

NEWSLETTER

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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; 2521 Country Club Way, Albion, MI 49224; or pjudge@att.net.

MEETING SCHEDULED

The IADLEST Business Meeting is scheduled for Saturday, October 25, and Sunday, October 26, 2014, in Orlando, Florida, in conjunction with the Annual IACP Conference. The Business Meeting will be held from 6:00 p.m. to 8:00 p.m., Saturday, October 25; and 9:00 a.m. to 12 noon, Sunday, October 26, 2014, at the Hilton Garden Inn at Sea World; 6850 Westwood Boulevard; Orlando, Florida 32821 (on IACP bus route).

The IADLEST Executive Committee meeting is scheduled for January 22-23, 2015, in conjunction with the National Sheriffs' Association Winter Conference to be held at the J. W. Marriott Hotel, 1331 Pennsylvania Ave., NW, Washington, DC.

CREDIT CARD PAYMENTS

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

member's user code, password, and provide the requested information.

Credit card payments are also available for purchases and those joining IADLEST for the first time.

New members can log on to the IADLEST web page and follow the prompts.

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.

Chuck Bayne, Wyoming Police Academy, Douglas, WY
Mary Bjornberg, Minnesota POST, St. Paul, MN
Scott Brown, Brown Consultants, E. Chatham, NY
Charles Craft, Macomb Community College, MI
Len DeClercq, Wyoming POST, Cheyenne, WY
Meredith Dominick, Hagerstown College Police Acad., MD
Darren Goodman, Sheriff Dept., San Bernardino, CA
Kevin Johnson, Idaho POST, Meridian, ID
Cheryl Nott, Missouri DPS, Jefferson City, MO
David Simonetti, Hagerstown College Police Acad., MD
Fred Stanton, Schoolcraft College, Livonia, MI
Deedra Thomas, Hagerstown College Police Acad., MD

POST DIRECTOR CHANGES

Wyoming: Leonard "Len" DeClercq was appointed the Executive Director of the Wyoming Peace Officers Standards and Training Commission. Len is originally from San Diego, California, and moved to Wyoming in 1977. He started his law enforcement career with the Lander Wyoming Police Department and worked with the Hot Springs County Sheriff's Office prior to joining the Wyoming Highway Patrol in 1984.

As a trooper, he was stationed in Lyman eventually transferring to Evanston where he was promoted to Sergeant in 1995. In November 1999, as a Lieutenant he was assigned to Cody, Wyoming. In 2003, he was promoted to Captain and commanded the Safety, Training and Records Section of the Patrol in Cheyenne. He was also responsible for the

testing, hiring, training, and promotion of all troopers. In June 2011, he returned to Cody as the District 5 Field Commander.

Len holds a Bachelor's of Science Degree and a Master's of Public Administration Degree from the University of Wyoming. He is a graduate of the FBI National Academy. Len has been married to Anne Lynch for 25 years, and they have three children.

TRANSFORMING THE CULTURE OF POLICING FROM WARRIORS TO GUARDIANS IN WASHINGTON STATE

by: Sue Rahr Director of the Washington State Criminal Justice Training Commission

“In a republic that honors the core ideals of democracy, the greatest amount of power is given to those called guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.” –Plato

The images emerging from Ferguson of peace officers, clad in military style uniforms utilizing equipment designed for modern warfare, serve as an impetus for public safety leaders and political leaders to pause and assess the state of American police culture. It is easy to rush to judgment about the equipment - armored personnel carriers and high powered rifles – and condemn its use by civilian police. In fact, this equipment can be essential for modern police forces to *protect* themselves and their communities from very real threats of the 21st Century. The fundamental issue is not the equipment - it's the philosophy, policies, and protocols directing its use. A national discussion about modern police culture needs to be followed with action.

At the Washington State Criminal Justice Training Commission, where training is provided to 10,000 city police officers and county deputies from across the state, that discussion has already taken place. Action has come in the form of a strategic cultural transformation in the Basic Law Enforcement Academy where more than 500 new recruits are

trained each year, setting the stage for the next generation of policing. This change in culture reflects current research about the safest and most effective ways to gain compliance to laws and build the trust and support necessary to effectively keep communities safe.

Until 2012, basic training was conducted under a paramilitary “boot camp” model, beginning with a “tune-up” where recruits were screamed at and berated and the fear of failure was the motivational strategy. Throughout the Academy they were required to brace (salute) and remain silent when encountering academy staff. Recruits were expected to obediently submit to the power of the training officers without question. Despite the offering of behavioral and communications instruction in the classroom, the majority of the five month training regime emphasized tactical skills training accompanied by a steady stream of fear-provoking stories about officers killed in the line of duty. Few classes effectively integrated communication skills with physical tactics. Physical control was emphasized over de-escalation. Conquering was emphasized over serving. The warrior mentality was ever-present in the culture.

In 2012, we began asking the question, “Why are we training police officers like soldiers?” Although police officers wear uniforms and carry weapons, the similarity ends there. The missions and rules of engagement are completely different. The soldier's mission is that of a warrior: to conquer. The rules of engagement are decided before the battle. The police officer's mission is that of a guardian - to protect. The rules of engagement evolve as the incident unfolds. Soldiers must follow orders. Police officers must make independent decisions. Soldiers come into communities as an outside, occupying force. Guardians are members of the community, protecting from within.

We decided it was time for a change and thus began the implementation of a new philosophy - moving from the mindset of warriors to guardians. The term “guardians” was adopted from the writings of Plato. The intent was to move the police culture back to the core mission of protecting the democracy – and instilling in

recruits the pride of serving a noble purpose. Many protocols have been changed. Rather than imitating a stereotypical drill sergeant, training officers are expected to act as role models demonstrating the appropriate use of power by using mutual respect to motivate compliance. The rule for recruits to brace has been replaced with a requirement to stop and initiate a conversation when passing academy staff on campus – a skill needing attention with the millennial generation, and absolutely critical for officers on the street. The humiliation of “tune-up” day has been replaced with the Seahawk’s Coach Pete Carroll’s leadership style of intense competition, camaraderie and encouragement. The skills training for firearms and defensive tactics have become more rigorous to ensure confidence, but also infused with communication strategies and de-escalation techniques.

In addition to changing protocols and updating the curriculum to include more information about neuroscience research and behavioral science, the symbols and rituals throughout the training environment have been changed to reflect the honor and nobility of the profession. The display case featuring the *tools* of policing has been replaced with a wall-sized mural of the opening words of the United States Constitution – a reminder of the core *mission* of policing. Before their badges are pinned, recruits are given a personal pocket size book containing the Constitution. Recruits are then asked to honor the memory of military veterans who have given their lives to defend our constitution and remember that if a police officer violates a citizen’s civil rights, that action dishonors the sacrifice of those military heroes.

Although this change in the training culture has been embraced by many, there are many others who resist the transition from the warrior to the guardian mindset. The resistance is understandable. It is not a simple distinction because the role of a police officer is not one-dimensional. There are times when the guardian officer must fight fierce battles, as a warrior, without hesitation or apology. Our guardians *must also* possess the skills of a warrior. The challenge of training new police recruits is to equip them with the judgment and confidence to

properly balance both roles...rather than simply follow orders. We need police officers with the skills and tenacity of a warrior, but the mindset of a guardian.

(Author: *Sue Rahr* retired as the Sheriff of King County [Seattle] after 33 years in law enforcement. She is the current Director of the Washington State Criminal Justice Training Commission.)

KANSAS LAW ENFORCEMENT TRAINING CENTER ADDS MEDICAL CRISIS BUCKETS

Kansas Law Enforcement Training Center (KLETC)

Whether responding to mass atrocities such as Sandy Hook, the Aurora Colorado theater shooting, and the Boston Marathon bombing, or tragedies on a smaller scale such as vehicle fatalities, stabbings, or house fires, law enforcement officers as first responders never know when or where they will encounter medical trauma.

In the world of policing, most officers carry or have available to them trauma medical supplies for a single victim, typically an Individual First Aid Kit (IFAK). The next logical step in preparedness is how to modify the IFAK into one that could be used for mass casualty situations, in other words create a “Crisis Bucket.” Crisis Buckets can be described as an IFAK on steroids – large kits that can be located at strategic locations around a 173-acre campus like KLETC. After reading about various mass casualty events, KLETC Program Manager Alvin Sowers and Police Instructor Bruce Jolliff decided it was time to act by putting together ten Crisis Buckets which could be located at five strategic sites on the KLETC campus. These “Buckets” would contain an assortment of trauma medical supplies that can be used during a medical crisis.

For several years, Crisis Buckets have been in use sporadically throughout the country and are commercially available for purchase in generic versions. The concept instituted at KLETC originated from a discussion with Sterling Police Department Sgt. Rick Tommer who had learned

about the Crisis Bucket concept at a regional training event in Kansas.

The fundamental idea behind Crisis Buckets is for classroom or building occupants to sustain themselves during and after a crisis whether man-made or a Mother Nature occurrence. When medical supplies, electricity, restrooms, computer and phone service, water and other life sustaining services may have been compromised, how do individuals survive? Crisis Buckets and their contents are not a one size fits all but a product of local needs. For example, a school system might include a class roster, color coded cards to signify missing students, students accounted for, and a card that would signify that classroom occupants need immediate medical attention.

In a crisis, even the bucket itself becomes a resource. A supply of trash bags, for example, could convert a bucket into an emergency bathroom resource.

KLETC has focused its Crisis Bucket inventory heavily on medical supplies. At any given time, KLETC could have on campus more than 200 officers, staff, and guests with the nearest EMS response being over 15 minutes away. Sowers and Jolliff decided that ten Crisis Buckets with each having nearly identical inventory would be needed to cover the campus. KLETC Crisis Buckets contain (3) Asherman Chest Seals®, (3) CAT Tourniquets® (2) Cohesive Wraps [Tape], (3) Chem Lites®, (2) CPR Face Masks, (1) Duct Tape Roll, (10) Dust Masks, (10) Emergency Pressure Bandage 4", (10) Emergency Pressure Bandages 6", (20) Gloves, (2) Hand Sanitizer, (2) Hemostatic Gauze, (4) Petroleum Gauze Occlusive Seal, (1) Scissors (10) Sharpies®, (10) TK4 Tourniquets®, (3) Trauma Dressings (2), Towels (10) Z-Fold Gauze®.

Crisis Buckets placed at five strategic campus locations will allow staff to pool resources and manage casualties until definitive medical care can be given. For recognition and the ease of use, Crisis Buckets have been positioned in close proximity to AED units located on campus. The Firearm Range facilities required two Crisis Buckets: one in the training

classroom building and a second Bucket in the 2-story Safety Tower for quick access from the firing line.

KLETC staff members hope that there will never be a need for the Crisis Buckets. Nevertheless, as a proactive measure, staff cannot afford to ignore what could be lifesaving to those injured in a crisis situation. Crisis events in most cases are sudden, and there is no time to ponder or deliberate about the immediate response needed. Crisis Buckets and staff training give the best opportunity to make a difference in the aftermath of a traumatic event. As law enforcement officers know first-hand, the worst time to plan is in the middle of a crisis.

For more information about Crisis Buckets utilized at the Kansas Law Enforcement Training Center, feel free to contact Al Sowers at asowers@kletec.org or Bruce Jolliff at bjolliff@kletec.org



**OREGON UPDATE:
PORTLAND POLICE BUREAU
DEDICATES TRAINING COMPLEX**

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

On Thursday, September 18, 2014, the Portland Police Bureau's (PPB) Training Complex was officially opened by Mayor Charlie Hales and Police Chief Michael Reese. They were joined by other elected officials, city leaders, and leaders from partner agencies for a special ribbon cutting ceremony. Tours and light refreshments were served, and a community open house was held two days later on Saturday, September 20, 2014.

In March 2012, the City Council voted to fund a police and public safety training facility. The Bureau purchased the building and dedicated it on October 29, 2012. The remodel began in

December 2013 and was completed on time and within budget. Believe it or not, this will be the first venue that has been built specifically for the training of the men and women of the Portland Police Bureau (PPB) in its 100+ year history. Before this facility was approved, PPB utilized vacant schools, vacant city offices, borrowed venues, and leased spaces to provide in-service and advanced training classes. The PPB Training Complex was designed to support their in-service and advanced training needs. Newly hired police officers of the PPB currently attend, and will continue to attend, DPSST's 16-week Basic Police Course at the Oregon Public Safety Academy in Salem along with all city, county, tribal, university, and state law enforcement officers in Oregon. PPB has a sergeant from its Training Division located at DPSST's Academy.

The new Training Complex is the first of its kind for the Portland Police Bureau and City of Portland and now houses all the training disciplines in one central venue, generating significant cost savings and efficiencies. It will also improve the Bureau's ability to provide scenario-based training using all the various disciplines in one location. The Training Complex is located at 14902 NE Airport Way in Portland.

Training Complex Information

Architect: Scott Edwards Architecture, LLP

General Contractor: 2KG

Contractor for Firearms Range: Action Target
Purchased building on April 30, 2012,
for \$6.4 million

Remodel timeline: December 2013-
September 2014

Total Project Cost: \$15 million (bond measure)

Site Size: 9.6 acres

Patrol Vehicle Operations Area: 3.5 acres

Building Size: 61,193 square feet

Green components include water efficiency;
multiple energy performance measures;
recycling of materials, purchasing, and waste.

Features:

- * Police Vehicle Operations Skill Pad
- * Defensive Tactics Mat Rooms
- * Firearms Ranges
- * Multiple Classrooms of Varying Sizes
- * Patrol Tactics Scenario Village
- * Administrative Offices

INTERVIEWING AND INTERROGATION

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

The following advisory letter was sent to all state Chiefs of Police Associations and all state Prosecutors Associations

As the leading organization that teaches interview and interrogation skills to the law enforcement community, I thought that your members might be interested in what we view as the "best practices" for investigators to follow. Please feel free to share this information with your members and colleagues.

The Reid Technique of Interviewing and Interrogation – Best Practices

The Reid Technique is built on a core of principles that include the following:

1. Always conduct interviews and interrogations in accordance with the guidelines established by the courts
2. Do not make any promises of leniency
3. Do not threaten the subject with any physical harm or inevitable consequences
4. Do not deny the subject any of their rights
5. Do not deny the subject the opportunity to satisfy their physical needs
6. Always treat the subject with dignity and respect

BEST PRACTICES – The successful interrogation is one in which (1) the suspect tells the truth to the investigator and, (2) persuasive tactics used to learn the truth are legally acceptable. With these goals in mind, the following are a list of best practices for applying the Reid Technique, along with a brief discussion of each practice:

- **Conduct an interview before any interrogation.** Absent a life-saving circumstance, the investigator should conduct a non-accusatory interview before engaging in any interrogation. During the interview the investigator can establish rapport with the suspect, assess their credibility, develop investigative information, and establish a behavioral baseline. Also, during the interview the suspect is more likely to reveal information

that can be used to develop an interrogation strategy.

- **Conduct an interrogation only when there is a reasonable belief that the suspect is guilty or withholding relevant information.** The belief that a suspect is guilty of a crime or is withholding relevant information may be based upon investigative information, evidence, the suspect's demeanor, or verbal responses to interview questions. The investigator should avoid conducting an accusatory interrogation as a technique to separate innocent from guilty suspects.
- **Consider a suspect's behavior in conjunction with case facts and evidence.** The assessment of a suspect's credibility during an interview will be enhanced and likely more accurate if it is based not only on the suspect's verbal and nonverbal behavior, but also on case facts (the suspect's established opportunity, access, motive, and propensity to commit the crime) as well as forensic or testimonial evidence.
- **Attempt to verify the suspect's alibi before conducting an interrogation.** The most efficient means to prove a suspect's innocence is to verify his or her purported alibi. Conversely, when it is determined that the suspect provided a false alibi, this finding offers support for the suspicion of the suspect's probable guilt.
- **A single investigator should be the lead communicator.** While it is often appropriate to have a third person in the room during an interrogation, perhaps as an observer or witness, there should only be one primary investigator communicating with the suspect at a time. A guilty suspect is more likely to offer a voluntary confession to a single investigator who has established a rapport and trust with the suspect. A tactic to be avoided is to have two or three investigators simultaneously bombarding the suspect with themes or alternative questions, or working as a "tag team" wearing the suspect down over an extended period of time.
- **When interrogating a non-custodial suspect, do not deprive the suspect from his freedom to leave the room.** The suspect's exit from the interrogation room should not be blocked by positioning the investigator's chair between the suspect's chair and the door. The room should not be locked from the inside (requiring a key to open the door) and the room should not be in an area that requires a key or pass code to exit the building. Finally, the investigator should not make verbal statements implying that the suspect is not free to leave the room, e.g., "You're not going anywhere until we get this clarified!"
- **Do not conduct excessively long interrogations.** In most instances, if the suspect is still adamantly maintaining his innocence and has not made any incriminating statements or admissions after three to four hours of interrogation, the interrogation should be re-assessed and most likely terminated.
- **Exercise extreme caution when interrogating juveniles, suspects with a lower intelligence, or suspects with mental impairments.** This class of suspect is more susceptible to false confessions and, therefore, the investigator should be cautious in utilizing active persuasion such as discouraging weak denials, overcoming objections, or engaging in deceptive practices. Proper corroboration of a confession will be critical with this class of suspect.
- **When using interrogation tactics involving deception, the investigator should not manufacture evidence against the suspect.** Courts make a distinction between false verbal assertions, e.g., "We found your fingerprints in her bedroom." which are permissible and manufacturing evidence, which is not permissible. An example of manufacturing evidence is taking the suspect's fingerprints and transferring the prints to an evidence card, which indicates that the prints were found in the victim's bedroom.

- **When a suspect claims to have little or no memory for the time period when the crime was committed, the investigator should not lie to the suspect concerning incriminating evidence.** While it is not uncommon for guilty suspects to feign memory loss, an overriding concern is an innocent suspect who experiences true memory loss for the time period when the crime was committed. Under this circumstance, if the investigator lies to the suspect about incriminating evidence and the suspect confesses, it may be argued that presenting false evidence caused an innocent suspect to believe that he had committed the crime.
- **Do not reveal to the suspect all information known about the crime.** A legally admissible confession should include corroboration. One form of corroboration is information only the guilty suspect would know, e.g., the method of entry in a burglary, a memorable statement made to a victim, the denomination of money stolen, the murder weapon that was used, etc. When interviewing a suspect or offering information to the news media, the investigator should carefully guard this protected information so that the only person who would know it would be the investigator and the person who committed the crime.
- **Attempt to elicit information from the suspect about the crime that was unknown to the investigator.** The best form of corroboration is information not known to the investigator about a crime that is independently verified as true. Examples of independent corroboration include the location of a knife used to kill the victim, where stolen property was fenced, or the present location of a car the suspect stole.
- **The confession is not the end of the investigation.** Following the confession, the investigator should investigate the confession details in an effort to establish the authenticity of the subject's statement, as well as attempt to establish the suspect's

activities before and after the commission of the crime.

**EXECUTIVE COMMITTEE
MEETING MINUTES
JUNE 1, 2014 AND JUNE 3, 2014
DESTIN, FLORIDA**

CALL TO ORDER: The meeting was called to order by President Vickers on Sunday, June 1, 2014, at 12:01 p.m.

ROLL CALL - Executive Committee Members Present:

C. Kim Vickers, President (TX); Arlen Ciechanowski, First Vice President (IA) (Attended by conference call); David Harvey, Second Vice President (MI); Mark Damitio, Secretary (KS) (flight delayed - arrived later in meeting); Richard Clark, Second Past President (NV); Jennifer Pritt, Southern Regional Representative (FL); Chris Sutterfield, Midwest Regional Representative (OK); Stephanie Pederson, Central Region Representative (WI) (via speaker phone).

Pursuant to the IADLEST Bylaws, there was a quorum of Executive Committee members present to conduct business.

IADLEST Staff Present: Michael Becar, Executive Director; Patrick Judge, Deputy Director

IADLEST Members Present: Daniel May, sitting in for Dan Zivkovich

Guests: Wellington Scott, Sr., International Academy of Public Safety; Mark Connolly, Ph.D., Informa Systems; Ari Vidali, Envisage Technology (arrived later in the meeting)

APPROVAL OF MINUTES: David Harvey requested that the June 4, 2013, Portland, Oregon, Executive Committee meeting minutes be corrected to delete reference to Russ Sharp

and insert Steve Okoro. Correction should read as follows:

“X. Old Business

- IADLEST Mission to Nigeria:
Harvey (MI) reported that he, along with Val Lubans and ~~Russ Sharp~~ **STEVE OKORO** traveled to Nigeria, hosted by the Lagos Police. He reported that the hosts provided excellent care of them. . . .”

MOTION made by Dick Clark to make correction to the minutes. Second by Dave Harvey. **MOTION CARRIED**

Approval of meeting minutes of January 22, 2014, Washington, DC, Executive Committee Meeting minutes

MOTION made by Clark to approve the January 22, Washington, DC, Executive Committee meeting minutes. **SECOND** by Harvey. **MOTION CARRIED**

EXECUTIVE DIRECTOR’S BRIEFING - Executive Director Michael Becar reported on the following items:

New POST Directors: There have been recent POST Directors changes in: Washington, DC; Florida; Virginia; and New York State. The Wyoming Director position is currently vacant.

International Presentations: IADLEST representatives have made presentations in London, England; and Toronto, Canada, on the subject of Data-Driven Approaches to Crime and Traffic Safety (DDACTS). Each location reimbursed IADLEST for all travel and presentation expenses.

Mexico Representation: Richard Miller, DOJ/ICITAP, is the new liaison with the Mexican government. Mr. Miller was present at the Destin Conference.

International Member Fee: The Executive Director requested that the membership fee

for International members be adjusted to an annual fee of \$50. **MOTION** by Harvey to set International Member fee at \$50. **SECOND** by Clark. **MOTION CARRIED**

Health Care Allowance: The Executive Director requested that the Executive Committee approve a month,s allowance for health care coverage for an IADLEST employee, Yvonne Pfeifer. **MOTION** by Clark to approve an allowance not to exceed \$500 per month to cover Ms. Pfeifer’s health care insurance premium. **SECOND** by Harvey. **MOTION CARRIED**

Federal Motor Carrier Safety

Administration: IADLEST is working with FMCSA on a new training curriculum for street officers. The training is to encourage officers to enforce and cite operators of large trucks for traffic violations as they would any other traffic violator.

Department of Justice Grants: Blue Courage: pilot training sessions have been conducted in Arizona and Washington. IADLEST was awarded another \$449,443 to conduct training at five more sites.

Analyst Training: DOJ has awarded a grant to IADLEST to conduct joint training for agency heads and analysts. It is an effort to acquaint researchers with the needs of agency leaders and familiarize analyst to the information needs of command personnel.

NHTSA: DDACTS: DOJ has awarded IADLEST \$449,443 to conduct further DDACTS training. This funding will expire December 2014. It is anticipated that future money from NHTSA will be allocated directly to the states.

Audit Report: The 2012 audit was completed and posted on the IADLEST web site. The audit for 2013 has started.

State Academy Director Meetings:

To date, the IADLEST Executive Director has attended the academy directors’ meetings in Florida, Indiana, Texas,

Virginia, Arizona, Michigan, and California. Pennsylvania is planned for this coming September. Mike Becar will continue to attend meetings when invited and as time allows.

2015 Conference: The 2015 IADLEST Conference is planned for May 31 – June 3, 2015, in San Antonio, Texas. IADLEST will serve as the conference coordinator. No outside contractor will be used to coordinate the 2015 conference.

Projects - IADLEST is working the following:

- NLEARN: The NLEARN progress report detailing the previous 12 months was handed out.
- The DOJ/PERF training academy survey
- Academy Director Training Course (chaired by Rusty Goodpaster)
- National Academy for Military Police Transition “Bridge” Academy
- National Certification of Training Courses

TREASURY REPORT: The Treasurer’s Report will be presented at the June 3, 2014, Business Meeting

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS:

Conference Financial Report: Ashley Cliff, Redden Group, provided a detailed report on the 2014 Destin Conference expenditures. The report indicated that the conference revenues exceeded the anticipated expenditures. No vote was taken.

FLETC Officer on Officer Fire: FLETC will make a presentation on the results of officer fatalities and injuries from “officer on officer” shootings.

Nominations for Office: Nomination Committee Chair Ciechanowski reported that there were two candidates for Second Vice-President: Sue Rahr from Washington and Brian Grisham from Tennessee. One candidate is interested in Treasurer: Kelly Alzaharna from

Alaska. The Chair reported that he would contact each of the candidates before the election and reaffirm their interest and intention to run for office.

Kim Vickers stated that IADLEST members should keep in mind the benefit to holding IADLEST office. It has been his experience that, as IADLEST President, many new opportunities have come his way by way of his presidency that has helped the state of Texas. He has made new contacts with federal and state agencies that were helpful to Texas. He would not have had this help without serving as IADLEST president. He encouraged IADLEST members to run for office.

Bylaw Modification: A **MOTION** by Clark to review and consider Mark Damitio’s memo (refer to attachment #3) to expand the President’s authority to fill Executive Committee vacancies.
SECOND by Ciechanowski. **MOTION CARRIED.** Issue tabled for further study.

REGIONAL REPORTS:

Northeast Region - Daniel May for Dan Zivkovich (MA): The Northeast Region had a meeting at the end of April. There were presentations by the FBI on Terrorism, and a local resource on dealing with individuals with mental health issues. Pennsylvania will host the next regional meeting.

Central Region Stephanie Pederson (WI): Indiana has been dealing with authority issues surrounding a School Resource Officer bill passed by their Legislature last Fall, but recently got clean-up language passed. They have received a \$165k grant to replace their indoor firearms range system. They continue to grow their online training offerings. There has been an alumni association created for graduates of their state Basic Academies.

Ohio is exploring the implementation of a “close call” database of incidents to improve safety. They have completed a basic peace officer certification curriculum update and have added impact weapons to the

curriculum. Their staff has been providing School Shooting Response training classes to local educators. They continue to expand their Mobile Training offerings, and now include Subject Control. They are working with their Attorney General's Office for a model curriculum for armed employees in schools. Their Chief's Association wants a New Chief training course similar to one that currently exists for Sheriffs, and they are meeting with representatives of the Association. They are developing a course for law enforcement officers to administer naloxone.

Kentucky recently obtained accreditation through the International Association of Continuing Education and Training. They are in the process of a Job Task Analysis related to Basic Training. They are preparing for a November CALEA Gold Standard Assessment phase.

Michigan recently approved a report on six areas of best practices. They have been asked to develop a standard policy on Eyewitness Identification.

West Virginia is in the midst of a legislative study regarding their funding. The current \$2 court assessment does not fully fund their costs of operation so departments must pay a tuition fee for training. They are examining their current training exemption for agency executives. They are conducting a certification reactivation review process of officers that have left agencies and have not been hired elsewhere. It has successfully stopped certain officers from working again.

Wisconsin is continuing work on the first recruit academy curriculum expansion since 2004, and anticipates moving from 520 hours to about 720 hours. In addition, they are developing fitness and wellness programs for the Basic Academy. There were changes due to their recent Legislative session that changed their state statutes related to whom the law enforcement and jail/detention officer basic training requirements apply, the length of time before a person must be trained, firearms

qualification, pre-service fingerprinting, and decertification authority

South Region - Jennifer Pritt (FL): The region conducted a telephone conference call for their regional meeting on May 12. Topics that arose from the meeting include: There is a focus from several of the states in this region related to Gang training for SROs, Concealed Carry training for civilians, and for current and former military personnel on school grounds. Most states are looking at funding issues, and are exploring potential alternatives. Many states are engaged in discussions or actions related to the training qualifications for sheriffs.

Midwest Region - Chris Sutterfield (OK): The regional meeting was held April 14-15 in Oklahoma City. Topics of discussion included military transition to law enforcement bridge training, minimum educational requirements, and how home-school diplomas fit the requirements, a tour of the OSBI Laboratory, and a presentation on Virginia internship benefits available to recruit officers while attending the Basic Academy.

West Region - Richard Clark (NV) for Lyle Mann (AZ): The region met in Sparks, NV, in December. Nevada is working with their state Chiefs and Sheriffs to support initiatives related to their funding. Nevada is also working on several issues related to military-to-law enforcement bridge training. Arizona and Washington are supporting developing the Blue Courage training in their Basic Academies. California is considering mandatory training for motorcycle officers – currently there is no standard, and some officers are not receiving any training whatsoever. California is also supporting seat belt usage for law enforcement officers, and the POST has developed videos that support traffic safety awareness for officers. The region plans on holding their next regional meeting next December.

OLD BUSINESS: Blue Courage (Michael Nila) and Dave Harvey (MI) - The Blue Courage Advisory Committee will meet later in the day, and there is a Blue Courage presentation at this year's conference.

NEW BUSINESS: The next Executive Committee meeting will be January 22-23 at the JW Marriott in Washington, DC, as a portion of the National Sheriffs' Association Midwinter meeting.

THE MEETING RECESSED AT 2:07 PM.

THE MEETING RECONVENED AT 7:14 AM ON TUESDAY, JUNE 3. Joining the meeting were Federal Law Enforcement Training Center Director Connie Patrick, Assistant Director Dominick Braccio, Chief of the Protocol and Communications Office, Dana O'Quinn, and State, Local, and Tribal Training Division Chief Don Smith. Also in attendance were Dean Register from the Florida Dept. of Law Enforcement and Pam Cammarada of the Bureau of Justice Assistance, US Dept. of Justice.

Director Patrick and staff presented an overview of FLETC initiatives of interest to IADLEST:

- There are new regional training areas to support state, local, and tribal training. Each will be staffed by a Regional Coordinator. Their focus will be the support of FLETC training efforts in the region, and to interact with the POSTS, Academies, and agencies.
- They are researching firearms requalification standards across the country to determine best practices.
- Research and support continues for the Blue-on-Blue program to enhance officer safety.
- They have assisted with the funding of some expenses for the current IADLEST conference.
- They continue to sponsor curriculum development conferences and will be inviting

representatives from state and local law enforcement.

- They are researching skills retention in comparing firearms proficiency using live-fire versus simulators.
- Thanks in no small part to input from IADLEST and the Blue Courage project, they have begun discussions examining curriculum development and methods of instruction to focus more on the "Guardian Mentality" versus the "Warrior Mentality" for law enforcement officers.
- They continue the efforts to integrate online training resources through the HSIN system.
- They have signed a Memoranda of Understanding with the DOJ and ICITAP for overseas asset development and capacity building. They may be looking for state and local personnel on a short- or long-term basis for assignments.

ADJOURNMENT: There was a **MOTION** to adjourn at 8:05 a.m. by Sutterfield (OK). There was a **SECOND** by Clark (NV). The **MOTION CARRIED.**

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BUSINESS MEETING MINUTES JUNE 2, 2014 DESTIN, FLORIDA

CALL TO ORDER: The meeting was called to order by President Vickers (TX) at 10:05 a.m.

ROLL CALL:

Executive Committee Members Present:

C. Kim Vickers, President (TX), Arlen Ciechanowski, First Vice-President (IA), David Harvey, Second Vice-President (MI), Kelly Alzaharna, Acting Treasurer (AK), Mark Damitio, Secretary (KS), Richard Clark, Second Immediate Past-President (NV), Chris Sutterfield, Midwest Regional Representative (OK).

Executive Committee Members Absent:

William Muldoon, First Immediate Past-President (NE), Stephanie Pederson, Central Region Representative (WI), Daniel Zivkovich, Northeast Regional Representative (MA), Lyle Mann, Western Region Representative (AZ), Jennifer Pritt, Southern Regional Representative (FL).

States Present: Alaska, Arizona, Colorado, Florida, Georgia, Federal Law Enforcement Training Accreditation, Iowa, Kansas, Kentucky, Louisiana, Massachusetts, Michigan, Mississippi, Nevada, North Carolina, Oklahoma, Tennessee, Texas, Virginia, Washington, West Virginia, Wisconsin.

IADLEST Staff Present: Michael Becar, Executive Director; Patrick Judge, Deputy Director; Yvonne Grimm, Executive Assistant.

Quorum Requirements: The IADLEST Bylaws require representation from at least 15-member jurisdictions to constitute a quorum to conduct business. Twenty-two (22) jurisdictions were represented.

INTRODUCTION OF GUESTS: FLETC Director Connie Patrick; Assistant Director Dominick Braccio; Chief of the Protocol and

Communications Office, Dana O'Quinn; and State, Local and Tribal Training Division Chief Don Smith; and Deputy Director Pam Cammarada, BJA/USDOJ; Richard Miller, ICITAP; Earl Hardy, FMCA/USDOT.

APPROVAL OF BUSINESS MEETING MINUTES:

June 4, 2013, Portland, Oregon (Refer to IADLEST July 2013 Newsletter): There were no corrections identified for the minutes. There was a **MOTION** by Clark (NV) to approve the minutes, and a **SECOND** by Harvey (MI). The **MOTION CARRIED**.

October 19-20, 2013, Philadelphia, Pennsylvania (Refer to IADLEST January 2014 Newsletter): There were no corrections identified for the minutes. There was a **MOTION** by Clark (NV) to approve the minutes, and a **SECOND** by Harvey (MI). The **MOTION CARRIED**.

EXECUTIVE DIRECTOR'S BRIEFING - Executive Director Mike Becar reported:

POST Director Changes: Washington, DC, has reenacted their POST; and Laura Wagman is the new Director. Dean Register is the new Director in Florida. Francine (Fran) Ecker is the new Director in Virginia. Michael Wood is the new Director in New York. There will be an announcement soon for a new Director in Wyoming.

International Work: The work in Nigeria continues. We have sent instructors there, and they have sent instructors here. We have sent instructors to the London, England, Police twice to assist with DDACTS training. We have also completed a workshop in Canada on DDACTS. We have had conversations with the Mexican government on training in their border states. We have also had conversations with Puerto Rico on potential training in the future.

Federal Motor Carrier Safety

Administration: We are providing input to the FMCA on a curriculum development project. The curriculum relates to the street officer response to truck and bus commercial vehicle enforcement. There will be pilot testing of the curriculum in Maryland, Virginia, and North Carolina.

Grants: Department of Justice: Blue Courage – Two pilot sites have been completed (Arizona, Washington), and we are in conversations with the State of New York for the third pilot. We have received an additional \$449,443 funding for five more sites. Crime Analysis Training – The first class kicks off in July 2014. It is designed for both Analysts and Agency Administrators.

NHTSA: DDACTS – We have received an additional \$497,363.62 until Dec. 31, 2014. We have received a separate grant for Outreach – an additional \$ 49,371 until Dec. 31, 2014.

Audit Report: The audit was completed for 2012 and was presented at the last business meeting. It is posted on our web site. The information for the audit for 2013 has been sent to the auditor, and we anticipate a report for the next business meeting.

Academy Directors Training: Executive Director Becar has completed training for the states of Florida, Indiana, Texas, Virginia, Arizona, Michigan, and California. He will conduct training in Pennsylvania in September. The one-hour presentation focuses on IADLEST services such as NLEARN, the NDI, and the benefits of Association membership.

2015 Conference: The 2015 IADLEST Conference will be May 31-June 3, 2015, in San Antonio, TX. Unlike the past several years, instead of a paid contractor, the conference will be coordinated by the IADLEST and Texas staff.

Projects: We partnered with DOJ/PERF for a survey of all the academies in the nation,

and that project is wrapping up. We also partnered with a survey for IACP of all law enforcement agencies in the U.S. We are developing an IADLEST-sponsored Academy Directors Course. Rusty Goodpaster (IN) is leading the project. The courses will be tuition-based and presented regionally around the country. We are exploring the possibility of an IADLEST-sponsored National Academy for Military Police Transition "Bridge" Academy. It has been recognized that there is significant interest by many state legislatures/governors to offer this type of abbreviated training for former Military Police officers, but the numbers in most states do not make the expense of providing the training fiscally prudent. The idea would also be to provide this training regionally, then the successful graduate could return to his or her state to complete the state-specific reciprocity requirements. There is also a project focusing on IADLEST National Certification of Courses, where the Association would work with vendors to develop curriculum to meet the varying state requirements for in-service training accreditation. This could be a potential reliable revenue source for the Association that would not be dependent on grants.

IADLEST TREASURER'S REPORT: Acting Treasurer Kelly Alzaharna (AK) reported that she received the financial information from retiring Treasurer Chuck Melville in March. The financial statement for December 2013 is available for review. Current assets as of December 2013 were \$491,099.74. Total assets were \$491,142.45, the difference being attributed to a net profit on the sale of computer equipment. Current liabilities are \$176,367.77 for a total fund balance of \$314,774.68. The total accounts balance at \$491,142.45. There was a **MOTION** by Damitio (KS) to accept the financial report, and a **SECOND** by Harvey (MI). The **MOTION CARRIED**.

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS:

2015 Conference: The conference hotel has proven to be very popular for previous Regional Meetings, and is ideally located close to the Alamo and the Riverwalk.

Future Conference Sites: The Association is currently accepting bids from states for future conferences. For 2016, Harvey (MI) made a presentation for consideration of Grand Rapids, Michigan. Grisham (TN) made presentations for a selection of sites in Tennessee, including Memphis, Chattanooga, Nashville, and Gatlinburg. For future consideration, Alzaharna (AK) has offered to host the conference in Alaska.

Committee and Special Assignment

Reports: The Nominations Committee chaired by Ciechanowski (IA) presented candidates for Second Vice-President. The candidates were Sue Rahr, (WA) and Brian Grisham (TN). There was one candidate for Treasurer: Kelly Alzaharna (AK). After distributing ballots among the membership and tabulating the results, Grisham (TN) was elected Second Vice-President. There was a **MOTION** by Damitio (KS) to destroy the Second Vice-President ballots, and a **SECOND** by Ciechanowski (IA). The **MOTION CARRIED**. There was a **MOTION** by Sutterfield (OK) to elect Alzaharna by acclamation for Treasurer, with a **SECOND** by Emmons (OK). The **MOTION CARRIED**.

REGIONAL REPORTS

Northeast Region: Dan May (MA) reported for Regional Representative Dan Zivkovich (MA). The Northeast Region had a meeting in Western Massachusetts at the end of April. There were presentations on suicide prevention, dealing with individuals with mental health issues, and physical requirements in academy standards. Executive Director Becar was present and gave a briefing in IADLEST activities.

Pennsylvania will host the next regional meeting. Pennsylvania and Massachusetts are both working on revisions to their recruit curriculum. Dan Zivkovich (MA) will continue as the Regional Representative.

Central Region: Dana Vike (WI) reported for Regional Representative Stephanie Pederson (WI). There had not been a regional meeting this year until today. Ohio completed a three-year basic peace officer certification curriculum update and has added impact weapons to the curriculum. Michigan recently approved a report on six areas of agency best practices, and has been asked to develop a standard policy on Eyewitness Identification. Wisconsin is continuing work on the first recruit academy curriculum expansion since 2004 and anticipates moving from 520 hours to about 720 hours. In addition, they are developing fitness and wellness programs for the Basic Academy. Stephanie Peterson will continue as the Regional Representative.

South Region: Rebecca Taylor (LA) reported for Regional Representative Jennifer Pritt (FL). The region conducted a telephone conference call for their regional meeting on May 12. Six of the nine states participated, plus FLEETA, and Executive Director Becar. Topics that arose from the meeting include: There is a focus from several of the states in this region related to Gang training for SROs, Concealed Carry training for civilians and current and former military personnel on school grounds. Most states are looking at funding issues and exploring potential alternatives. Many states are engaged in discussions or actions related to the training qualifications for Sheriffs. At the regional meeting today, seven of the nine states were represented, plus FLEETA, and DoD. In addition to previously discussed items, there were discussions about online training development and tactical medical training.

Midwest Region: Chris Sutterfield (OK) reported. The regional meeting was held April 14-15 in Oklahoma City. Four states were represented, plus Executive Director Becar. Topics of discussion included

military transition to law enforcement bridge training, minimum educational requirements and how home-school diplomas fit the requirements, a tour of the OSBI Laboratory, and a presentation on Virginia internship benefits available to recruit officers while attending the Basic Academy. The next regional meeting will be held in Spring, 2015 hosted in Iowa. With Sutterfield's impending retirement, Steve Emmons (OK) was elected as the new Regional Representative.

West Region: Richard Clark (NV) reported for Regional Representative Lyle Mann (AZ). The region met in Sparks, NV, in December. The region met this morning, with representation from seven states. Nevada is working with their state Chiefs and Sheriffs to support initiatives related to their funding. Nevada is also working on several issues related to military-to-law enforcement bridge training. Arizona and Washington are supporting developing the Blue Courage training in their Basic Academies. Arizona is working on specific training readying for the next Super Bowl, and related to Human Trafficking. California is dealing with cuts in funding. They are continuing their support of the Safe Driving Campaign. LAPD is developing testing that relates to critical thinking in pre-service candidates, and is working on updates for its first aid and CPR training. In Hawaii, a bill to create a POST died in the Legislature. Alaska is working on Basic Academy curriculum updates. Colorado is developing curriculum on marijuana law enforcement, and they are now receiving \$1.00 on vehicle registration fees to partially fund their operations. They are developing in-service training programs to assist agencies in meeting their 20-hour annual requirement. Washington is anticipating growth in its Basic Academy population as retirements are occurring, and are developing updates in its Crisis Intervention Teams (CIT) training. The region plans on holding their next regional meeting in Sparks, NV, December 7-9.

NEW BUSINESS

Swearing-in of Executive Committee:

FLETC Director Connie Patrick swore in the Executive Committee members for 2014-2015: President: Arlen Ciechanowski (IA), First Vice-President: David Harvey (MI), Second Vice-President: Brian Grisham (TN), Treasurer: Kelly Alzaharna, Secretary: Mark Damitio (KS), First Immediate Past-President: Kim Vickers, South Region Representative: Mark Strickland (NC) and Midwest Region Representative: Steve Emmons (OK). Not in attendance, but on the Executive Committee for 2014-2015 are Second Immediate Past-President William Muldoon (NE), Northeast Region Representative Dan Zivkovich (MA), Central Region Representative Stephanie Pederson (WI), and West Region Representative Lyle Mann (AZ).

Presentation to Outgoing President:

Incoming President Ciechanowski (IA) presented Past President Vickers (TX) with a plaque, honoring him for his service as the IADLEST President in recognition of his leadership, dedication, and vision.

ADJOURNMENT: There was a **MOTION** for adjournment at 11:35 a.m. by Vickers (TX), which was **SECONDED** by Alzaharna. The **MOTION CARRIED**.

Next Business Meeting: The next Business Meeting will be October 25-26, 2014, in Orlando, Florida. This meeting is in conjunction with the IACP Annual Conference. The location and time will be announced. Members attending the IACP Conference are strongly encouraged to attend so there is a quorum to conduct business.



Reducing Law Enforcement Medical Costs:



Utilizing the Sports Medicine Model



WHITE PAPER

Author:

Nancy C. Burke, MS, ATC, VATL
Athletic Trainer
Fairfax County Police Department

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INTRODUCTION

What if a commander of a training academy or a commander of an agency could see real dollar savings in medical costs for duty injuries? An Injury Care and Prevention Program managed by a certified Athletic Trainer will make that happen. A focused medical and healthcare design will bring to the employee significant benefits for wellness, injury prevention, injury care, and rehabilitation. A program such as this will reduce workers' compensation costs and reduce lost work time, case manage employee injury recovery, and work closely with risk management entities.

Law enforcement is a physically demanding occupation. The Bureau of Labor statistics identifies law enforcement as having "one of the highest rates of injuries and illnesses of all occupations."¹ Injuries in law enforcement are expensive. It is not just the workers' compensation expenses that are problematic. Add to that the lost man hours and cost of back staffing. For the employee, it is lost wages from overtime.

When Commanders lose a recruit through injury, it means not only a loss of tens of thousands of dollars; it also results in an agency short a fit, capable employee.

THE SOLUTION

An onsite clinical injury care and prevention program will provide a range of medical and healthcare services to an agency or academy for all employees. At commanders' discretion, the clinic staff shall provide care for employees sustaining non-duty as well as duty-related injuries or medical conditions.

The clinic would be managed by a National Athletic Trainers' Association (NATA) certified Athletic Trainer. "Athletic Trainers (ATs) are health care professionals who collaborate with physicians. The services provided by ATs comprise prevention, emergency care, clinical diagnosis, therapeutic

Program Goals

- Provide prompt access to a physician or other healthcare provider;
- Enhance the delivery of clinical assessments, medical care, rehabilitation, re-conditioning, and injury prevention; and
- Provide resources for additional wellness components: nutrition, stress reduction, maintaining appropriate blood pressure, concussion education and management, health education.

¹ Bureau of Labor Statistics, www.bis.gov/ooh/Protective-Service/Police-and-detectives.htm#tab-1.

intervention, and rehabilitation of injuries and medical conditions.”² In addition, Athletic Trainers providing health education, including nutritional guidance, are recognized by the American Medical Association and the American Academy of Neurology as experts in concussion recognition and management. The education of an Athletic Trainer follows the medical model for curriculum and clinical training, and they work under the supervision of a licensed physician. Forty-nine states license or regulate Athletic Trainers under the Board of Medicine or Board of Health. Athletic Trainers are no longer just on the athletic field, they practice wherever there are active people, such as: NAVY Seals, FLETC, USMC.

NOTE: Athletic Trainers are not personal trainers. Personal trainers may work as fitness trainers without recognized education or certification. Athletic Trainers will have at a minimum a B.S. degree and must adhere to professional standards and a code of ethics as established by a national board of certification.

INJURY INTERVENTION

Early intervention is vital when an employee is injured. The sooner the employee sees the physician and receives the diagnosis, the sooner the care plan is developed and begun. The following scenarios help illustrate real law enforcement issues.

Scenario 1. Recruit injures knee in physical training. Athletic Trainer provides clinical assessment. Clinical diagnosis: first degree knee sprain. Agency first report of injury completed, instructor and supervisors notified. Recruit will continue training with accommodations for 2-4 days. In the meantime, shall receive daily therapy at the athletic training clinic.

Savings: Emergency Room: \$1,233 (average)³; physical therapy: \$100 for first visit and \$75 each visit afterwards;⁴ possible recycle: \$100,000+.

Athletic Trainer provides clinical assessment \$0, rehabilitation \$0, ER not necessary for this injury. Recruit stays with class and successfully finishes training.

“Injured workers treated within the first 24 hours were more likely to be out of work a week or less, more satisfied with their medical care, physician, and employer, and less likely to contact an attorney.”

(Zigenfus, G, Physical Therapy)

² www.athletictrainers.org

³ <http://www.washingtonpost.com/blogs/wonkblog/wp/2013/03/02/an-average-er-visit-costs-more-than-an-average-months-rent/>, downloaded 04-01-2104.

⁴ <http://health.costhelper.com/physical-therapist.html>, downloaded 04-01-2014.

Scenario 2. Officer involved in repetitive kicking drills, steps back and believes that someone kicked him in the lower leg. Is unable to walk. Athletic Trainer provides clinical assessment: ruptured Achilles tendon. First report of injury completed. Athletic Trainer calls worker's compensation panel orthopedic specialist who sees officer within two hours on the same day. Officer sent to the physicians' office with cooling unit, crutches. Surgery, then rehabilitation at the athletic training clinic. The officer attends rehabilitation sessions three to four times a week for three months, then one day a week for the remainder of his rehabilitation care. The officer returned to full duty 4.5 months later; 1.5 months ahead of the norm.

Savings: Emergency Room: \$1,233;⁵ crutches: \$40; physical therapy visits: \$100 for first visit and \$75 each visit afterwards;⁶ cooling unit: \$200.

Athletic Trainer provides clinical assessment: \$0; crutches: \$0; cooling unit: \$0; rehabilitation: \$0. Costs incurred would be surgical costs.

Scenario 3. Officer severely injured in head-on collision. Following surgeries, physical therapy by workers' compensation vendor while in collaboration with the Athletic Trainer for additional rehabilitation. The officer was attending therapy five days a week. The officer was seen fit to enter "work hardening." Law enforcement has unique demands so an individual work hardening schedule was devised by the Athletic Trainer. The officer completed work hardening successfully and returned to the street as a productive employee. The Athletic Trainer gave the final physical performance report in collaboration with Emergency Vehicle Operations Center, Defensive Tactical instructors, and the Range Master.

Savings: Combined effort by physical therapy and Athletic Trainer resulting in an officer being returned to the street. The savings would balance 3 (AT)/ 2 (PT); \$0 for the Athletic Trainer and in the low thousands for the physical therapy practice. Devising a specific "work hardening" program specific to the challenges of law enforcement ensured physicians and commanders of his ability to return to work safely and competently.

⁵ <http://www.washingtonpost.com/blogs/wonkblog/wp/2013/03/02/an-average-er-visit-costs-more-than-an-average-months-rent/>, downloaded 04-01-2104.

⁶ <http://health.costhelper.com/physical-therapist.html>, downloaded 04-01-2014.

mTBI (CONCUSSION) AWARENESS

When speaking to neurologists, neuropsychologists, and other medical professionals, the incidence of mild traumatic brain injury (mTBI) in law enforcement is said to be severely underreported. Concussions may be sustained in combination with other injuries: therefore, the injuries are coded “multiple injuries” in the workers’ compensation database. Some officers assume the “warrior” attitude when injured and may be unlikely to report a brain injury resulting in temporary symptoms.

Research clearly indicated that when a brain has been injured, it needs time to fully heal. An officer who is uneducated about mTBI and is symptomatic is more likely to put himself or herself in harm’s way without hesitation. The result of a second injury can be catastrophic. Common symptoms of brain injury include: headache, nausea, dizziness, slowed reaction time, slower decision-making processes. Injured brains with a longer cognitive recovery are likely to suffer symptoms of sleep deprivation, depression, and difficulty remembering.⁷ Clearly driving, carrying a weapon, and making critical decisions are not activities that anyone with symptoms of mTBI should perform.

Education of employees and the reporting of the brain injury are the base of an effective concussion management process. Pre- and post-injury testing, following guidelines of the Zurich Conference of 2012 and other recognized concussion experts will assist employees in making a safe return to full duty.

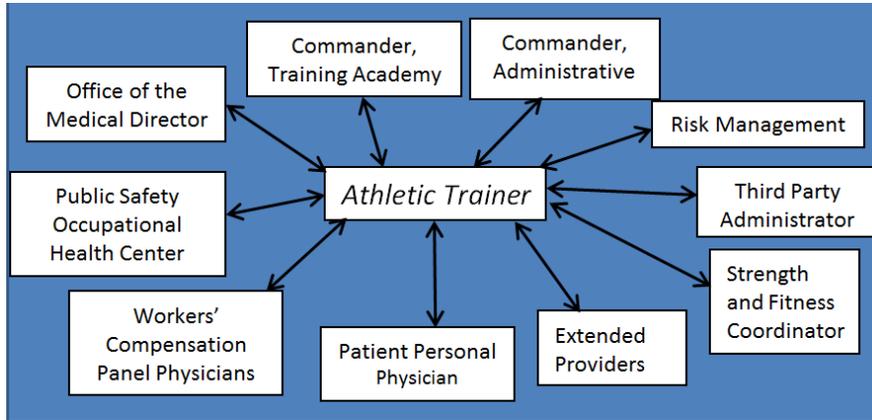
This educational and baseline testing protocol has been conducted during early academy recruit sessions, prior to defensive tactical instruction, and at station roll calls with very positive response. Training such as this reinforces the commitment and atmosphere of safety by supervisors to their men and women.

ADMINISTRATIVE STRUCTURE

The Athletic Trainer enjoys professional relationships with multiple providers for patient care. By regulation, the Athletic Trainer must have a medical supervisor, which in many instances shall be the medical director for the agency. Additionally, the Athletic Trainer works closely with police psychologists and safety officers.

⁷ Quig, Mary Elizabeth, Neuropsychology and Concussion, Police Physicians Track, IACP, October 2014.

All clinical assessments and treatments are documented within an injury surveillance system and are confidential. The Athletic Trainer complies with the regulations set forth in the Health Information Portability and Accountability Act (HIPAA).



Collaboration with Risk Management (Human Resources) includes injury trends, review of physicians, management of long-term employee injury resources with nurse case managers, physicians, and the Third Party Administrator. The Athletic Trainer works closely with the Worker's Compensation Panel of Physicians and patient personal physicians in providing injury/illness rehabilitation and re-conditioning. The Public Safety Occupational Health Center is staffed by occupational health physicians, physician assistants, nurses, and a physical therapist. The Athletic Trainer has a close professional relationship with occupational health and shall refer patients with work-related conditions to these medical providers.

Employees may request extended healthcare providers for non-work related conditions. These requests may include: dentist, chiropractor, physical therapist, massage therapist, ophthalmologist, dietician, etc.

The Athletic Trainer collaborates with Department Safety Officers on topics such as heat illness prevention, physical safety issues, infectious disease transmission and control, and other issues common to the expertise of the Athletic Trainer. Communications to employees are a shared responsibility.

The Athletic Trainer is an adjunct to the incident support team. These are professionals who are available to provide services to employees surrounding critical events. Typically, such teams are composed of: chaplain, police psychologist, and peer support.

The Athletic Trainer partners with the agency Strength and Fitness Coordinator. This additional support for the health and wellness of the employee has worksite coordinators to assist with

the care, maintenance, and upkeep of station equipment and to assist those that need help in achieving fitness goals. These same coordinators stay in contact with the primary coordinator. Each worksite should have a fitness/wellness/cardio room to allow for officers to work out "on duty time" one hour either before or at the end of their work day twice per week. The more support during the working day, the more likely the officer will continue fitness on off days.

The primary wellness coordinator may conduct or provide fitness and wellness training in various disciplines to include blood pressure awareness, strength, cardio-respiratory fitness, functional conditioning, flexibility, core strengthening, and stress release to incumbents and all Department employees.

THE MONEY

The International Association of Chiefs of Police (IACP) recently released their final report on the study of officer injuries. It is noted that over 49% of the injuries were musculoskeletal – sprains, strains and soft tissue.⁸

Utilizing an Athletic Trainer in an Academy setting has been proven to reduce overall medical costs by 49.5% and musculoskeletal medical costs by 86.3%. The Athletic Trainer treating sworn and civilian employees in a large county police force has shown reductions of: overall medical costs by 22.05%, musculoskeletal medical costs by 21.2%.⁹

Soft costs are demonstrated by implementation of other programs leading to prevention of injuries such as heat stress, blood pressure monthly checks, concussion awareness, and others.

Funding for an injury care and prevention program may be aided by grants from local hospitals and physicians, donations from local therapy clinics and physicians' offices. Some equipment, if funds are available, may be purchased from seized assets.

Table 1. Injury Type

Injury	Frequency
Sprains/Strains/Soft Tissue Tears	610
Contusion	189
Laceration	179
Other	92
Bloodborne Pathogen Exposure	90
Puncture Wounds	44
Broken Bones	41
Chronic Injuries	18
Burns	13
Internal Injuries	12
Dislocations	6
Gunshot Wound	1
Total	1,295
IACP, Final Report 2012	

⁸ International Association of Chiefs of Police, Reducing Officer Injuries: Final Report, pdf, 2012.

⁹ Injury Surveillance System, Fairfax County Criminal Justice Academy

EMPLOYEE SATISFACTION

Law enforcement can be a challenging group to satisfy when it comes to their physical health. Crucial to any success of a wellness program is the buy-in from employees. This satisfaction survey gives evidence of the acceptance of the Athletic Trainer, the professional care, and professional clinic. Employee interviews demonstrate appreciation for: “accessibility, knowledge of the AT, less paperwork, no co-pay, immediate access, explanation of the condition, quality of care.”¹⁰

96% satisfaction with Athletic Trainer

95% satisfaction with Treatment

94.5% satisfaction with the Clinic

FCPD Satisfaction Survey, 2010

SUMMARY

It is the position of the IACP that “no injury or death to a law enforcement officer is acceptable.”¹¹ Yet injuries do occur. The development of an injury care and prevention program for law enforcement, managed by a NATA Certified Athletic Trainer, shall provide:

- A “culture of wellness,”
- Reduce workers compensation costs, and
- Bring the best of sports medicine model to law enforcement – tactical athletes.

In addition, Athletic Trainers working with law enforcement support the tenets of the IACP’s Officer Injury: Final Report:

- “Develop injury reduction efforts for at-risk officer groups, and
- Implement physical fitness programs and nutrition education for officers.”¹²

¹⁰ Fairfax County Criminal Justice Academy, Employee Interviews, conducted 3-25-14 to 3-31-14,

¹¹ International Association of Chiefs of Police, <http://www.theiacp.org/CenterforOfficerSafetyandWellness>, downloaded 3-28-2014.

¹² IACP, Reducing Officer Injuries: Final Report, pdf, 2012.