

- Mark Logan, Assistant Dean, University of Phoenix College of Criminal Justice:

Dr. Logan made a presentation to the Executive Committee as a follow-up to informal communication at the Fall IACP Conference with several members. The University of Phoenix is working in concert with Sam Houston State University on a law enforcement competency model. They want to work with IADLEST to validate the model, and would like to present again at the Executive Committee meeting at the Annual 2016 Conference in Grand Rapids, Michigan. They were requesting that an advisory committee be established. After discussion, there was a **MOTION** by Zivkovich (MA) and a **SECOND** by Rahr (WA) to have a detailed discussion with the University of Phoenix relative to our association's involvement, the time and effort involved, and a list of items and deliverables with recommendations to the Executive Committee at the Annual 2016 Conference in Grand Rapids, Michigan. The **MOTION CARRIED**.

- Richard Miller, Director, US DOJ/ International Criminal Investigative Training Assistance Program (ICITAP): Dr. Miller informed the Executive Committee that he has resigned his position to take a position as Dean of the Energetic Materials Research & Testing Center at New Mexico Technical University. His successor will be Gary Barr. Long time IADLEST Member Gary Bullard remains as the Deputy Director. They anticipate that ICITAP will facilitate the attendance of over 60 international attendees at the Annual Conference in Grand Rapids in June. Dr. Miller was thanked for his exceptional support of our association.

## **APPROVAL OF EXECUTIVE COMMITTEE MINUTES**

- August 27, 2015, Executive Committee Conference Call

The draft minutes of the August 27, 2015, Executive Committee Conference Call had previously been submitted to the members. There was a **MOTION** by Zivkovich and a **SECOND** by Grisham to approve the minutes. The **MOTION CARRIED**.

## **EXECUTIVE DIRECTOR'S BRIEFING**

Executive Director Becar reported the following information:

- **Change in POST Directors**

- Delaware - Galen Purcell promoted, new Director Sean Moriarty
- New Mexico - Jack Jones left, Acting is Brian Cross
- Illinois - Kevin McClain retired, new Director is Brent Fisher
- Maryland - Michael Zeigler promoted, acting Director William McMahon
- California – Bob Stresak has announced his retirement, but staying on until new ED is found. Applications close Feb 11, and Commission will review Feb 22.

- **Other Travel**

- Met with Academy Directors in Tennessee Aug 31-Sept 1
- Attended Central Regional Meeting in Kentucky in October
- Attended West Regional Meeting in Palm Springs in December
- Participated in Conference Call for Southern Region Meeting in December
- January Meetings in DC
- DOJ, BJA, NHTSA, Fed Motor Carrier, ICITAP, COPS, Police Foundation, Senator Kirsten Gillibrand's office (NY) on NDI

- Senator Ryan (Ohio) on blue courage

- **Grant Awards**

- There was an award from the Texas DOT for \$178,004.61 for DDACTS to train agencies who received earlier training from Texas A&M University.
- There was an award of \$326,834.20 from the US Dept. of Transportation FMCSA for a series of Train-the-Trainer workshops for Large Trucks & Bus Enforcement for local law enforcement officers in 10 highest fatality states for trucks and buses. He sent an email to the membership that they need instructors to send to training.
- There was a supplemental award of \$200,000 from the DOJ BJA for Crime Analyst Training in FY 16 to teach agencies how to develop analysis capability and use them effectively. We have completed 13 workshops: NJ, FL, OR, MI, MN, IL, MO, OH, MD, LA, and TX. We are teaching three under contract to the Police Foundation: January in CA, February in AR, March in NJ. We are scheduling six additional workshops in 2016 in, AZ, NY, WA, CO, New England States. The 50 step guide for "Building a Model Crime Analysis Program" was published by BJA last fall. There have been a series of Webinars in the program. Six have been delivered, and four more are scheduled.
- There was a \$753,920.70 award from NHTSA for DDACTS training. We have trained over 650 agencies throughout the US, attended by approximately 3,000 officers. We have trained around 100 SME's, and have presented

Workshops, SME training, and technical assistance.

- There was a \$1,000,000 grant from DOJ BJA for Blue Courage State Immersion. It is given to states that partner with POST, major academies, and major agencies to deliver Blue Courage Training in Arizona, Washington, Nebraska, NYPD, Ohio, Iowa, Kansas, and Michigan. There is interest in Texas, Florida, and Vermont. There are Open Enrollment classes in AZ, MD, TX, and MO. There was a Desk Audit performed by BJA on our operations of the grant, and we passed without deficiencies.

- **Projects**

- Academy Directors Course: The course is ready for a beta-test this April. Rusty Goodpaster (IN) has led the development project. Mark Damitio will coordinate the training classes when they are ready for release.
- National Certification Grant: Envisage Technologies has a grant fund of \$20,000 set aside for Government and Non-Profit institutions to offset the fees of the NCP program if they cannot afford them.
- Pursuit Policy: The Pursuit Policy online training program will be reworked. Some students are not passing. It is possible to skip ahead in the modules, and there is not a comprehensive test. In addition, the Pursuit Policy video will be updated. Over 800 officers have viewed the video, and the State of Indiana is going to make it a requirement for their officers.
- Other Requests:
  - Colombia National Police –

Accreditation: There will be meetings later this spring coordinated with the State Department with their representatives. This is an outgrowth of the site visit last fall.

- Virgin Island POST has requested a meeting with their Territorial leadership and the Virgin Islands Police to receive input on improvement to their operations.
- NDI Request from Envisage: Envisage has requested access to the NDI for system improvement and quality control measures. Bill Muldoon (NE) will work with them.

- Trademark Registration: The IADLEST and NCP names and seals have been submitted to the US Patent and Trademark Office.
- Reciprocity Handbook Cost: The current cost is \$27.00 for non-members. To accommodate additional expenses since the rate has been established, the fee is requested to be raised to \$39.00. There was a **MOTION** by Grisham (TN) and a **SECOND** by Rahr (WA) to approve the increase. **The MOTION CARRIED.**
- Failed National Certification Program Applications: Becar will be working on a process (appeals, etc.) with Program Manager Peggy Schaefer when a program fails an NCP application.
- Instructor Track at IADLEST Conference: Ever since the demise of ASLET, there have been limited opportunities for law enforcement academy instructors to have training on emerging topics and best practices. ILEETA offers a conference, but it is heavily focused



on the old guard and the warrior mentality. There is the need for another option: Police legitimacy, Blue Courage, etc. It is proposed that in future, IADLEST Annual Conferences have a separate instructor track that can focus on ideas and topics that POST and Academy Directors can feel more comfortable sending their line staff. This will also increase attendance at the conference, which has benefits for the association.

- Bookkeeping change request: IADLEST presently uses Checkwriter through CPA Alan Levinson in Michigan, and we pay over \$30,000 yearly. There are problems with Checkwriter in determining grant invoices, adjustments are not logged, and advance payments are not seen. We always have adjustments. Quickbooks software has been recommended by our auditor. IADLEST can contract with a local CPA firm for the limited other services necessary and can direct-hire a part-time bookkeeper to use Quickbooks for payments for less than \$30,000 total a year. Becar has identified such a local candidate as a part-time bookkeeper with law enforcement experience. After discussion, there was a **MOTION** by Damitio (Life Member) and a **SECOND** by RAHR (WA) to authorize the Executive Director to terminate the services of CPA Levenson, to hire a local CPA firm for services, and to hire a part-time employee as a bookkeeper. The **MOTION CARRIED.**

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

## IADLEST TREASURER'S REPORT

Treasurer Kelly Alzaharna was not able to attend, but submitted the Statement of Financial Position to the Executive Committee members.

- Financial: Total Liabilities and Net Assets as of December 31, 2016, were \$412,189.92. A complete financial report is available to the membership upon request. There was a **MOTION** by Grisham (TN) and a **SECOND** by Muldoon (NE) to accept the financial report. The **MOTION CARRIED.**
- Audit Report: Yvonne Pfeifer reported that the Audit Report has not yet been received by the association from the auditor. The Audit Report will be presented at the 2016 Annual Conference.

## ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

- **2016 Conference Election Committee:** Second Vice-President Zivkovich volunteered to be the Chair of the Election Committee, and Brian Grisham will also serve on the committee.
- **Bylaws Revisions:** Second Vice-President Zivkovich reported that due to the significant support of the ICITAP program and the US State Dept. to promote our association and to assist our international partners with conference attendance, it is an opportune time to examine the association bylaws. The current bylaws are still very US centric relating to the Director Membership category, and regional representation on the Executive Committee, and there are items related to the definitions that do not relate to our international partners. After discussion, President Harvey directed the Bylaws Committee to draft some recommended changes that could be acted upon at a future Executive Committee meeting and then ultimately

for a vote by the association membership.

### COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

- **NCIC & Criminal History Access:** President Harvey reported that he submitted a white paper to the NCIC/CJIS Board requesting clarification of the abilities of POST agencies to access NCIC. The authorization varies across the country. The result was that his own access was revoked. The Board's conclusion is according to their rules, for a POST agency to have access, the agency's enabling statutory language must include their authorization, and that 51% of the agency budget has to be toward criminal investigation. The former issue may be possible to achieve, but the latter is not reflective of the budget priorities of most POST agencies. He has scheduled a meeting with the CJIS Director. It is possible to change the rules, but it will likely take the assistance of Congressional resources to influence the change.
- **POST and Academy Accreditation:** Second Vice-President Zivkovich distributed a draft report of the Accreditation Committee. There was a summary, a proposed set of standards, a flowchart of how the process would work, a sample job description for an Accreditation Manager, and fee considerations. He mentioned the significant assistance of the staff of the Office of Federal Law Enforcement Accreditation (FLEETA) in the project. After discussion, there was a **MOTION** by Strickland (NC) and a **SECOND** by Grisham (TN) to: 1) Authorize the Executive Director to hire or contract for the services of an Accreditation Manager and to leverage the network of 600 existing FLEETA Assessors, and 2) Direct the Executive Director and the new Accreditation Manager to develop a

fee structure. The **MOTION CARRIED**.

- **National Certification:** Executive Director Becar reports that the IADLEST Pursuit Policy DVD training program was submitted for NCP Certification, but did not pass. There are several issues to address. He has estimates from technology providers on the solutions to the issues. After discussion, there was a **MOTION** by Zivkovich (MA) and a **SECOND** by Strickland (NC) authorizing the expenditure of up to \$2,200.00 for the necessary solutions. The **MOTION CARRIED**.
  - **Personnel Commission:** Second Vice-President Zivkovich reports that the last time that the compensation for the Executive Director was reviewed was four years ago. In the past four years, there have been increased responsibilities, increased travel, and increased sensitivity and skills needed to negotiate the political environment. The Cost of Living Index has increased by 6.9%. After discussion, there was a **MOTION** by Zivkovich (MA) and a **SECOND** by Strickland to: (1) Award a cost of living increase of 7% retroactive to January 1, 2016; and (2) Direct the Personnel Committee to develop recommendations and benchmarks for a merit increase for action at the June Executive Committee meeting at the Annual Conference. The **MOTION CARRIED**.
- In additional business, President Harvey noted that the Personnel Committee is an ad-hoc committee. He believes that it is time for this committee to be made permanent, and will make that an item of New Business at the June Annual Conference.
- **Sourcebook:** President Harvey introduced Dr. Mitch Javidi of the International Academy of Public Safety. Dr. Javidi and his organization offered

their services to the association at no cost (at an estimated value of over \$60,000) to take on the Sourcebook project. They have built the software, and the knowledge management system. They will be entering all the previous data from the last “clean” sourcebook from 2010. The new online product will be significantly easier to complete, will afford the ability for instant updates, and have significantly enhanced search capabilities. The project is ready to pilot, and he recommended volunteers from pilot states to audit the converted content and to enter new data. Tennessee, South Carolina, and Nebraska have volunteered.

- **ICITAP Regional Training Managers Conference, Serbia:** President Harvey and Second Vice-President Zivkovich were the guests and speakers at the ICITAP Regional Training Managers Conference in Serbia last fall. It was an eye-opening experience, and a significant opportunity for promoting the association.
- **American Society of Criminology:** Second Vice-President Zivkovich represented the association at this meeting, which established a new Division of Policing. It was an opportunity to inform other affiliated disciplines of our association, and what we do.
- **Response to Persons With Mental Illness:** Second Vice-President Zivkovich represented the association at this meeting, facilitated by the BJA. Once again, there was little knowledge of our organization and what we do. There was a good deal of information given about current best practices.
- **Advancing Diversity in Law Enforcement:** Second Vice President Zivkovich represented the association at this meeting, which examined hiring practices, recruiting, and retention.

## NEW BUSINESS

- **Colorado Audit Request:** President Harvey reported that the new Executive Director of the Colorado POST has asked IADLEST for an agency audit of their operations. Harvey, Oregon Executive Director Eric Gabliks, and Arizona Executive Director Lyle Mann have been tasked with the audit. Oregon staff has completed a significant amount of the background material for the desk audit and the surveys of constituents. There will be an on-site visit. Executive Director Becar will work with the agency for a contract for the costs to perform the audit.
- **Police Forum March 21 meeting for POST Directors:** President Harvey reported that the Police Forum is facilitating a meeting in Washington, DC, of the 50 state POST Directors to begin the process of integrating the recommendations of the President’s Task Force on 21<sup>st</sup> Century Policing. Invitations have already been distributed. Jim Copple of SAI is coordinating the event, and he was present at the Executive Committee meeting to give a brief overview of the expectations for the meeting.

## REGIONAL REPORTS & STATE CALLS ON NATIONAL CERTIFICATION FOLLOW-UP

- **Northeast Region:** Regional Representative Michael Wood (NY) could not attend, but passed on this report through Dan Zivkovich (MA):
  - **New York:** During last year we have initiated a comprehensive review/update of our basic course for police officers. It was a two year project plan. Our Municipal Police Training Council has also approved the expanded use of

scenario - (reality) based training as part of the basic course, and our agency has committed to purchase all associated equipment for all police academies in New York. A big investment that will avoid unfunded mandates once the course goes live. In the past year, our Council has also adopted model policies in the areas of body cameras, eyewitness identification, police use of force, and handling of sexual assault kit evidence.

- **Massachusetts:** Massachusetts is in the midst of a validation study to establish entry-level fitness standards. The state already requires prospective officers to take an abilities test, but that test requires minimal cardiovascular capacity. Consequently, recruit officers are arriving at basic training in poor physical condition. The initial results of the study indicate that using the 1.5-mile walk/run and combining it with the results from a one-minute pushup test is the best, statistically significant fitness predictor of success in basic training.

The \$800,000 recruit curriculum project is ongoing (and will be for another 18 months). We have completed a job task analysis and used it to establish instructional objectives. FORCE Concepts is now engaging subject matter experts and related research to begin curriculum development. Rather than being a curriculum rewrite, this is a complete overhaul, with the development process designed as if no curriculum is currently in place to keep the new curriculum from being overly driven by the current curriculum.

We are partnering with Fitchburg State University to create a 4+1 master's degree program.

Graduates will not only receive their sheepskin, they will also have a certificate attesting to successful completion of a police recruit academy. This was done by comparing the instructional objectives in FSU's criminal justice program to our recruit IOs. Certainly there was a deficit – and not only in the skills areas, such as firearms, defensive tactics, first responder, and applied scenarios. To fill that deficit, the students will be required to attend a summer semester of boot camp between their fourth and fifth years. During that boot camp, they will get the same experience as student officers attending a full-time police academy. In addition, the students who opt into this program will be required to comply with police academy policies, procedures, and regulations for the entire five years, making it a very stringent program. At graduation, the students will be required to successfully complete a comprehensive written exam, to pass 80 hours of scenario testing, fire a qualifying score with firearms, and be current on CPR and first responder certifications.

Topics included in this year's mandatory in-service training include: use of force revisited, eyewitness identification, best practices; fair and impartial policing, legal updates, defensive tactics skills, critical incident response (based upon lessons learned from the Boston bombing); CPR/first aid, and firearms

- **Central Region:** Regional Representative Stephanie Pederson (WI) provided this update:
  - **Ohio:** Advanced Training Section - Blue Courage We committed to including Blue Courage training at both the basic training and

advanced/in-service training levels for a state-wide immersion of the program. We have worked with numerous federal, state, and local strategic partners. A thank you to IADLEST for their collaboration and support with this! We've got our state-level master trainers and have held the first few instructor courses. Numerous agencies have plans to infuse the training program into their regular training schedules. We will be partnering with Bowling Green State University in the research/measurement of the program's effectiveness.

**Drones:** Ohio Senate Bill 251 has been introduced to regulate the use of drones for gathering evidence and information by law enforcement officers. We are currently developing a Public Safety Unmanned Aircraft System (UAS) course. The course will address the following topics: Pre-UAS Implementation, Public Safety UAS Operations, Registering Your Agency's UAS with the FAA, National Airspaces, FAA B4UFLY App, Legal Issues, Equipment, Required On-Site Paperwork and Notifications, Sterile Cockpit Area, Pilot Logbook, Maintenance and Maintenance Logbook, and the Ohio/Indiana UAS Center & Test Complex Flight Operations Manual. Videos from actual Public Safety UAS operations will be viewed. In our quest to develop classes involving UAS (unmanned aircraft systems), we have been issued a COA (Certificate of Authorization) by the Federal Aviation Administration to operate UAS's for research and safety purposes.

**Trauma First-Aid:** Since 2012, OPOTA has offered a trauma or tactical first-aid course, Self-Aid/Buddy-Aid (SABA). With so much interest, especially over the past year, we're developing a Self-

Aid/Buddy-Aid Level II course. The original SABA course is an introduction to providing self-aid for officers, and aid to other officers, citizens, and suspects who are injured. The proposed level II course will provide additional training plus more hands on application. Officers attending this course will be taught additional skills such as reviewing injuries and operating equipment. Students will also participate in high stress scenarios. These scenarios are designed to force officers to perform "under fire," providing self-aid on hard to reach locations on themselves and others, and working on multiple casualties. Officers will be trained in and participate in scenarios emphasizing the "Rescue Taskforce." To ensure that all new officers have these skills, a similar trauma first-aid topic, Critical Injury First Aid, will be added to all peace officer basic training academies, beginning January 1, 2016 (see more information in Education & Policy section below).

**Master Criminal Investigator –** White Collar Crime Investigations certification program, effective January 1, 2016. This program is designed for the investigator who conducts primarily white collar crimes investigations. The course is a total of 260 hours and includes a practical examination.

**Webcast –** We have invested in online, live-streaming, software and hardware for both our London and Richfield campuses. Webcasting will allow officers to attend live training sessions without traveling. Participants can ask questions, watch the live presenter and classroom videos, and participate in questions asked to the in-person attendees. While we're getting familiar with the technology, there are desires to expand its use in courses or certification programs similar to

online programs offered by higher education.

**Continuing Professional Training (CPT)** for Ohio's peace officers and troopers increased to 11 hours for 2016. To be eligible for reimbursement, officers must take training in the critical subjects of: 4 hours on community-police relations (e.g., Implicit Bias, Procedural Justice, Blue Courage), 2 hours on Crisis De-escalation with Focus on Mental Illness, 2 hours on Constitutional Use of Force, 1 hour on Human Trafficking, 2 hours of any general law enforcement topic. One of seven courses developed specifically for 2016 CPT is Policing in the 21st Century. The 8-hour course covers the first three critical subjects. The courses is being offered twice each month on OPOTA campuses which are also live-streamed to up to 3,000 online attendees, and also live at 10 regional locations around the state.

The constitutional use of force section is designed to review the legal standards. The focus revolves around the Fourth Amendment to the US Constitution and case law such as *Graham v. Connor* (1989) and *Tennessee v. Garner* (1985). After the standards are explained, students then apply these standards to use of force videos that are based on actual cases. Online attendees participate through the use of poll surveys and their answers are instantly tabulated for the entire class.

**Professional Standards Section:** In 2015, the Ohio Peace Officer Training Commission (OPOTC) celebrated its 50th year. The commission helps shape training and compliance standards for 31,469 peace officers from 957 agencies as well as corrections, private security, probation officers, parole officers, humane agents, and bailiffs. In 2015, the

Commission and its staff issued 7,417 basic training certificates, and administered 3,111 state certification exams.

**2015 Law Enforcement Conference** – the conference's theme was Protecting Ohio's Teens and was attended by nearly 800 members of Ohio's law enforcement community. The two-day conference included three plenary speakers and 30 workshops. In May, Ohio will begin honoring fallen K9 officers at its annual Fallen Officer's Memorial Ceremony.

**Education & Policy Section:** The Education & Policy section continues to revise curricula across all Commission-approved basic training programs (Peace Officer, Corrections Officer, Jailer, Private Security, Humane Agent, Peace Officer Refresher, and Probation/Parole/Bailiff Firearms). Revised and new lesson plans are released every six months. The curriculum is designed based on principles of adult learning theory and includes a plethora of student-centered and scenario-based learning activities. Recent highlights include:

- Addition of a procedural justice and police legitimacy topic in peace officer basic training (coming in July)
- Addition of a critical injury first aid topic in peace officer basic training
- Addition of a companion animal encounters topic in peace officer basic training
- Introducing the Blue Courage program into peace officer basic training will begin with piloting the program in two Ohio academies.



- An entirely brand new curriculum for Jailer Basic Training

### **Ohio Peace Officer Training**

**Commission:** The OPOTC meets six times per year and governs many matters that affect training for peace officers and troopers, as well as many other tasks.

### **Advisory Group on Law**

**Enforcement Training:** A specific focus for the OPOTC for the last several months has been on implementing recommendations made by the Attorney General's Advisory Group on Law Enforcement Training. Many of those recommendations have been implemented or are on deck.

That report is available at: <http://www.ohioattorneygeneral.gov/Files/Publications->

### **Files/Publications-for-Law-Enforcement/LE-Advisory-Report-**

**WEB:** Ohio removed its 650 hour cap on peace officer basic training. As of January 1, 2016, peace officer basic is at 653 hours. This will permit us to continue to add higher level scenario-type training activities to the curriculum.

With basic training being offered on behalf of the commission by dozens of independent agencies, we are looking at numerous economically feasible ways to increase quality control of the academy commanders and instructors.

A high school diploma or equivalent and drug screening have been added as admission requirements to attend peace officer basic training. Additional pre-certification standards we are exploring are psychological exams, truth verification tests, a pre-entrance physical fitness assessment, and additional criminal disqualifiers.

- **Kentucky:** Kentucky Department of Criminal Justice Training (DOCJT) selects the Acadis Readiness Suite to track officer training. The system will be used to automate academy operations, including curriculum development, scheduling, and registration, housing, and testing along with tracking full training and compliance records for the 15,000 law enforcement officers across the state.

Basic Training for LEOs is now requiring all graduates to recite the "Use of Force" statute to assist in the adult learning and problem solving/decision making training environment. In addition, they will be able to reflect on their training more specifically in situations presented that may cause them to question use of force parameters.

Initial steps in the upcoming research for incumbent testing have begun.

The Kentucky DOCJT hosted the Central Region meeting in November 2015 and presentation/discussion regarding "How Police View Policing" was provided.

- **Minnesota:** The Minnesota POST Board is continually working on improving their best practices and developing training. Additionally, they are reviewing agencies every 4-5 years to ensure full compliance with state mandates and developing a system for tracking peace officers' mandated training and continuing education.

Minnesota is continuously improving their POST Board licensing exam and delivering the new licensing exam in alignment with learning objectives and are positioning the test for eventual online delivery.

They are updating their administrative rules to reflect current practices and working on facilitating online testing.

They are also currently creating a business plan for the Minnesota Legislature that clearly demonstrates the need for sustainable funds to perform statutory functions and related operations.

- **West Virginia** - Charles Sadler provided the following update for West Virginia:

Funding remains our primary issue here in West Virginia. The legislature has acknowledged through an interim study that the funding mechanism in place is not sufficient to meet full demands of the program; but with overall state revenue severely down from normal overall collections, any effort to increase the funding mechanism or to create other revenue streams has not been approved. We are only able to address the basic requirements of program but severely limits ability to address officer professional development and other needs.

The certification reactivation review requirement put in place by legislative action approximately four years ago due to officer conduct issues is helping the program to identify and take applicable action concerning officers who have left an agency not in good standing. Such officers move to be employed as certified officers at another agency in the state, they may not start working until they complete a full review as to why they left by the POST level body - in our case the Law Enforcement Professional Standards (LEPS) Subcommittee. Not all such reviews result in the inability of the officer to begin working again, but it has allowed us to better identify officers with "issues" that must be addressed.

Partially because of the certification review process, our appeals of decisions by the LEPS Subcommittee for an officer to stop, or be unable to start working again, are up. This causes an additional financial drain on the program as we receive our legal support from the State Attorney General's Office, and they charge for legal services. We are tracking those costs to determine if we need to seek a full time Assistant Attorney General to be assigned to this office.

West Virginia is in Year 5 of the five year contract we have with Envisage Technologies to provide our electronic officer data base with ACADIS. Program has been allowed us to provide better services to officers in tracking their certification, in-service, and firearms qualification requirements. Over the course of the upcoming year will be moving to renew a contract with them through applicable State Purchasing Office requirements.

- **Wisconsin:** Stephanie Pederson provided the following update for Wisconsin:

In January, 12 of the 21 academies in Wisconsin began teaching the new, expanded, and restructured academy. Two academies already ran the new 18-week academy (old academy was 13 weeks) with success. The biggest feedback was that the students really liked the integration exercises that happened between the three phases of the academy. They felt much better prepared for their final scenario testing week, and also felt more confident going out to their agencies and field training programs.

Wisconsin added a physical fitness and officer wellness program to the recruit academy. Wisconsin worked

with FitForce on validating the tests and setting the standards for an entrance as well as exit test. The entrance test is 20% less than the exit standards. The standards are:

Out of 14 academies that have run or are in the process of running, there have only been a handful of failures.

Envisage Technologies was awarded the state contract to provide the new record management software (Acadis) for Wisconsin. The hardware was installed by mid-January 2014, and the software was installed by March. We conducted training events around the state over the summer and are now using Acadis as our main record management system. Still working out some kinks in the reporting processes with Envisage.

We also bought the testing module from Envisage in 2014. We have administered a number of tests in the academies. The reciprocity exams and the testing module is working very well.

- **Michigan:** The Michigan POST is working on several initiatives this year: (1): A Job Task Analysis for the first time by rank: this may lead to graduated licenses. (2): A state accreditation process, which may dovetail with the IADLEST accreditation process.

**South Region: Regional Representative Mark Strickland (NC) reported:**

IADLEST Southern Region Conference Call, December 17, 2015. States participating: Florida, North Carolina, Tennessee, South Carolina (by email). Unable to join the call: Alabama, Louisiana, Mississippi, and Virginia. Also on the call were Peggy Schaefer and Mike Becar of IADLEST and Gary Mitchell from FLETA. Mark

Strickland - NC/Chair South Region began the call thanking everyone for taking time out of their schedules to participate and thanked Glen Hopkins for setting up the conference call.

- **Florida:** Florida's Criminal Justice Standards and Training Commission will be convening a committee to address prejudicial behavior manifested by Florida criminal justice officers. The meeting will be held on Monday, January 25, 2016, at the Orlando Lake Mary Marriott at 10:00 a.m. The committee has been tasked with creating possible rule language to address egregious prejudicial behavior on the part of officers in Florida. Currently, there is not a Commission rule to address this.
- **FLETA:** The federal government finally has a budget so we can begin our FY2016 activities in earnest. To date, 18 federal law enforcement academies have received FLETA accreditation, and 100 federal training programs have been accredited.
- **South Carolina:** Body camera legislation and the Academy's training council must review and approve every department's policy on body camera usage.

Reworking our basic law program to fit into hourly constraints regarding officers/trainees receiving overtime per a request from the field. The program will still be 12 weeks in length, just a reduction in overall training hours.

- **Peggy Schaefer's Report:**

**The National Certification Program** is moving forward with 31 participating states! We are encouraging all states to submit their training materials, both in-person and on-line that they want to share with others across the country for review. We ask that POSTs submit their on-line training to be distributed in the First Forward portal. Courses do not have to be NCP-certified to be uploaded into the portal for US distribution. The NCJA has done this, already. In addition, we have certified 15 courses; and there are many providers that are conducting their own assessment that will begin submitting in January 2016. We currently have 94 Reviewers on staff, but are still soliciting more reviewers. We encourage all State POSTs to submit the contact information for their veteran curriculum development specialists to Peggy Schaefer at [Peggyschaefer@iadlest.org](mailto:Peggyschaefer@iadlest.org) to begin the training process. Special thanks to Florida – Dean Register and his staff for allowing us to present at the Commission meeting in November.

**The DDACTS** program just completed another successful workshop at the NC Justice Academy – West Campus and we are currently establishing our 2016 schedule, and would like to bring workshops to Georgia, Mississippi, and Alabama this year. In addition, we are doing a one-day workshop in Harrisonburg, VA, for their police department; and we hope to have another Implementation workshop in March in the Raleigh, NC, area. We have trained over 690 agencies, with over 2,700 participants and are still rolling. If you are interested in hosting a workshop, please let Peggy know.

**Midwest Region**

Midwest Region Representative Gary Steed (KS) was not able to attend, but had passed on to the Executive Committees that the Midwest Region will meet March 6-8, 2016, in Wichita and Hutchinson, KS.

**West Region**

West Region Representative Sue Rahr (WA) reported that the regional meeting was held the first week in December in California. There was discussion about integrating Blue Courage into the academy. There is a group of researchers from Seattle University that is performing a 5-year longitudinal study on the impact of Blue Courage training. Part of the study deals with whether Blue-Courage-trained officers are more willing to adopt other strategies, such as CIT de-escalation strategies. The preliminary feedback is positive. The Blueprint project is underway with the assistance of Michael Nila, which examines the process to integrate Blue Courage into the culture of the agency. It will give Chiefs and Sheriffs the tools to create organizational change. There was discussion about LPO: the IACP's Leading Police Organizations as the standard for leadership training. Washington is looking at this as a requirement for Sergeants and above. Washington is also looking at a tie-in between the Basic Academy and the PTO/FTO programs at the home agencies for a more natural progression of the training.

**ADJOURNMENT**

Having no other business, President Harvey asked for adjournment at 10:00 AM on Sunday, February 7, 2016. There was a **MOTION** for adjournment by Strickland (NC) and a **SECOND** by Rahr (WA). The **MOTION CARRIED**.

## **OREGON DEPARTMENT OF PUBLIC SAFETY STANDARDS AND TRAINING (DPSST) UPDATE**

*submitted by Oregon POST, Eriks Gabliski, Director*

**Board Welcomes New Members:** Term limits and retirements have created a number of changes on the Board which take effect on July 1, 2016. In all, seven of the Board's 24 members are in transition. Chief Kent Barker of the City of Tualatin Police Department retired last week and the Oregon Association of Chiefs of Police submitted Chief John Teague of the City of Keizer Police Department to serve as one of their organization's two representatives on the Board. Chief Teague's nomination was approved by Governor Brown and the Senate Confirmation Committee effective July 1, 2016. Sheriff Jason Myers of Marion County was approved by the Governor and Senate for a second three-year term on the Board. He was also selected to serve as Board Chair effective July 1, 2016. Patricia Patrick-Joling of Newport, a citizen member on the Board, was selected to serve as the Board's new Vice Chair effective July 1, 2016 taking the place of Fire Chief Scott Stanton who previously had served in this role.

### **DPSST Hosts Oregon Criminal Justice**

**Career Fair:** The Oregon Department of Public Safety Standards and Training (DPSST), in partnership with the Oregon Peace Officers Association (OPOA), Oregon State Sheriff's Association (OSSA), and the Oregon Association of Chiefs of Police (OACP), hosted the first ever Oregon Criminal Justice Career Fair at the Oregon Public Safety Academy in Salem on Friday, April 29, 2016 and Saturday, April 30, 2016. Both days of the event were open to everyone including interested applicants; middle school, high school and college students of all ages; parents; veterans; employment and guidance counselors; etc. More than three dozen city, county, state, tribal, university and federal agencies participated and more than 2,000 attended the event of which 500 women attended the Women in Law Enforcement focused event on Saturday. The reason for this first-ever statewide event, agencies around the state are looking to hire more than 500 qualified employees to fill both sworn (police, corrections, parole and probation, emergency

communications) and non-sworn (chemists, nurses, CSI, etc.) positions at city, county, state, tribal, university and federal law enforcement agencies. The feedback from attendees and agencies was very positive with several looking to make this an annual event.

### **Todd Anderson Announces Retirement as DPSST Training Division Director:**

Todd Anderson, who has served as DPSST's Training Division Director since 2012 has announced his retirement effective July 15, 2016. Those who attended the 2013 IADLEST Conference hosted by DPSST in Portland would have met Todd as he coordinated the training seminars and Academy tour. Todd will be moving from Oregon to warmer weather in Lake Havasu, Arizona. Todd's law enforcement career started as a Corrections Deputy with Washington County (OR) in 1983. Todd left Washington County to become a Police Officer with the Rockaway Beach Police Department in 1985. In 1986 he would move to the Tillamook County Sheriff's Office where he held a number of positions ranging from Patrol Deputy, Detective, Narcotics Team Leader, and Corrections Division Commander all the way to the Office of Sheriff. Todd faithfully served as Tillamook County Sheriff from 2001 to 2011. After trying retirement for a few months, Todd became DPSST's Training Division Director in 2012. Todd has been active in a number of local, regional, state and national organizations, both public sector and non-profit. He has also been a member, and Past President, of the Oregon State Sheriff's Association and was recognized by this organization twice with their prestigious award, Sheriff of the Year, in 2007 and 2009. Todd has also served as a member of the Oregon Association of Chiefs of Police and honored just a few weeks ago with their Karlyn Campbell Award that recognizes members that have distinguished themselves as a mentor to others. We wish Todd well in his upcoming retirement.

### **Oregon Honors Fallen Law Enforcement**

**Officers:** The Oregon Fallen Law Enforcement Officers' Memorial Ceremony is a significant event that DPSST is proud to host each year in partnership with the Oregon Law Enforcement Officer Memorial Trust Fund, Oregon C.O.P.S.

and Oregon's various statewide law enforcement associations. The Oregon Fallen Law Enforcement Officer Memorial Ceremony was held on Tuesday, May 3, 2016 at 1 PM at the Oregon Public Safety Academy in Salem. The memorial honors more than 180 fallen Oregon law enforcement officers who have died in the line of duty since the 1880s. This includes officers from city, county, state, tribal and federal law enforcement agencies who have served as law enforcement officers, corrections officers, and parole and probation officers. The Board on Public Safety Standards and Training (BPSST) approved the addition of one officer during the 2016 ceremony. It is the goal of the Board to honor and remember the sacrifices of all of Oregon's fallen officers and the families they left behind. Below is information on the officer being added:

Added during the 2016 memorial was Deputy Gil Datan, age 43, of the Coos County Sheriff's Office. Deputy Datan died while he was on forest patrol on April 20, 2015. Deputy Datan was attempting to go up a steep embankment on his ATV, when it rolled over. Datan was thrown off, and the ATV landed on its side on top of him. Datan was unable to free himself or call for help. Datan was found by a search team at 9:45 PM in rugged terrain between three and five miles from where he parked his sheriff's office pick-up truck. Part of Datan's assignment as a timber deputy was to patrol timber lands between the Green Acres and Sumner Road area, which is very rough in places. The sheriff's office has several contracts with agencies including the U.S. Forest Service, Bureau of Land Management, and private timber property owners to patrol their properties.

Datan started his law enforcement career in Coos County with the Myrtle Point Police Department in 1996. A year later, he served with the North Bend Police Department. He also worked for the Confederated Tribal Police Department and Reedsport Police Department, before he was hired as a deputy sheriff in Coos County in 2009. Datan is credited with being an integral part in the arrest of at least two homicide suspects. Datan was previously on a two-year rotation as a detective with the South Coast Interagency Narcotics Team, before he

was assigned to be a timber deputy within the last few months

**DPSST Makes Changes to Criminal Justice Training Records:** DPSST has updated the F-6 Course Attendance Roster and the process with which criminal justice training is recorded. The goal of these changes is to provide more detail on DPSST training records that are viewable through Snapshot and CJ IRIS and also to assist us in implementing a system that would allow agency's to electronically submit officer training information to DPSST for upload onto a training record in days, rather than weeks or months. A number of agencies participated in the beta test and to date approximately a dozen agencies are actively using the system with more looking to join. There is no fee to agencies to participate.

**DPSST/CPE Announces Micro-Grant Program within Supervisory Leadership Academy:** In partnership with the Oregon Criminal Justice Commission, DPSST's Center for Policing Excellence will provide micro-grants of up to \$15,000 to Oregon public safety constituents for the purpose of improving the legitimacy and functionality of local criminal justice systems through the use of data, research and evaluation. These micro-grants will serve to assist local agencies in implementing evidence-based practices focused on crime prevention or community livability. Micro-grants will be awarded to fund projects developed by students completing DPSST's Supervisory Leadership Academy (SLA). Funded projects may include, but are not limited to: programs, training, equipment purchases and/or technology under the following categories:

- Law Enforcement: Focused Deterrence Strategies, Problem-Oriented Policing Strategies, Diversion
- Crime Prevention and Education: Environmental Design (CPTED), Mentoring, Anti-Bullying Programs
- Correctional Facilities: Cognitive-Behavioral Interventions, Risk Assessment
- Community Corrections: Cognitive-Behavioral Interventions, Effective PO/Offender Interactions
- Crime Victim Services: Domestic Violence Advocacy, Trauma-Focused Services



- **Center for Policing Excellence Section**

In 2015, the Oregon Legislature approved funding for two mental health/crisis intervention training coordinator positions at DPSST. These positions were assigned to DPSST's Center for Policing Excellence (CPE), and tasked with assisting agencies in the development of Crisis Intervention Team (CIT) programs, providing regional mental health training opportunities and developing and maintaining consistency within the basic academy mental health curricula among all disciplines at the Oregon Public Safety Academy. In addition, the CIT coordinators conduct community outreach to agencies and organizations other than those directly served by DPSST, leveraging those resources to achieve our goal of making quality mental health training more accessible to public safety agencies throughout the state. The first of these positions was filled in November by Kevin Rau. Kevin, retired Deputy Sheriff from Marion County, was instrumental in the development of Marion County's CIT program. Linda Maddy then joined CPE as the second CIT Coordinator in April. Linda is a seasoned clinician in this field and most recently worked for the Veteran's Administration Medical Center in Portland. Kevin Rau and Linda Maddy are working closely with Greater Oregon Behavioral Health, Inc. (GOBHI) to assist agencies with existing and developing mental health training programs across Oregon.

In early March, Kevin met with the Klamath County CIT planning group and LPSCC to provide technical assistance for the implementation for their Crisis Intervention Team which will include the 40-hour Memphis Model CIT training and Mobile Response Teams. The Klamath County Team sent three of their members to the International CIT Conference in Chicago in April and they are well on their way to achieving their goal.

Also in March, CPE rolled out the Mental Health Training Series. Workshops are currently scheduled every month through September 2016, with additional workshop opportunities in the hopper. The first of the workshops, held on March 29th, was called Working with Mood and Trauma Related Disorders. The anticipated attendance was 20 to 25 participants; instead it

was attended by 83 criminal justice professionals from across Oregon! The second in the series, PTSD in the Veteran Population, was held on May 17th with 44 in attendance. Topics of future sessions scheduled include Excited Delirium, Resilience for First Responders, Psychopathy and Sociopathy, and Autism. The intent is to continue to offer these workshops around the state for the foreseeable future.

Similarly, this fall DPSST is co-sponsoring the 6th Annual Regional CIT Conference which will be held in Tacoma, WA (September 20-22). This conference is attended by first responders, mental health practitioners and mental health advocates from throughout the Northwest. An example of the caliber of presenters joining us for this year's conference is Mary Schoenfeldt who is a highly regarded speaker, trainer and consultant in Emergency Management, Crisis Management, and Response and Disaster Stress Management. Mary will be providing the keynote address with Marysville Police Chief Rick Smith; the subject will be the Marysville-Pilchuck High School shooting which occurred in 2014.

What else is on tap for CPE and the CIT Coordinators?

- Development of a mental health curriculum for telecommunicators in partnership with Portland's
- Bureau of Emergency Communications.
- Continued work with several agencies wishing to develop their own CIT programs including
- Klamath County, Polk County, and Corvallis Police.
- Arrangements to bring nationally-known subject matter experts to Oregon such as Kevin Hines
- ([kevinhinesstory.com](http://kevinhinesstory.com)) and Ellis Amdur ([edgework.info](http://edgework.info)).
- Planning is underway for a first ever Oregon-specific CIT Summit in November.

**Academy Training Section:** Academy Training Supervisor Roger Eaton has accepted a position with DPSST at the Center for Policing Excellence (CPE). Roger will be working with

our leadership instructors, training future leadership instructors and developing a “train the trainer” courses for public safety instructors related to police legitimacy.

During this quarter, Basic Police 355 and Basic Police 356 graduated. In addition Basic Parole and Probation 71, Basic Telecommunications 98, OLCC Agent 1, and Basic Corrections 22 graduated from the Academy. For the majority of this quarter we have had four basic police classes in session (BP357, BP358, BP359, and BP360). BP361 started in June after the graduation of BP357.

Ms. Staci Yutzie, Parole and Probation Coordinator, has taken a position with CPE after having graduated our first OLCC class under a new legislatively mandated curriculum. The assessment for her position will also be in early June.

In early July, we welcomed a new basic police and basic corrections coordinator, Curt Henckel who comes to us from the Marion County Sheriff's Office. Curt will be assisting with our next corrections class BCL023, and coordinating the next Basic Police Class BP362 which starts in August.

**Tactical & Regional Training Section:** Based on recent legislative budget approval, the tactical section has been authorized an additional two full-time positions to lessen the heavy training schedules of our staff. These full-time positions, a PSTS2 (Tactical Coordinator) and a PSTS1 (Tactical Trainer), will more evenly distribute the work load and allow staff a more flexible opportunity to take time off.

Over the last three months, the regional training calendar has added several new classes to its agenda. Jeff Waite, Tim Ragan and Mark Linville have taken on the responsibility of coordinating PTO (Police Training Officer) classes and FTO (Field Training Officer) courses. Although very different in practice, these two training methodologies carry the same training theme and premise. Agencies from across the state are requesting either or both of these models to complement their already established field training programs. With the assistance of Academy Training Coordinator

Nick Hurley and others, recent classes were held in Baker City, Hillsboro and Bend. Even though PTO is becoming very popular, the regional team plans to continue offering both FTEP and PTO courses.

DPSST Eastern Region Training Coordinator Mike Herbes recently held a marine firearms (boat shooting) class in both Sherman County and on the Snake River. Students learned about the dynamics of defensive tactics and shooting while utilizing a moving platform to place bullets accurately on a moving target. It was a highly successful class for marine deputies and officers, and it taught them how to compensate for those dynamics that are not present while standing on firm ground.

**Survival Skills Section:** The Skills staff has been extremely busy with a very intense basic class schedule and has filled any slight voids in that schedule with regional or in-house training updates. The team conducted a week long Defensive Tactics IDC, a two day ground defense module and a three day Use of Force update. All these classes were well received and have become very popular with our constituent partners. As time permits, we hope to conduct more offerings like these in the future.

The firearms workgroup continues to make progress toward a curriculum re-write. Mark Fortner, along with Gerod Rayburn visited the Washington State Criminal Justice Commission Academy in early June to observe their program and gain some insight on various ways to conduct firearms training. DPSST has developed a great partnership with our neighbors to the north; this trip only extends that partnership.





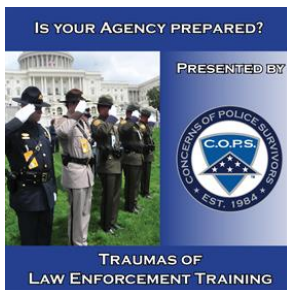
# IADLEST

## National Certification Program Certified Courses

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

### Course

Approval



### 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. The course is presented over three days and includes 21-hours of class time. In its 21st year, the "Traumas of Law Enforcement" has been said to be "the best training I have taken in my entire law enforcement career" by many who have attended.

#### Catalog link

Course ID: 1629-1605

Class: In-Person Length: 21 hours

### Innovative Reasoning

5/11/16

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



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

#### Catalog link

Course ID: 1628-1604

Class: In-Person Length: 16 hours



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

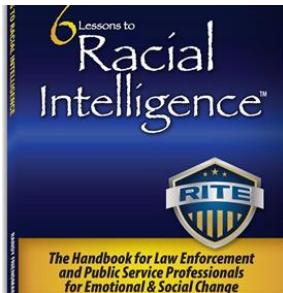
3/30/16

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

### Catalog link

**Course ID:** 1626-1603

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



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

2/8/16

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

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

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

### Catalog link

**Course ID:** 1626-1602

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



BSR / SUMMIT POINT TRAINING CENTER

2/1/16

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

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

### Catalog link

**Course ID:** 1625-1602

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



## **The Graffiti Consultants**

12/28/2015

### **Graffiti Investigations**

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

#### **COURSE CURRICULUM:**

- The Best Solution for Graffiti On Private Property: Graffiti Ordinances That Work
- Getting Graffiti Vandals To Stop: How To Establish An Effective "Package of Penalties"
- Tips And Tricks For Catching Graffiti Vandals
- Let's Work Together: How To Build A Successful Anti-Graffiti Collaborative Partnership
- Let's Stop It Before It Starts: Graffiti Prevention And Alternatives

### Catalog link

**Course ID:** 1522-12

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



## **Innovative Reasoning**

12/1/2015

### **Critical Decision Making for Traffic Stops**

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

**Course ID:** 1521-12

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



## Bureau of Justice Assistance

11/16/2015

### Crime Analysis for Chief Executives

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

**Course ID:** 1518-11

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



## Blue to Gold

11/12/2015

### Advanced Search and Seizure

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

[Catalog link](#)

**Course ID:** 1515-11

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



## Innovative Reasoning

11/9/2015

### Responding to Domestic Violence

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

**Course ID:** 1517-11

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



## John Reid & Associates

11/5/2015

### I & I Day 1

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

**Course ID:** 1511-11

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





## John Reid & Associates

11/5/2015

### I & I Day 3

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

**Course ID:** 1510-11

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



### Force Concepts

11/2/2015

### Documenting Use of Force

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

1. Learn body-worn camera reporting strategies.
2. Explain decisions and actions in quantifiable terms.
3. Identify critical details needed for use of force reports.
4. Write and examine reports using step-by-step strategies.
5. Apply strategies that make reports easier to read and write.
6. Write consistently to avoid unnecessary liability and scrutiny.

### Catalog link

**Course ID:** 1516-11

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



## John Reid & Associates

10/22/2015

### I & I Day 4

This Course will enhance the investigator's ability to assess a subject's credibility - to read and evaluate the verbal and nonverbal behavior symptom displayed by a subject (victim, witness or suspect) during an investigative interview for indications of truth or deception. It will expand the content of the investigative interview by demonstrating the utilization of behavior provoking questions and the appropriate response models. It will increase the investigator's ability to secure legally acceptable confessions through the use of the Reid Nine Steps of Interrogation, including theme development, stopping denials, overcoming objections and the use of alternative questions. This program combines the content of the 3 day Reid class as well as the 1 day Advanced Reid class.

*July 2016 IADLEST Newsletter: Certified Training Supplement*

**Course ID:** 1509-10  
**Class:** In-Person **Length:** 32 hours



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

**9/15/2015**

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

**Course ID:** 1508-09  
**Class:** In-Person **Length:** 12 hours



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

**8/24/2015**

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

[Catalog link](#)

**Course ID:** 1507-08  
**Class:** In-Person **Length:** 16 hours



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

**6/30/2015**

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

**Course ID:** 1506-08  
**Class:** In-Person **Length:** 4 hours



6/30/2015

**NC Justice Academy**  
**Officer Safety:**  
**Responding to Crimes of Duty**

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

Catalog link

**Course ID:** 1506-07

**Class:** Online    **Length:** 4 hours



**Part 5: Intersection Departure**

**Applied Simulation Technologies**  
**[EVOC101] Part 5:**  
**Intersection Departure for LE**

5/22/2015

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

Catalog link

**Course ID:** 1505-05

**Class:** Online    **Length:** 0.5 hours



**Part 4: Intersection Clearing Advanced**

**Applied Simulation Technologies**  
**[EVOC101] Part 4:**  
**Clearing Intersections for LE – Advanced**

5/22/2015

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

Catalog link

**Course ID:** 1505-04

**Class:** Online    **Length:** 0.5 hours



### Part 3: Intersection Clearing Basics

## Applied Simulation Technologies

5/22/2015

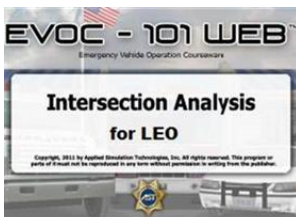
### [EVOC101] Part 3: Clearing Intersections for LE – Basics

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

#### Catalog link

Course ID: 1505-03

Class: Online Length: 0.5 hours



### Part 2: Intersection Assessment

## Applied Simulation Technologies

5/22/2015

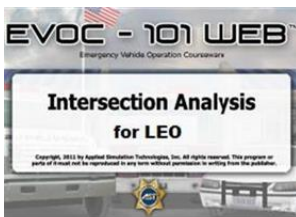
### [EVOC101] Part 2: Intersection Assessment for LE

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

Course ID: 1505-02

Class: Online Length: 0.5 hours



### Part 1: Intersection Approach

## Applied Simulation Technologies

5/22/2015

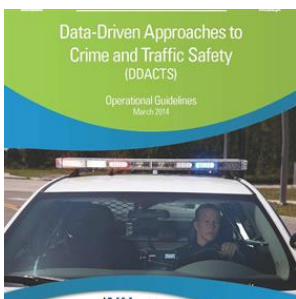
### [EVOC101] Part 1: Intersection Approach for LE

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

Course ID: 1505-01

Class: Online Length: 0.5 hours



## IADLEST Training

5/13/2015

### 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

*July 2016 IADLEST Newsletter: Certified Training Supplement*

country.

**Catalog link**

**Course ID:** 1506-06

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

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

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