

# NEWSLETTER

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

## PRESIDENT'S MESSAGE

by: *Dan Zickovick, Director  
Massachusetts Municipal Training Committee*



As we look at the challenges facing public safety these days, including police officers, EMTs, firefighters, and corrections officers, it is obvious IADLEST is needed more than ever. The challenges facing our public safety personnel, the ever-

evolving demands being place on them, and the paradigm shift in the profession all necessitate a constant assessment of standards and training as we seek to prepare our officers for survival and for success in their communities and agencies.

As Mike Becar, our Executive Director, has often stated to groups and agencies who are discussing the police profession, no other organization can bring the same perspectives, expertise, and resources as IADLEST brings to the table. Moreover, IADLEST and its POST members are ultimately responsible for making sure officers on the street receive the benefits of identified best practices, updated information, and related training. As such, IADLEST should be involved in these conversations from the outset.

To that end, we continue to participate in and watch for opportunities to participate in conversations regarding standards and training and to clarify misperceptions about how officers are trained and the standards to which they are held. And even within our membership, we shape and mold our profession through the ability to network and share information. All of us have benefited from information gleaned from surveys and from shared programs.

Here is one story Mike shared with me: "I spent Monday and Tuesday this week in the Midwest regional meeting. I listened to David Harvey's presentation on a number of topics that IADLEST is involved in. Needless to say, I was again impressed with the work that IADLEST is doing. Likewise, I was impressed with the effort

David has put forth for IADLEST and the opportunity reaffirmed again for me that IADLEST 'has it going on.'

As someone who is new in the IADLEST fold, I wanted to share with you my experience with the organization. Please know that I depend on IADLEST to help me find better quality training opportunities for the officers in my state. Don't stop doing what you do. When you think it's not working, remember that cops in my state have benefited from what you are doing and get back into the grind."

I think we all agree that IADLEST is a needed organization. However, as much as 2018 is the dawn of a new year, it is also the dawn of fiscal realities for IADLEST. We find ourselves in a situation where all of the gains we have made by bringing aboard professional, full-time and part-time staff members may be eroded as our general fund balance slides towards zero.

You likely know firsthand that grant funding has plunged recently, which has had a direct and severe negative impact on IADLEST's fund balance. Executive Director Becar has repeatedly warned us that living on grant funding is tenuous, at best, and dangerous at worst. And we have reached the dangerous stage as we risk losing our ability to have professional staff.

This would be a HUGE step backwards for IADLEST and would severely hamper our ability to stay engaged at the national and international level. Currently, we are too dependent upon grant funding; and in the months ahead, we will be brainstorming other funding options. That said, in the meantime, there are things you can do to help.

First, support the National Certification Program (NCP). This program alone has the potential to fund IADLEST completely.

Ideally, you would require NCP certification as the cornerstone for your approval of any potential outside training program, or at least make it the first step. If you are a state like mine, where we do not require pre-approval of training, take the opportunity to educate vendors

about NCP and point them toward the NCP. In my case, when I get the inevitable telephone call asking about becoming certified in Massachusetts, I say something like, “We do not require prior approval in order for training to count towards in-service training requirements, except in mandated topic areas. However, are you planning to offer this training in other states?”

If the answer is “yes,” I then let them know about the NCP (and point them to the website) and tell them that NCP approval would eliminate many telephone calls to each state with the same request because most states do not require additional vetting of training that has the NCP seal. Likewise, you can let your constituent agencies know about the NCP and what it does to raise the bar for police training, and then encourage them to look for the NCP seal when bringing in outside training.

Second, consider sponsorships for IADLEST. In other words, we have discussed identifying and soliciting vendors and organizations that align with our mission and goals to provide sponsorships. We recently approved policies to guide this effort, and Deputy Director Dave Harvey has been trying to identify potential sponsors. If you have any suggestions, please get those to Dave.

Third, help Peggy Schaefer with our new hosted training effort. Peggy has identified some vendors who are willing to collaborate with IADLEST. IADLEST will handle the facilitation, such as finding the site, handling registration, collecting fees, et cetera, and in return, IADLEST receives a percentage of the revenues from the training. If Peggy contacts you, consider your ability to provide space or point her to space for the training. This venture has the potential to generate substantial revenue.

Make no mistake, however. Do not assume any one or combinations of these are the answer to IADLEST’s funding woes. They are not. We have been trying to get traction for NCP for three years now and despite its potential, we still struggle to simply break even. (In fact, we don’t.) I have merely offered these as examples of how you can help. But the biggest way you

can help is to offer additional suggestions for addressing the issue. It will take all of us working together and being actively involved to keep IADLEST viable and to ensure we have the ability to engage in the national and international dialogue regarding our profession.

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

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

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

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

*The IADLEST reserves its right to select and publish articles, announcements, and comments. The viewpoints and opinions of contributors are those of the author and do not necessarily represent the views of the IADLEST.*

**CORRECTION:** The October 2017 Newsletter article entitled *IADLEST Completes TXDOT-DDACTS Efforts for 2017 and Prepares for Future 2018* was prepared by Daniel A. Howard, Project Manager TXDOT-DDACTS. The article photo caption should read: Dan Howard leading Longview, Texas, Workshop.



## MEETINGS SCHEDULED

The midwinter Executive Committee meeting is scheduled for February 10-11, 2018, at the Washington, DC, J. W. Marriott in conjunction with the National Sheriffs' Midwinter Conference.

The next General Business Meeting will be held May 20-23, 2018, at the Revere Hotel Boston Common; 200 Stuart Street; Boston, Massachusetts.

## MEMBERSHIP DUES

*Can be paid by Credit Card*

IADLEST Membership renewals are due January 1 of each year. IADLEST accepts credit card payments for membership renewals.

Members can log on to [www.iadlest.org](http://www.iadlest.org) and click on "Join Today" then click on "membership renewal," enter your member's user code, password, and provide the requested information.

You can also contact Yvonne Pfeifer [yvonne@iadlest.org](mailto:yvonne@iadlest.org) or phone (208) 288-5491 for assistance. New members can log on to the IADLEST web page and follow the "Join Today" prompts for "new membership."

## 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.

**Lon Bartell, VirTra, Inc., Tempe, AZ**  
**Joni Blalock, Columbia Southern Univ., Orange Beach, AL**  
**Erik Bourgerie, Dir., Colorado POST, Denver, CO**  
**Bill Breedlove, Roanoke City PD, Roanoke, VA**  
**Scott Brown, State Police, East Chatham, NY**  
**Timothy Coon Connecticut POST, Meriden, CT**  
**John Cunningham, Dir., POST, Trenton, NJ**  
**Tom Draper, Hennepin Tech. College, Brooklyn Pk, MN**

**Michial Dunlap, Stay Safe Weapons Systems Trng. Amarillo, TX**  
**Mark Fettinger, Intn'l Assoc. LE Firearms Instructors, Gilford, NH**  
**Benjamin Ford, Mauldin PD, Mauldin, SC**  
**Bobby Gantt, Idaho POST, Meridian, ID**  
**Alicia Holman, Justice - Community Serv., Charleston, WV**  
**Kevin McCullough, Municipal Assurance Grp, Edmond, OK**  
**Rick Michelson, KSA Ltd., San Diego, CA**  
**Jerald Monahan, Yavapai College PD, Prescott, AZ**  
**Jennifer Pegnato, Tucson PD, Tucson, AZ**  
**Michael Rein, Rutgers University, New Brunswick, NJ**  
**Rick Staton, Justice - Community Serv., Charleston, WV**  
**Kim Storvik, Envisage Technologies, Bloomington, IN**  
**Scott Wagner, Sarpy Douglas LE Acad., LaVista, NE**  
**Christopher Zarrella, State Police, North Scituate, RI**

## POST DIRECTOR CHANGES

**Rhode Island:** In December 2017, Lieutenant Christopher Zarrella was appointed the Executive Director of the Rhode Island Municipal Academy. He was born and raised in Providence, Rhode Island.

Chris graduated from the University of Rhode Island in 1988 with a degree in Psychology. Immediately following his graduation from the University of Rhode Island, he went on to attend Fairfield University, and in 1991 graduated with a Master's Degree in School Psychology and a Certificate of Advanced Graduate Study in psychological assessment. He worked as a certified psychologist in the Commonwealth of Massachusetts and later as a school psychologist for the Providence Public School System in Rhode Island.

He applied to and was accepted into the 1997 Rhode Island State Police Academy. Upon graduating the Academy, he worked as a road trooper for eight years. During his career as a road trooper, he was a member of the Rhode Island State Police Tactical Team and a member of the Division's Motorcycle Unit. In 2005, he was assigned to the Detective Division's Intelligence Unit. Chris remained in the Intelligence Unit for 12 years and was primarily involved in organized crime investigations. Approximately eight of his twelve years in Intelligence were spent working

undercover. While in the Intelligence Unit, he was promoted to Corporal, Sergeant, and finally, Lieutenant. Eventually, Chris oversaw all undercover operations conducted by members of the Rhode Island State Police. In early 2017, he was transferred to Night Executive Officer. As a Night Executive Officer, he was responsible for overseeing all activity conducted by troopers working late patrol.

**Colorado:** In October of 2017, Erik Bourgerie was appointed as the Colorado Director of Peace Officer Standards and Training (POST), a unit under the Criminal Justice Section of the Department of Law. In this role, Erik works with the POST Board to develop training requirements for law enforcement training academies and in-service training requirements, ensure compliance with POST rules and standards, and administer of approximately \$5



Erik J. Bourgerie

million in grants for law enforcement training. Erik believes that it is vital for law enforcement to set and maintain high standards for the profession, while leveraging training to increase the capacity and capabilities of Colorado officers.

Erik J. Bourgerie was born in to a career military family, where he learned a deep appreciation for public service. He earned his Eagle Scout before the age of 16 and moved to Colorado in 1989 to attend the University of Colorado at Boulder on a Marine Corps scholarship, where he earned a Bachelor's Degree in Political Science. In 1997, Bourgerie joined the Summit County Sheriff's Office as a Deputy Sheriff working in the Detentions Division. During the course of his 20-year career with the Summit County Sheriff's Office, Erik worked in a variety of capacities, including: Detentions Sergeant, Patrol Sergeant, lead firearms and arrest control instructor, and training sergeant. In 2008, Erik was promoted again, this time to

Detentions Division Commander. Erik retired from the Summit County Sheriff's Office on November 2, 2017, where he was the longest serving detentions division commander in agency history.

Throughout his career, Erik has been passionate about training. He first became an arrest control instructor in 1998 as a PPCT Defensive Tactics Instructor, following his lifelong study of martial arts. This was soon followed by instructor statuses in PPCT Spontaneous Knife Defense, Restraint Chair, Law Enforcement Edged Weapons Tactics (LEEW), Assault Prevention Workshops, and Krav Maga. Erik became a POST Firearms Instructor in 1999 and gained POST Full Skill instructor status for firearms in 2002. Erik joined the POST Arrest Control Tactics Subject Matter Expert Committee in 2003 and was appointed Chair of the committee in 2013.

### LIFE MEMBER INSTALLED

**Lyle Mann:** At its June 5, 2016, meeting in Grand Rapids, Michigan, the Executive Committee approved the installation of Lyle Mann, Director of the Arizona POST, as an IADLEST life member. Lyle was a long standing IADLEST member, served two three-year terms as the Western Region representative, a member of numerous IADLEST advisory committees, and an Executive Committee member before retiring from state service.

**David Harvey:** At its October 21, 2017, Philadelphia, Pennsylvania, meeting the Executive Committee approved the installation of David Harvey, Director of the Michigan Commission of Law Enforcement Standards, as an IADLEST life member. Dave served as the IADLEST Central Region representative, member of the Executive Committee, and the IADLEST 2015-2016 President before retiring from state service.





Kevin A. Hewitt  
Executive Director

GOVERNMENT OF  
UNITED STATES VIRGIN ISLANDS  
PEACE OFFICER STANDARDS AND TRAINING



*Office of the POST Executive Director*



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December 21.2017

Michael Becar  
Executive Director, CEO  
International Association of Directors of Law Enforcement Standards and Training  
1330 North Manship  
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Dear Executive Director Becar:

On behalf of the entire Virgin Islands Peace Officer Standards and Training (POST), I want to express my appreciation for the huge response of support from IADLEST, its partners, and the POST and Commission members who reached out to the VI POST and offered their assistance during this hurricane recovery. I want to especially thank Yvonne of IADLEST for her hard work in setting up the Go Fund account, which helped to purchase much needed equipment and signage to get our headquarters back to a sense of normalcy.

I want to also thank Brian Mehrer and his staff of the Nevada Commission on POST and Director Mike Leloff and staff of the Oregon Training Academy who both offered to provide the cadet training to the Virgin Islands as our capability to conduct the training was limited in the wake of the storms.

As the Virgin Islands continue in its recovery from the hurricanes we here at the VI POST, although not fully operational, are continuing to provide the professional service to our Peace Officers and community thanks to your part in this recovery process.

Kevin A Hewitt,  
VI POST Executive Director



## Leaders in Law Enforcement Training Conference



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

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

Registration Fees:  
Attendee- \$450  
(\$50 discount for IADLEST Members)  
Vendor-\$1100

### *Registration Opening January 2018*

**Hosted by:**  
Revere Hotel Boston Common  
200 Stuart Street  
Boston, MA 02116



**Catch A Red Sox Game!**  
*Purchase your ticket during registration.*

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**All Aboard!** Enjoy a three-hour cruise on Boston Harbor giving the best views of the Boston skyline & waterfront landmarks, all while enjoying a delicious dinner buffet and on-board

**Don't Miss Out!!**

entertainment. *Ticket included with conference registration.*



# IADLEST Academy Directors' Course

*The purpose of the IADLEST Academy Director's Course is to develop and enhance the knowledge, skills and abilities of law enforcement academy directors to effectively lead personnel, manage facilities, and prepare the next generation of law enforcement personnel for their assignments.*

**Do you want to improve your colleagues,  
the profession and the Association?**

**Join the teaching cadre**

## **IADLEST Academy Directors' Course Topic Areas:**

### **Budgeting/Funding:**

- Overall general information on budgeting
- How to fight for funds within the budgeting procedure
- Funding: How to obtain funds; Grants, Donations, etc.
- Creative ways to reduce costs

### **Curriculum Development**

- Developing Training Objectives and Outcomes
- Developing Assessment Methods
- Developing Testing Methods
- Determining Time Allocations
- Developing Training Aids
- Lesson Plans

### **Policies/Rules/Regulations:**

- State specific
- Admission
- Attendance
- Evaluations: type and standards
- Fitness standards, Instructor certification
- Development of Policies

### **Logistics**

- Resident v commuter issues
- How to deal with students who are not your employees
- Development of rules of conduct-During and after hours
- Basic students v in-service
- Disciplinary issues

### **Learning styles/delivery of training methodology**

- Adult Learning
- Stress v. Academic
- Classroom v. Hands-on
- Use of Training Technology

### **Legal issues**

- Nationwide statutes applicable to training
- Liability issues
- ADA and how it relates in training environment

### **Needs Assessment**

- How to develop
- How to utilize
- Goal setting
- Job Task Analysis

### **Resources**

- IADLEST
- Other Professional Law Enforcement Organizations (IACP, NSA, BJA)
- Other Civilian Organizations (ASTD, etc.)

**Make a Difference!**

*If you have subject matter expertise and would like to join the teaching cadre, contact Mark Damitio, Accreditation & Grants Manager: [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org) for more details.*

**The Committed Catalyst for Law Enforcement Improvement**  
International Association of Directors of Law Enforcement Standards and Training

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**HENSLEY v. PRICE**  
**- A WARNING ABOUT WARNINGS -**  
*by Bruce-Alan Barnard, JD, LLM*

On November 17, 2017, the United States Court of Appeals for the Fourth Circuit issued the opinion *Hensley on behalf of North Carolina v. Price* (876 F.3d 573). The plaintiffs in this §1983 federal civil suit alleged that two sheriff's deputies used excessive force when they shot and killed David Hensley outside his home on the morning of August 9, 2012. The purpose of this article is to provide an analysis of the decision as well as "takeaways" to consider when reviewing current use of force training.

This case is a civil suit that was brought by the estate of David Hensley against two Haywood County, North Carolina, deputies for excessive use of force. As is typical in these types of cases, the deputies sought qualified immunity on a motion for Summary Judgment. The District Court denied qualified immunity (167 F.Supp.3d 753) and the deputies appealed. The United States Supreme Court set out the two-step process to determine qualified immunity in *Saucier v. Katz*, 533 U.S. 194 (2001). In one step, the court has to determine whether, indeed, a constitutional violation has occurred. In the other step, the court has to determine whether the constitutional right violated was clearly established at the time of the violation. On a motion for summary judgment seeking qualified immunity, the court is only permitted to consider the undisputed facts and the disputed facts considered in a light most favorable to the plaintiff. Accordingly, where the deputies dispute the facts or their version differs from that of the plaintiff, those disputed facts are not considered when reaching a determination on the motion for summary judgment.

Although this opinion is nearly 40 pages long, the facts considered by the majority in reaching the decision fit on a single doubled-spaced page. The facts used by the majority in reaching their decision are as follows: At around 0615 in the morning in August 2012, the two deputies responded to what the majority referred to as a "domestic disturbance call." The officers parked their cars in the front yard and remained in their vehicles. Shortly after that, David Hensley and

his two daughters walked out of the home onto the front porch. At this point the officers observed that David Hensley had a handgun. The deputies continued to watch the front porch from their cars as Hensley struggled with his daughters striking one of them with a handgun. After that, Hensley walked off the porch and towards the officers. According to the daughters' testimony, Hensley held the handgun with the muzzle pointed towards the ground as he descended the stairs and walked towards the deputies. Also, according to the plaintiff's version of the facts, Hensley never raised the gun towards the deputies or threatened them. The deputies never ordered Hensley to stop or to drop the weapon or any type of warning. The deputies conceded that neither of them ever spoke to Hensley. Shortly after Hensley walked into the yard, the deputies exited their vehicles and fired at him. Hensley died as a result of the gunshot wounds.

Based on the facts as stated above, the Fourth Circuit held that David Hensley did not present a threat to the deputies because he was pointing his gun at the ground as he walked toward them and made no threats to them verbally. Furthermore, the court concluded that the deputies had ample time to warn Hensley to either "drop the gun" or to "stop" before they shot him. In a 2-1 opinion (containing a vigorous dissent that considered a lot more of the facts that were excluded by the majority in reaching their decision), the Fourth Circuit upheld the District Court's denial of qualified immunity based on these two conclusions. As a result, absent any further appellate review, the case will go to trial so that a jury can determine which version of the facts will control the eventual outcome of the case.

In the many years that I have been teaching the legal aspects of law enforcement to law enforcement officers on every level across the country, I have sometimes been called upon to make sense out of an appellate decision that seems to defy common sense. This is one of those cases. While it is very important to remember that this is just a decision regarding a motion for summary judgment, and the deputies may very well win the day when the case goes to

trial, the decision is still disturbing for a couple of reasons.

First, although the majority in this case stated that the reasonableness of the officers' conduct should be based on a totality of the circumstances based on the information available to the deputies at the moment they used deadly force, they nevertheless omitted very significant facts in reaching their decision. Indeed, if you read only the majority decision you cannot be faulted for agreeing with their rationale. But upon reading the dissenting opinion, one becomes more informed of the facts so carelessly tossed aside by the majority. By not including the same undisputed facts considered by the dissent, the majority opinion is based on something much less than a "totality of the circumstances."

Second, both the District Court Judge and the majority in this opinion definitively determined that a person walking towards an officer with a gun in his hand but pointed at the ground presents no threat to the officers until such time that he either verbally threatens them or raises the gun in their direction (even after the same person uses the same firearm to strike a person in the head before approaching the officers). In *Graham v. Connor*, 490 U.S. 386 (1989) the Supreme Court stated that: "The 'reasonableness' of a particular use of force must be judged from the perspective of a reasonable officer on the scene, rather than with the 20/20 vision of hindsight." In so doing, the court created the "reasonable officer" standard. Theoretically, the reasonableness of an officer's use of force should be based on this objective reasonable officer standard instead of a reasonable person standard. The reason for this, of course, is that law enforcement officers possess special skill, training, and authority and experiences that those who are not in law enforcement do not have. While it sounds really good on paper, the problem with the "reasonable officer" standard is in the application of the standard as demonstrated by the majority in this decision. How does someone who has never been a law enforcement officer determine the reasonableness of the actions of an officer under a totality of circumstances that they themselves have never experienced? A "reasonable officer"

would know how quickly a person can raise his arm and fire a firearm and would not put this degree of emphasis in the fact the weapon was pointed at the ground.

Whether this decision is the result of a trend or just an "outlier" remains to be seen. However, there are several lessons to be learned once we accept the decision for what it is. First, it is important to note that at least in the Fourth Circuit it is now "clearly established" that walking towards a known officer with a firearm in hand after hitting someone in the head with the firearm is not a threat in the absence of either verbal threats or raising the firearm towards the officer. Second, the court seemed to put a significant amount of weight in the fact that neither of the officers ever spoke to David Hensley. They never told him to put the weapon down, nor did they tell him to stop as he approached them, nor did they warn him in any way. Accordingly, one significant take-away from this decision is to say something. Although the "warn if feasible" rule from *Tennessee v. Garner*, 471 U.S. 1 (1985) has often been treated as something more akin to a suggestion than a requirement, at least in the Fourth Circuit this warning has become almost an absolute requirement. Third, this case underscores the vulnerability of qualified immunity to officers as a result of less than truthful plaintiffs. Many LEO's believe that if their actions are reasonable, they will automatically get qualified immunity. That is true only to the extent that the plaintiff in the case sets forth a version of the facts that match the version that the LEO offers. The problem is that qualified immunity raised on a motion for summary judgment can only be based on undisputed facts as well as the facts presented by the plaintiff where they differ from those of the officer. If there is a dispute of facts that are relevant and material to the determination of the reasonableness of the use of force, then summary judgment is not appropriate because it is the role of the jury to determine which version of the facts is, indeed, the truth.



**About the author:** IADLEST member Bruce-Alan Barnard, JD, LLM [[bruce@broadcast.blue](mailto:bruce@broadcast.blue)] is a former federal prosecutor and retired FLETC Legal Instructor who has trained over 30,000 state, local, tribal, and federal law enforcement officers across the

country over the last 20 years. He received his law degree from the University of Florida and advanced law degree from the University of Alabama. He is a subject matter expert in the legal aspects of law enforcement, specializing in search and seizure law and electronic surveillance law. Bruce-Alan provides weekly updates on cases that impact the legal aspects of law enforcement by hosting the weekly podcast “Broadcast Blue” at [www.broadcast.blue](http://www.broadcast.blue)

### **IADLEST-NHTSA BELOW 100 GRANT PROGRAM UPDATE**

*by: Mark Damitio*

*IADLEST Accreditation and Grants Manager*

In 2016, IADLEST received a pass-through grant from the National Highway Traffic Safety Administration to facilitate the delivery of Below 100 training over a 36-month period. The Below 100 mission is to influence law enforcement culture by providing innovative training and awareness, through presentations, social media, and webinars on identifying the leading causes and current trends in preventable line of duty deaths and injuries.

The Below 100 training program incorporates the following five tenets:

1. *Wear Your Belt*
2. *Wear Your Vest*
3. *Watch Your Speed*
4. *WIN—What’s Important Now?*
5. *Remember: Complacency Kills!*

There have been ten events or presentations since the last update:

- Presented to the general membership at the IACP Annual Conference in Philadelphia, PA, on 10/20/2017 to approximately 40 attendees.
- Technical assistance to the IACP Officer Safety/Traffic Safety Committee, Criminal

Justice Information Systems Committee, Communications and Technology Committee, Highway Safety Committee, Mid-Sized Agencies and State and Provincial Sections at the IACP Annual Conference in Philadelphia, PA, from 10/19 to 10/22/2017 to approximately 100 attendees.

- Presented a new executive-level course titled: “Implementing a Culture of Common Sense Officer Safety” (Below 100 Management Symposium) in The Woodlands, TX, on 11/8-9, 2017. There were 68 attendees.
- Presented to the Governor’s Highway Safety Association Conference in Linthicum, MD on 11/15-17, 2017. There were 130 attendees.
- Presented a Below 100 Core Course in Grand Forks, ND, on 11/27/2017. There were 32 attendees.
- Presented a Below 100 Train-the-Trainer Course in Grand Forks, ND, on 11/27/2017. There were 18 attendees.
- Presented a Below 100 Core Course in Pierre, SD, on 11/28/2017. There were 22 attendees.
- Presented a Below 100 Train-the-Trainer Course in Pierre, SD, on 11/29/2017. There were 14 attendees.
- Presented a Below 100 Core Course in Norman, OK, on 12/7/2017. There were 11 attendees.
- Presented a Below 100 Train-the-Trainer Course in Norman, OK, on 12/7/2017. There were 12 attendees.

The grant is now in its second year. The funding provides for 12 training events per year. Each event normally will consist of a morning training session designed for all personnel (line staff to administration) followed by an afternoon session that is a train-the-trainer session so that agencies

can develop their own trainers to continue the message. In addition, the funding provides for three presentations at major conferences per year, and for three free technical assistance visits per year to agencies that require additional expertise and guidance to implement the program.

We have been recruiting for future events. We currently have requests for both Core Courses and Train-the-trainer events in Kansas, Oklahoma, and Nebraska. If your agency would like to host a **FREE** workshop, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org) or Below 100 Executive Director Dale Stockton at [editorlom@yahoo.com](mailto:editorlom@yahoo.com). The general requirement for hosting a workshop are a classroom with multimedia equipment. Attendance requirements will apply, so that we can maximize the return on investment of the grant funds. The workshops are free to the student, and all materials are supplied. Students are responsible for their travel and expenses.

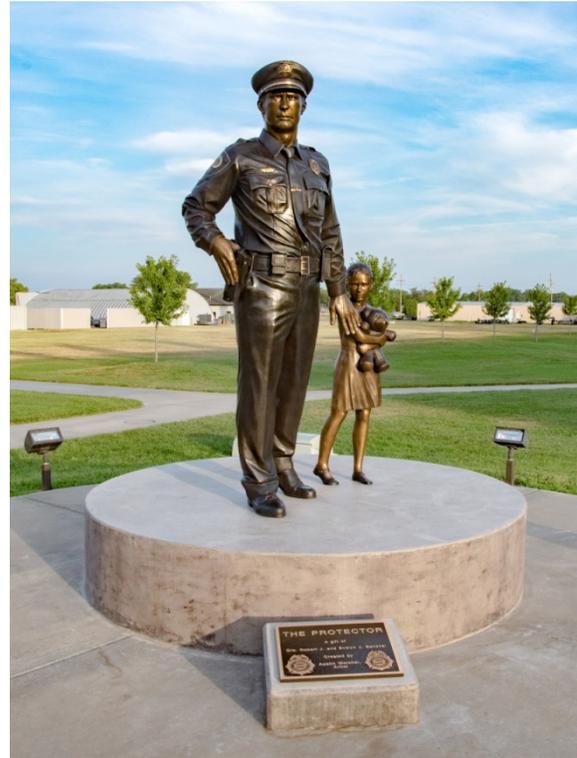
### **THE PROTECTOR STATUE KLETC CAMPUS COURTYARD**

*by: Ed H. Pavey, Director  
Kansas Law Enforcement Training Center*

Without fanfare or recognition, nearly 8,000 municipal, county, and state law enforcement officers employed by over 430 agencies protect and serve communities all across the State of Kansas. On July 27, 2017, with over 150 law enforcement officers, friends, University of Kansas officials, and Kansas Law Enforcement Training Center (KLETC)\* staff in attendance at the dedication ceremony, at the direction of KLETC director Ed Pavey Kansas Attorney General Derek Schmidt and the donor family, helped officially unveil a cast bronze statue to honor those past, present and future Kansas peace officers.

Appropriately named THE PROTECTOR, the Austin Weishel-created statue was unveiled and dedicated in loving recognition and tribute to those men and women in Kansas law enforcement whose selfless commitment and dedication each and every day protect our freedoms; and in doing so, many times place

themselves in harm's way while serving and protecting those who live in, visit, or travel through Kansas.



Secluded in the center of the KLETC campus courtyard – THE PROTECTOR stands prominently and proudly atop an elevated site which offers a quiet, serene spot for inspiration and reflection. The cast bronze statue of a Kansas peace officer whose upright 7.5' greater-than-real-life-size frame and stance radiates upward from a round 19" tall polished concrete pedestal base. His long outstretched arm protecting from potential harm's way a frightened young girl clutching her teddy bear, THE PROTECTOR conveys a strong, powerful, and lasting image of those men and women who dedicate their lives every day to protect and serve communities across Kansas.

KLETC recognizes, gives tribute to, and forever is indebted to Drs. Robert J. and Evelyn J. Senecal of Lawrence Kansas for expressing their vision for the law enforcement sculpture to THE PROTECTOR's creator artist Austin Weishel, and for the Senecal family's generous gift and

collaboration in making THE PROTECTOR become reality.

*\*KLETC, created by the Kansas Legislature in 1968, is the central headquarters and campus facilities for Kansas law enforcement training.*

## **IADLEST ANNOUNCES UPDATES TO NATIONAL CERTIFICATION PROGRAM**

*by: Peggy Schaefer, IADLEST NCP Manager*



The International Association of Directors of Law Enforcement Standards and Training (IADLEST) is pleased to announce the next stage of the National Certification Program (NCP). Training

providers who get their courses certified will now receive additional support from both IADLEST and Envisage Technologies, the creators of FirstForward, the online platform that supports the certification application process and hosts the courses.

IADLEST has been working with POST Directors across the country to enhance the quality of law enforcement training, ensuring that NCP courses reach law enforcement professionals in each state. To achieve this goal, NCP courses will receive additional marketing support from IADLEST and Envisage Technologies including state-wide bulletins featuring courses and customized websites for each state's NCP training opportunities. In addition, Envisage Technologies is offering technical assistance and SCORM packaging of online content to training providers who want to submit courses for certification.

Because NCP courses are hosted on FirstForward, each law enforcement professional who completes a course receives a digital diploma for that course on their portable training record on the site. Training providers can register students through the site, and the site automatically generates diplomas for students that are accessible any time after course completion.

"IADLEST is proud to be working to improve law enforcement training standards by ensuring courses carrying the NCP seal have earned this distinction. With third party validation, these training courses meet the highest training standards, ensuring they are current, defensible and utilizing best practices," said Mike Becar, IADLEST's Executive Director.

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

According to Peggy Schaefer, the NCP Program Director, "Our NCP Review Team has assessed many quality training programs, and we are excited for officers to have access to these courses. Chiefs, Sheriffs, Agency Training Coordinators, and Officers can visit the FirstForward marketplace and see all the different training opportunities available to meet their immediate professional needs."

Information about the NCP may be found at [www.iadlest-ncp.org](http://www.iadlest-ncp.org) or by calling (208) 288-5491 [[peggyschaefer@iadlest.org](mailto:peggyschaefer@iadlest.org)].



***Watch for Motorcycles***

**IADLEST  
INTRODUCES THE  
NATIONAL TRAINING PROGRAM**

*by: Peggy Schaefer, IADLEST NCP Manager*



IADLEST has launched the National Training Program (NTP) to highlight the Nation's BEST training in venues throughout the United States. These courses have earned IADLEST's National Certification Program (NCP) seal for quality delivery and student satisfaction. They have been independently reviewed and assessed and meet the "best practices" standards for law enforcement training. As our members know, our mission includes encouraging and promoting great training programs, and the NTP will help agencies, POST Directors, and Academy Directors identify and host these programs making them more accessible for local officer attendance.

Here is a list of the current NTP courses IADLEST is coordinating, the hosting sites, registration fees and registration links:



**Documenting Force provided by Force Concepts -**

**Jan 22 – 23, 2018**

**Western Technical College**

Public Safety Training Facility  
11177 County Road A  
Sparta, Wisconsin 54656

**Feb 19 – 20, 2018**

**Nebraska Law Enforcement Training Center**

3600 North Academy Road  
Grand Island, Nebraska 68801

**April 9-10, 2018**

**Macomb County Public Service Institute**

East Campus  
21901 Dunham Road  
Clinton Township, Michigan 48036

**June 18 – 19, 2018**

**Milwaukee County Sheriff's Office**

9225 S. 68<sup>th</sup> Street  
Franklin, Wisconsin 53132

**June 20 – 21, 2018**

**Northeast Wisconsin Technical College**

2740 West Mason Street  
PO Box 19042  
Green Bay, Wisconsin 54307-9042

**July 30-31, 2018**

**Spokane County Sheriff's Office**

6011 N. Chase Road  
Newman Lake, Washington 99025

**August 13 – 14, 2018**

**Fox Valley Community College**

1825 N. Bluemound Drive  
Appleton, Wisconsin 54912-2277

**August 15 – 16, 2018**

**North Central Technical College**

1000 W. Campus Drive  
Wausau, Wisconsin 54401-1899

**August 15 – 16, 2018**

**North Central Technical College**

1000 W. Campus Drive  
Wausau, Wisconsin 54401-1899

**October 1-2, 2018**

**Macomb County PSI**

East Campus  
21901 Dunham Road  
Clinton Township, MI 48036

**October 15 - 16, 2018**

**Lafayette Indiana Police Department**

1301 South Street  
Lafayette, IN 47905



**PREMIER**  
Police Training, LLC  
— 4th Amendment Policing —

*Vehicle Stops and Searches - A Revealing Journey to Becoming a More Effective Officer*  
provided by Premier Police Training, LLC

**March 5 – 6, 2018**  
**Woburn Police Department**  
25 Harrison Avenue  
Woburn, Massachusetts 01801

**June 11 – 12, 2018**  
**Foxboro Police Department**  
8 Chestnut Street  
Foxborough, Massachusetts 02035



**PREMIER**  
Police Training, LLC  
— 4th Amendment Policing —

*Police Use of Force - A Dynamic Journey to Becoming a More Confident Officer*  
provided by Premier Police Training, LLC

**March 7 – 8, 2018**  
**Woburn Police Department**  
25 Harrison Avenue  
Woburn, Massachusetts 01801

**June 13 – 14, 2018**  
**Foxboro Police Department**  
8 Chestnut Street  
Foxborough, Massachusetts 02035



**COMMUNITY  
SAFETY  
INSTITUTE**

*Intermediate De-escalation* provided by  
Community Safety Institute

**March 27, 2018**  
**Somerville Police Department**  
220 Washington Street  
Somerville, Massachusetts 02143

**March 29, 2018**  
**Foxboro Police Department**  
8 Chestnut Street  
Foxborough, Massachusetts 02035

**May 15, 2018**  
**Acton MA PD**  
371 Main Street  
Acton, MA 01720

**May 17, 2018**  
**Woburn Police Department**  
25 Harrison Avenue  
Woburn, Massachusetts 01801

*Forensic Statement Analysis - provided by  
Richard Whitehead & Associates, LLC  
An International Public Safety Training and  
Consulting Service Firm*

**March 20, 2018**  
**Acton MA PD**  
371 Main Street  
Acton, MA 01720

**March 22, 2018**  
**Sharon Police Department**  
213 S. Main St  
Sharon MA

**How does IADLEST help deliver these training programs?** IADLEST is coordinating Nationally Certified Training, so each course must first **pass** the rigors of the NCP process. After completing this progression and earning the NCP seal, training providers should contact Peggy Schaefer, NCP Project Director to begin the NTP process.

As an IADLEST member, you can support this program by hosting these training events and encouraging the training providers in your regions to earn the NCP seal of excellence. Then IADLEST can work directly with the provider and help coordinate and deliver these courses directly to your institution. Each hosting site will receive **two free registrations for every 15 paid students**. Also, IADLEST staff will do the following:

- Locate a host agency
- Coordinate the workshop and logistics with host contacts
- Coordinate travel arrangements
- Handle all registrations and fees
- Notify the attending participants
- Upload the course roster
- Pay for the students' National certificates
- Archive course materials

### **How much does the training program cost?**

IADLEST works with each training provider to establish affordable training programs to bring to your regions. In general, the costs/fees are listed below

- One-day courses - \$149 per student
- Two-day courses - \$349 per student
- Three-day courses - \$399 per student

IADLEST will also offer courses for a flat fee, and host agencies can save money and fill the class with 30 participants or more. For more details concerning any part of the **NTP**, please contact Peggy Schaefer at: [peggyschaefer@iadlest.org].

### **OREGON UPDATE FOR JANUARY 2018**

*by: Eriks Gabliks DPSST Director*

- The Mental Health Crisis Response Work Group that was formed by the Oregon Association of Chiefs of Police and the Oregon State Sheriffs Association, and coordinated by Oregon Department of Public Safety Standards and Training (DPSST), has completed its work. Co-chairs, Chief Jim Ferraris of the Woodburn Police Department, and Undersheriff Troy Clausen of the Marion County Sheriff's Office, guided the work of two sub-committees that included more than 30 participants from over two dozen agencies, including law enforcement, fire, EMS, 9-11, mental health providers, community partners, and others from around the state. Leaders from the group gave a presentation on their work at the IACP Conference in Philadelphia. The final documents of the work group have been posted on the Oregon Knowledge Bank and

are available for all to access at <http://okb.oregon.gov/portfolio-item/mh-and-crisis-response/>

- DPSST is working with a group of public safety chaplains who are interested in creating a public safety chaplains academy in Oregon. DPSST has offered to host the classes free of charge at the Oregon Public Safety Academy to help agencies defray costs for these dedicated volunteers. This training should be ready for delivery in the Summer of 2018.
- The first phase of the Basic Police curriculum review has been completed, but much more work is ahead. DPSST is the steward of Oregon's 16-week Basic Police Course which is used to provide entry-level training to city, county, state, tribal, and university law enforcement officers. This course has served our state well for over a decade, and has had a number of updates over the years, but it's time we take the course down to the frame and rebuild it to make sure it's meeting the needs of law enforcement agencies statewide and the communities they serve. DPSST wants to make sure that we have good representation from agencies statewide. This includes not only city, county, state, university, and tribal agencies but also geographic, agency-size, rank, etc. We are looking for folks from every size agency and also of different backgrounds such as command staff, trainers (skills, classroom, etc.), field training officers, community members, and others. DPSST wants to have statewide participation so travel expenses such as mileage, per diem, and lodging will be covered. It would take too much time for a single committee to review the entire course so we are breaking it into segments. Curriculum groups will have meetings specifically to look at and update defined segments or areas of the basic course. The time commitment might be three meetings over three months, etc. The work of the curriculum groups is important to law enforcement agencies and communities around the state. Because of this, the work

- of the curriculum groups will have a three part review process that will include our Center for Policing Excellence (CPE) Advisory Committee, the Board's Police Policy Committee, and final review and approval by the Board on Public Safety Standards and Training (BPSST). The entire process will easily take over a year to complete to make sure we have a solid product at the end. DPSST is working with Dr. Stephen James from Washington State University and hopes to be the first basic police course that is completely evidence-based.
- DPSST Director Eriks Gabliks, Training Division Director Mike Leloff, and Professional Standards Division Director Lindsay Hale, recently traveled the state and conducted 13 regional information sharing and listening sessions with our criminal justice stakeholders. The regional meetings were well attended, with 81 of our 208 agencies sending representatives. The feedback was very positive with the common theme statewide bring more feedback to agencies while students are in basic training classes.
  - DPSST continues to manage the enrollment of newly hired officers by ensuring enough Basic Police classes are being offered. DPSST has shifted classes forward from the end of the biennium to address the hiring trends of partner agencies. As a result, DPSST asked the Board on Public Safety Standards and Training (BPSST) for permission to request additional Basic Police classes when the 2018 legislative session begins in February. DPSST will ask for additional classes to fill the back end of 2018 and the first two months of 2019. If the retirement and hiring trends continue, a similar request will be made when the 2019 session convenes. DPSST is planning to begin a Basic Police class every month over the next three years if needed. DPSST is getting newly hired officers into the Academy 90 days within their date of hire. The challenge for all will be the projected retirement of more than 1,000 officers over the next three years.
  - The Officer Involved Domestic Violence (OIDV) training DVD, funded by DPSST, is almost completed. The project is under the oversight of the Oregon State Sheriffs' Association with technical assistance provided by the Clackamas County Sheriff's Office. As soon as the DVD is ready, it will be sent out by DPSST to all law enforcement agencies in Oregon. This will support the OIDV policy framework that was distributed last year by OSSA and OACP.
  - The Oregon Department of Public Safety Standards and Training (DPSST), in partnership with the Oregon Association of Chiefs of Police (OACP) and the Oregon State Sheriff's Association (OSSA) hosted the International Association of Chiefs of Police (IACP), Women's Leadership Institute (WLI) in Salem. The IACP's Women's Leadership Institute (WLI) is a 40-hour course, focused on the unique challenges facing women leaders in law enforcement. The course develops current and future leaders, and the curriculum focuses on enhancing the business, leadership, and personal effectiveness skills of female leaders. This interactive program uses senior women instructors and mentors from United States and Canadian law enforcement agencies and operates in an intensive, experiential learning environment. It is open to female and male, sworn and non-sworn personnel serving in supervisory positions, and senior patrol officers aspiring to become supervisors. The week-long class, offered free of charge, hosted at DPSST's Oregon Public Safety Academy had 52 participants from 25 law enforcement agencies in Oregon. The IACP has offered the WLI around the nation; and since the program's inception in 2013, this class has been offered by IACP at 36 locations around the nation and also in Kathmandu, Nepal, and Cape Town, South Africa. This delivery of the WLI class is unique as it's the firsttime a state has hosted the class with all

participants from city, county, and state agencies from the hosting state. Two seasoned instructors delivered the class. The first, the California Highway Patrol's (CHP) highest-ranking female officer, Assistant Commissioner Ramona Prieto, who retired from the CHP after 36-years of service. The second, Deb Campbell, a 30-year veteran of the New York State Police who retired in 2015 holding the rank of Colonel. Local women in leadership roles in Oregon law enforcement agencies participated in the program in both panel discussions and as mentors. The feedback from attendees was very positive with discussions in the works to bring the class back in 2019.

- The FBI Portland Division has offered a youth (commuter) academy in the past, and they asked DPSST to be a partner for their 2018 camp. The 2018 FBI Youth Camp will be a residential activity at the Oregon Public Safety Academy/DPSST with FBI staff providing the training and mentoring. FBI staff will also stay on campus at night and serve as chaperones. DPSST is honored to host this training event and career exploration opportunity for youth.
- The Oregon Association of Chiefs of Police is hosting its first ever Small Agency Leaders Conference at the Oregon Public Safety Academy/DPSST the week of February 26, 2018. DPSST's Center for Policing Excellence (CPE), and its partnership with the National Institute of Justice (NIJ), will provide a keynote speaker. The goal of this two-day event is to offer training and round table sessions for small community police chiefs. These are chiefs who come from communities that have less than ten officers and have limited budgets. DPSST is excited to help support this innovative idea from our OACP.
- As city, county, tribal, state, and university law enforcement agencies look to fill more than 1,000 vacancies statewide that are expected over the next two years as seasoned employees get ready for retirement, DPSST, OACP, OSSA, and OSP continue to support a

statewide recruiting webpage that lists all criminal justice openings in Oregon. [www.OregonPoliceJobs.com](http://www.OregonPoliceJobs.com). This webpage is getting more than 15,000 hits each month and is getting lots of positive feedback.

### **IADLEST-BJA CRIME ANALYSIS GRANT PROGRAM UPDATE**

*by: Mark Damitio, Accreditation and Grants Manager*

During the last quarter of 2017, the IADLEST-BJA Crime Analysis Program offered a combination of workshops and technical assistance:

#### **Crime Analysis for Chief Executives Workshops:**

<b>Dates</b>	<b>Location</b>	<b>Instructors</b>	<b>N Dept.</b>	<b>N Trainees</b>
<b>Nov. 8-9, 2017</b>	Jackson Police Training Academy, Jackson, MS	Christopher Bruce; Mitch Cunningham	7	28
<b>Nov. 27-28, 2017</b>	Arizona POST Headquarters, Phoenix, AZ	Christopher Bruce; Brett Railey; Annie Mitchell	9	31
<b>Nov. 29-30, 2017</b>	Arizona POST Headquarters, Phoenix, AZ	Christopher Bruce; Brett Railey; Annie Mitchell	11	35
<b>Dec. 7, 2017</b>	Sonoma County Sheriff, Santa Rosa, CA	Christopher Bruce	1	12

The 2-day open enrollment workshops are geared to agency teams, and focus on fostering better coordination and understanding. The 1-day workshops are geared to a specific agency, and focus on improving and increasing analytical capacity.

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

<b>Dates</b>	<b>Location</b>	<b>Type</b>	
<b>January 11-12, 2018</b>	Husson University, Bangor, ME	2-day enrollment	open
<b>March 13-14, 2018</b>	Jefferson County Sheriff's Office, Birmingham, AL	2-day enrollment	open
<b>April 10-11, 2018</b>	Indiana Law Enforcement Academy, Plainfield, IN	2-day enrollment	open

May 1-2, 2018	Lansing Police Dept., Lansing, MI	2-day enrollment	open
TBA, 2018	TBD, Houston, TX area	2-day enrollment	open
TBA, 2018	TBD, Kansas City, MO area	2-day enrollment	open
TBA, 2018	TBD, San Diego, CA area	2-day enrollment	open

### **Crime Analysis Webinars (1.5 hours);**

We held a webinar on Friday, Dec 15, 2017, from 2:00 PM - 3:30 PM EST. The webinar was titled: *Professional Development in Crime Analysis*

There were 53 students in attendance for the live broadcast; and as of the date of this report, there have been an additional 26 students that have viewed the recording.

The project plans on presenting two webinars in the first quarter and one in the second and third quarters in 2018. Watch the IADLEST Crime Analysis project page at: <http://iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop/CrimeAnalysisforChiefExecutivesWebinar.aspx> for dates and times as they are scheduled.

### **Technical Assistance**

Within the original 2013 grant was the provision to provide technical assistance upon request of an agency that was an attendee at one of the executive training workshops. In the fourth quarter, we facilitated two such requests. The first request was from the Tempe, AZ, Police Department for assistance with Microsoft Open Database Connections. The assistance was performed on December 1, 2017. We received a request for technical assistance from the Santa Clara County, CA, Prosecuting Attorney's Office. The request focused on improvement of processes and operational use of crime analysis within a Prosecutor's Office. The assistance was performed December 7, 2017.

### **NCP Renewal**

The time has come for a renewal of the NCP certification. In preparation for the renewal, we will be re-writing the curriculum for current best practices and in response to student feedback of

topic areas to be decreased, increased, subtracted, and added.

### **Prosecutor's Forum**

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

### **Host Agencies Needed**

We are in the process of the planning for the distribution of the remaining workshops during 2018. If your agency is within the metropolitan areas of Houston, Kansas City, or San Diego and would like to host a workshop, please contact me at [markdamitio@iadlest.org](mailto:markdamitio@iadlest.org). The general requirements for hosting a workshop are a classroom with multimedia equipment that can hold between 30-60 comfortably, with space and table flexibility to break out into small group sessions. The workshops are free to the student, and all materials are supplied. Students are responsible for their travel and expenses. You may always find the most up-to-date information on the IADLEST-BJA Crime Analysis Grant Program on the IADLEST website under the "Projects" tab at <http://iadlest.org/Projects/CrimeAnalysisforChiefExecutivesWorkshop.aspx>

## **Project Timelines**

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

### **U.S. VIRGIN ISLANDS POST - HURRICANE IRMA -**

The staff of the Virgin Islands POST sends their thanks for your response to their call for help following the devastation September 2017 Hurricane Irma.



L/R: U.S. Virgin Islands POST Director Kevin Hewitt; Lead investigator Nadia Charley; Administrative Coordinator Rachel Stanley; Curriculum Coordinator Alexandra Francis.



### **HOW TO “ACE” YOUR INTERVIEW** *Be careful not to interview for the wrong job— the job you currently have!* *by: Rick Michelson, MPA*

Having helped prepare many officers for promotional exams, including either structured interviews or assessment centers, I’m often disappointed to learn that they have little if any, supervision experience or training, yet are convinced that they are “ready” for the role of a Sergeant or Lieutenant, etc. Since I am also a Site Coordinator for the Union Institute & University, many of the officers who are aspiring to obtain their Bachelor’s degree in our Criminal Justice Management program, have little or no formal education outside their academy or in-service training courses. And, most of those are mandated training or “perishable” skills and not related to any type of leadership or supervisory skills. When it comes to preparing for a promotional process, officers tend to rely on “studying” for the exams by focusing on the written portion and “wing it” for the oral or assessment center.

Big mistake! Prepare for the JOB, not the tests...!

To be a considered an “ACE,” pilots had to shoot down at least five enemy airplanes. In effect, they had to train, practice, and demonstrate the knowledge, skills, and abilities (KSAs) to master their equipment, perform under pressure, supervise others, and mitigate any potential damage to life, property, or reputation. They didn’t merely read the manual of “How to Fly in Combat” and live to tell about it. They had to demonstrate those skills under extreme stress. By comparison, learning to be a SWAT member, one masters specific skill sets to successfully resolve a high-risk event, not simply read a book about SWAT tactics. Similarly, as you prepare for promotion, there are a number of things you can do to prepare for the new role of a supervisor or manager. The first step in that process is to get past the written test and then the oral interview process. In some agencies, an assessment center is also used. To prepare for the structured interview process, consider how you can improve your “scores” by integrating your own transferable skills that are

related to supervision and management positions.

One of the most common questions asked in an oral board is, “*Tell us about your education and experience that you believe qualifies you for this position.*” What they really want to know is, “What’s your “readiness” level to perform the essential functions necessary to be successful on Day One?” The skills they’re looking for relate more to the administrative, tactical, operational, personnel, and supervisory functions, rather than street tactics. How can you speak to those skills in an interview setting if you haven’t had the chance to develop or practice them?

The raters are looking for you to connect the dots (for them) between your current and past assignments to the next promotional role. You can provide them with *reassuring* examples (success stories) that “demonstrate” your knowledge, skills, abilities and readiness as a supervisor to add value in achieving their goals and objectives. **Remember: It’s not about your goals - it’s about theirs.**

Many candidates simply give a chronology of their prior assignments and unfortunately, bury the lead (at the end of that chronology, where the most relevant experience lies). They essentially interview for the wrong job—the one they’re currently in—and neglect to speak to the real supervision and management KSA’s which include, for example, using a contemporary mnemonic, such as LODESTAR – Leading, Organizing, Deciding, Evaluating, Staffing, Training, Allocating, Reporting (Kania & Davis, 2010)<sup>1</sup> or POSDCORB: *Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting* (reference Luther Gulick, 1937). Note: LODESTAR is a more contemporary update from POSDCORB.

You have more control over your interview than you realize—it’s all in the preparation and practice in focusing on transferable skills related

to the KSA’s. During the oral interview, it’s up to you to highlight and prioritize the points that demonstrate your “proven” ability to step into the role. Oral interviews are generally considered rather subjective, and there is actually a rather low validity to a candidate’s ability to perform the job duties.

Compare the candidate who merely talks about what they “would do” on the job, and those who actually demonstrate what they “have already done” that meets similar criteria for the job. If you can weave “success stories” into your response, you will be a stronger candidate. Success stories are 90-second snapshots featuring key skills that were demonstrated. Consider using the blueprint “C-A-R-S”: What was the Challenge you faced? What was the Action you took? What was the Result of your action? And how was that a Success?

**Public Speaking is the #1 Fear many people have:** Describing your skills to an oral board can be intimidating. Look for opportunities to practice your public speaking skills doing presentations (such as Toastmasters or community groups) where you provide an introduction of your background and experience. Just remember the keys to prepare and deliver effective speeches require you to ask yourself: (1) who’s the audience? And, (2) what’s in it for them (their motivation for listening)?

**Tips for your Opening Statement (3 minutes maximum!): for your oral interview:** Most officers start with the “snapshot” (number of years on the department., briefly list the types of assignments you’ve worked in (patrol, traffic, investigation, SWAT, K-9, detectives). **Note:** If you’ve been in a specialized assignment for an extended period of time that hasn’t allowed you to demonstrate supervisory skills, you may have to rely on other “transferable” skills from prior military, private sector jobs, community/volunteer assignments or parenting to reassure the panel you can hit the ground running.

However, consider starting “backward.” Start from where you are now and how this current or recent position links more specifically to the rank you’re going for.

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<sup>1</sup>Richard R.E. Kania & Richards P. Davis, *Managing Criminal Justice Organizations; An Introduction to Theory and Practice* 2<sup>nd</sup> ed. 2010, Routledge, New York

*Example: While I've been on X years, and have had a variety of experiences, in my current position as being a SWAT team leader, Investigator and FTO, (FTO or FTO Supervisor demonstrate similar skills), I've served as an Incident Commander, successfully managed investigative caseloads, coordinated with multiple agencies on planning and directing tactical operations. This includes writing contingency plans and after-action reports, which I've then created training sessions from. As an FTO, I planned, scheduled, trained, evaluated, and counseled trainees. These are similar skills of a Sergeant. As a result, all of my trainees are now all successful officers on the department."*

If you start at the beginning of your career, you're more likely to run out of time before the raters have you move on to start answering their scenario questions. As a result, they'll never hear your successes that are linked to the rank you're promoting to.

**In the meantime, remember that every day is free practice to create your own C-A-R-S stories and improve others' perception of your supervisory and management skills.**

*About the author: Rick Michelson, MPA.:Rick's experience in Law Enforcement includes 20 years' experience, as an officer, Sgt., Lt., and an "Interim" Chief with a Community College Police Dept. He is a published author, college professor, and has been the coordinator and academy director for a Criminal Justice Program at a Community College. His research has been focused on leadership development issues in public safety agencies. His article on Succession Planning was published by Police Chief Magazine in June of 2006. He has spoken to groups such as the Ohio Chiefs' and Sheriffs' Training Conference, the International Congress on Assessment Methods, and the International DACUM conference. He also taught Police Administration & Management courses as well as Emergency Planning at the Graduate level.*

*He developed a series of intensive, "hands-on" workshops designed to help police, corrections and firefighters experience those skills needed for that next rank. This helps in leadership development since they are able to demonstrate their abilities in key scenarios related to the actual job they are aspiring to achieve. It also helps them prepare for performance-based exercise. The program has been presented nationally, with students from throughout the U.S. Many of his former students have benefited from the training and have been promoted. Success stories include Sergeants, Lieutenants, Captains, up to Deputy*

*Chief and Chiefs. Fire service promotions include Fire Captains, Battalion Chiefs, and Division Chiefs. Federal agents have included GS-13-15 supervisory and management positions.*

*He has a Master's Degree in Public Administration, has written a variety of articles, study guides, and books. He has post-graduate work with the Union Institute and University researching succession planning in public safety. Rick is a certified DACUM (Designing a Curriculum) facilitator as well as a trainer for the Public Safety Leadership & Ethics course in conjunction with the California State Chancellor's office for Community Colleges, and Phi Theta Kappa (PTK). His publications also include articles and several texts, including Assessment Centers for Public Safety, Criminal Law, Criminal Investigations, and Crime Scene Investigations*

## **POLICE TRAINING: THREE INDUSTRY PREDICTIONS FOR 2018**

*by: Lon Bartel: VirTra, Inc., Tempe, Arizona*

Over the course of 2017, police training around use of force was a national issue, as pressure from relentless media coverage and activist groups kept a number of unfortunate officer-involved incidents in the public eye. As we enter into 2018, it's clear that this attention will not wane, and police use of force training is sure to remain top of mind for many citizens. At the same time, government administrators are struggling to fund law enforcement training; and police overtime and staffing issues place additional pressure on training time and other resources needed to conduct adequate training.

Despite these challenges, law enforcement agencies around the country will need to be more diligent with training to help prepare their officers to face this increased scrutiny along with the growing variety of threats they face on the streets. VirTra spoke with several training academics and experts to get their take on what they see as emerging trends in police training. Here are three areas where they expect police training to evolve in 2018:

**Increased efficiencies in training:** Despite the booming economy, law enforcement budgets are not growing, and departments have the dilemma of trying to increase funding for training in the face of new and emerging 21<sup>st</sup> century threats

that include more active shooter incidents, possible terrorist attacks, and continuing police recruitment issues.

For many departments, firearm training is often only done on the range in a static environment that doesn't adequately prepare officers for what they will face the field, and more agencies will be using simulators in place of range training time. Rather than spending additional time on the range, in classrooms or even in online classes, departments will use blended learning programs like those offered by advanced use of force simulators, which offer efficiencies in training and allow agencies to extract more from a training session without requiring additional manpower.

Simulated scenarios can provide a unique mix of hands-on training that can help officers learn how to stay focused and respond appropriately in high-stress situations in ways that can't be replicated with static forms of training. Simulators have been regularly used in military and airline pilot training for decades, but they're underutilized in law enforcement training, which is still stuck in "arcade-style training," says Dr. Paul O'Connell, a policing consultant and professor of criminal justice at Iona College.

Simulators also require less time from training staff to set up and run than a range session, and there are additional savings found in the reduced costs for ammunition and targets along with time savings from eliminating gun reloading and target resetting. This allows trainers to focus more on the actual training itself. Agencies such as the Omaha Police Department are already using their simulator to increase training efficiencies, and more agencies will follow suit. Unlike other forms of simulated use of force training that can require the entire training staff's participation, Omaha states that a session in their simulator requires only one or two trainers, freeing up training staff and reducing the use of other department resources. The department also made things easier by certifying other instructors (use of force, firearms, and TASER instructors) to run training sessions on their simulator. This allowed supervisors to schedule and train more officers during their shifts, thus reducing the use of overtime or

personal time to complete required training. Omaha PD said that the department was able to rotate 22 officers in and out of training on an overnight shift with none of the downtime associated with range training.

### **A bigger drive towards data-driven training:**

Data-driven training will be the biggest area of advancement in police training over the course of 2018. Agencies are already doing this with predictive analytics and algorithms in crime prevention, but there is a huge opportunity for law enforcement to bring this same approach to how they train their officers in the use of force with peer-reviewed science on effective police training methods in advanced simulators.

"There are better ways to train," says David Blake, a prominent instructor and consultant in human performance and the use of force. "The behavioral style of learning based on a stimulus-response can only take law enforcement so far. We need to incorporate decision-based training to teach officers cognitive-psychomotor skills," he says. Police officers need more hands-on training that simulates what they actually encounter on a daily basis. This will allow them to better recognize threats, handle stress, de-escalate, and, if necessary, use lethal force in a manner that complies with a department's use of force guidelines. Using simulators combines aspects of range training and classroom learning to allow officers to become more proficient in all three areas.

Dr. Joel Suss, an Assistant Professor of Psychology at Wichita State University, agrees, and says that the move to incorporate more science and data analysis into training will mirror the same way that professional athletes have trained since the 1970's. Elite athletes in a variety of sports have used focused training using the concept of "temporal occlusion" for years, which essentially involves blocking the vision of the outcome of a movement at a point before a ball's release or flight. Baseball players are taught pitch recognition by focusing on a pitcher's release point, and soccer goalies learn how to block penalty kicks by analyzing the shooter's hip angle and foot placement prior to the kick.

Training in advanced simulators using concepts like temporal occlusion allows trainers to help officers see and understand the environmental queues that can reliably predict what a subject will likely do in a given scenario, says Dr. Suss. Simulators also allow for manipulation of the environment to replicate settings that can be problematic in effective decision-making – in low light situations or ambient noise, for example. Variables such as these contribute to the ambiguity of making split-second decisions in stressful situations, and advanced simulators permit trainers to inject new information or stimulus into a situation that influences a response to another stimulus. This “psychological priming” can enable law enforcement to better understand and train their officers to know how to respond in situations that could require the use of force.

Suss says certain officers may be better able to react and respond in high-stress situations. Simulated scenarios allow researchers and trainers to determine whether there are associated variables that can help predict what those factors are. This is critical to reinforcing best practices and teaching skills that may be innate to an undercover officer with 20 years’ experience but completely foreign to a new recruit with 20 hours of firearms range training. Use of force simulators and the ability to input custom video background and multiple variables make these learnings even easier. Trainers can conduct these ‘experiments’ in controlled environments and can provide richer learning opportunities by mixing veteran officers into cadet training sessions. These factors then become the teachable moments for trainers that help trainees make better decisions on when to use lethal force or whether to continue to engage a subject with verbal commands.

Incorporating more data and academic learning into police training will allow law enforcement officers to get to the “how” and “why” of accurately predicting how scenarios will unfold. “If we can identify which officer is better at predicting what will happen earlier than others, we can learn what the most important cognitive factors to focus on in training,” says Suss. Things like eye tracking and measuring reaction times can become more routine in simulated

scenarios. Even more nuanced concepts such as spatial occlusion can be brought to bear, helping law enforcement analyze whether focusing on individual body parts that can provide more insight into determining whether or not a subject presents an imminent threat to an officer.

**Better training for trainers:** As decision-based methodology becomes more widely accepted in use of force training, there will also be an increased emphasis on “training the trainers” to include more mental and psychological components in training curriculums. Simulated scenarios provide more training on how to verbally engage subjects with techniques and slow down situations so that officer have more time to consider their options while mentally assessing the totality of the interaction. This helps trainers ensure that officers can articulate *why* they chose to take a certain action or use a particular verbal command in a given situation.

Questions like these are already part of a typical debriefing that follows a simulator session, but moving forward there will be more *in-scenario* coaching that focuses on the mental decision-making process an officer or trainee is using, what department policy says about that decision, and what, if any, other options exist in that situation. Blake says that officers “need to know what they are looking at in a given situation and have the ability to articulate not only what their different force options are, but what they are allowed to do according to department policy and existing case law.” The incorporation of better data and academic learning into training will have the effect of creating better training for trainers and more opportunities for learning for officers and cadets. Identifying the underlying expertise involved in determining threats will also allow trainers to refine their training curriculums to help new recruits better focus on these tactics and techniques.

2018 will no doubt bring new challenges to police training. As use of force simulator technology continues to advance and become further validated with science-based research, there will be even more sophisticated learning opportunities for law enforcement to ensure that they receive the absolute best training possible. We owe it to the officers that lay their lives on

the line and the communities that they serve and protect.

**About the Experts:** *Dr. Paul O'Connell is a leading expert on the development and application of performance-based management systems in public agencies. He has been a full-time member of the Criminal Justice faculty at Iona College in New Rochelle, New York, since 1994.*

**Dr. Joel Suss** is an Assistant Professor of Psychology at Wichita State University whose research interests focus on understanding and improving perceptual-cognitive performance in complex and challenging operational settings such as law enforcement, security, military command and control, aviation, and emergency medicine.

**David Blake** is a retired California Peace Officer and certified CA-POST instructor in DT, Firearms, Force Options Simulator, and Reality-Based Training. He is a certified Force Science Analyst and teaches the CA-POST certified courses entitled Force Encounters Analysis and Human Factors: Threat & Error Management for the California Training Institute. He also currently facilitates the CA-POST Force Options Simulator training to tenured officers from multiple jurisdictions, and is an expert witness and consultant in human performance and use of force.



**Lon Bartel**, Use of Force Expert, VirTra: Lon is a use of force expert for VirTra, Inc., and works closely with law enforcement agencies on use of force scenario training. Previously, he spent 20 years in law enforcement, including 17 years as a certified law enforcement trainer.

Prior to joining VirTra, Lon worked as the Rangemaster for an Arizona Police Department. He also managed their Firearms Instructional Team and authored the department's use of force policies for both sworn and non-sworn officers.

Lon has been certified by the Force Science Institute as a certified use of force analyst and is was recognized by The Arizona Peace Officer Standards and Training Board as an expert in the areas of Defensive Tactics and Firearms. He has served as a guest firearms instructor for the International Association of Law Enforcement Firearms Instructors and SHOTS Ranch, and has used his expertise to serve on review boards that evaluated over 300 police cases involving the use of force and deadly force.

Additionally, Lon has been an adjunct instructor for the largest manufacturer of force on force technology and training munitions for five years. This has given him insight on human performance under stress through his involvement in thousands of simulated force-on-force incidents.

Lon is a graduate of Arizona State University where he earned a Bachelor of Science (Magna Cum Laude).



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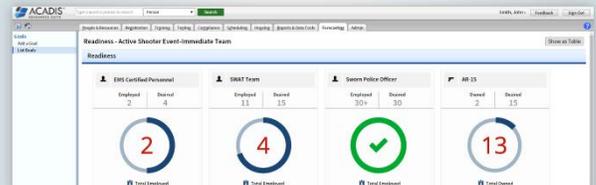
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## **PREDICTING AND QUANTIFYING THE BENEFITS OF CRASH REDUCTION ON A JURISDICTION'S CITIZENS AND FIRST-RESPONDERS**

*by: Larry Krantz Texas Department of Transportation*

I have worked with the Texas Department of Transportation for the last 12 years and currently administer the state's Selective Traffic Enforcement Program (STEP). I have spent the last two years restructuring the STEP program to become data-driven, forcing agencies to focus on where crashes occur instead of why in hopes of changing motorist behavior in the areas where crashes occur most. Funding can be a great lever for change, but only if pulling on the lever actually creates the intended changes. Changing beliefs and behaviors both for drivers and law enforcement requires an incentive, or at the very least, compelling evidence. For too long, the evidence that motor-vehicle crashes are a problem has been represented through astronomical insurance and medical costs associated with crashes. But according to that model, a motorist not involved in a crash endures no penalty nor reaps any benefit. Similarly, law enforcement agencies see little incentive to attempt to reduce crashes since motorists largely inflict those damages on themselves through poor driving habits.

But what if the evidence and incentive required to change both motorist and law enforcement attitudes and behaviors in favor of crash reduction has been right in front of us the whole time?

The concept behind an ongoing project involving data from eight agencies, including five from Texas, is straightforward: In terms of salaries and expenses, time spent by first-responders (1R) responding to crash incidents is just as valuable as time spent making arrests, fighting fires, and saving lives. However, in terms of value to the taxpayer, time spent by law enforcement responding to crashes is largely wasted, particularly since crash times and locations are somewhat predictable. If law enforcement could be set on an operational path aimed at crash reduction as with the Data Driven

Approaches to Crime and Traffic Safety (DDACTS) model, time spent responding to crashes would be less since crashes would be reduced, and with it the burden on Fire/EMS to respond. And with that crash-response time largely recovered, law enforcement would be able to do what citizens expect them to do: stop cars, catch criminals, protect, and serve.

The twist to this project is that it also takes into consideration the time citizen-motorists passing by lose to crashes. To wit: if a crash at an intersection where an average of 10 vehicles per minute pass through takes 60 minutes to clear, the incident has delayed 600 vehicles. If each of those vehicles is delayed for 30 seconds, the total delay inflicted by the incident is 300 minutes – or five hours. Using a Federal Highway Administration construct called Value of Time (VOT), and to keep the math simple, let's say VOT = \$10, the delay associated with that one crash is \$50. Add in the hours expended on the incident by police and Fire/EMS, and the cost of each crash, or "the average crash" can be determined (**Table 1**).

Weslaco and Allen, both in Texas, provided complete sets of Police and Fire/EMS crash-response data for 2016. In Weslaco, the average 1R cost is \$113.13 based on 1.65 combined police and Fire/EMS hours committed to the average crash. Add in another \$4.68 in Citizen VOT (CVOT), which varies by jurisdiction because it is based on the median household income, and the average crash in Weslaco costs the community \$117.81. In Allen, that number is \$100.46 for first-responders and another \$146.30 in CVOT.

This "average crash" can then be used as a baseline to determine the impact each crash location within that jurisdiction has on citizens and 1R resources, as with the six intersections in **Table 2** from Longview, Texas.

Based on actual data from all crashes at each location in Table 2 (except for Loop 281-Spur 502, which was projected from 20 randomly selected crashes from the total of 80 because of

Table 1

Jurisdiction	Weslaco	Longview	Allen	Burnet Co	Pearland	Denver, CO	Schenectady, NY	Roanoke Co, VA
Population	40,033	89,030	99,179	46,325	113,570	693,060	64,913	94,031
Total Crashes	2,355	2,627	2,871	106	3,627	23,399	3,668	2,704
Average CVOT	\$4.68	\$40.92	\$45.84	\$168.51	\$132.80	\$2,832.70	\$44.41	\$25.06
Average LEO Time (Hrs)	1.05	1.77	1.24	4.15	1.42	5.88	2.14	1.21
Average LEO Cost	\$90.28	\$208.61	\$60.09	\$558.01	\$108.76	\$396.83	\$182.78	\$66.51
Average F/EMS Time (Hrs)	0.60	1.14	0.68	5.25	3.12	1.03	2.04	0.74
Average F/EMS Cost	\$22.85	\$93.19	\$40.36	\$509.36	\$266.25	\$64.63	\$173.95	\$113.94
Average 1R Time	1.65	2.91	1.92	9.40	4.54	6.91	4.18	1.95
Average 1R Cost	\$113.13	\$301.80	\$100.46	\$1,067.37	\$375.01	\$461.45	\$356.73	\$180.45
Average Total Cost per Crash	\$117.81	\$342.72	\$146.30	\$1,235.88	\$507.81	\$3,294.15	\$401.14	\$205.51

Table 2

Jurisdiction	Longview LP 281-SP 502	Longview US 259-Gum	Longview US 259-Whaley	Longview LP 281-Estes	Longview US 80-Enterpr	Longview Gilmer-Toler	Longview Average
Average Daily Traffic	57623	30000	22000	35127	22000	29000	32625
Total Crashes	80	13	8	4	6	7	2627
Average CVOT	\$69.43	\$174.20	\$44.82	\$20.06	\$224.25	\$197.27	\$122.95
Average LEO Time (Hrs)	1.15	3.56	2.42	2.38	1.80	4.42	2.62
Average LEO Cost	\$135.41	\$419.72	\$285.41	\$280.25	\$212.40	\$521.39	\$309.10
Average F/EMS Time (Hrs)	0.27	2.52	0.31	0.65	1.58	1.53	1.14
Average F/EMS Cost	\$22.13	\$205.53	\$24.93	\$53.12	\$128.63	\$124.83	\$93.19
Average 1R Time	1.42	6.08	2.73	3.03	3.38	5.95	3.76
Average 1R Cost	\$157.54	\$625.25	\$310.34	\$333.37	\$341.03	\$646.22	\$402.29
Average Total Cost per Crash	\$226.97	\$799.45	\$355.17	\$353.43	\$565.27	\$843.49	\$525.24

Table 3

Jurisdiction	Weslaco	Longview	Allen	Burnet Co	Pearland	Denver, CO	Schenectady, NY	Roanoke Co, VA
Population	40,033	89,030	99,179	46,325	113,570	693,060	64,913	94,031
Total Crashes	2,355	2,627	2,871	106	3,627	23,399	3,668	2,704
Total LEO Time (Hrs)	2,466.10	4,644.13	3,568.38	439.38	5,132.82	137,479.35	7,849.52	3,259.45
Total LEO Cost	\$212,615.76	\$548,007.34	\$172,531.17	\$59,149.34	\$394,457.22	\$9,285,355.15	\$670,427.50	\$179,856.45
Contacts @ 2.5/HR	6,165	11,610	8,921	1,098	12,832	343,698	19,624	8,149
Arrests Lost @ 20:1	308	581	446	55	642	17,185	981	407
Lost LEO Hours in FTEs	1.19	2.23	1.72	0.21	2.47	66.10	3.77	1.57
Additional Pop Contacted	15.40%	13.04%	8.99%	2.37%	11.30%	49.59%	30.23%	8.67%

the large number of crashes), the average crash among these six is \$525.24, including CVOT. When considering on which intersections in this population to focus crash-reduction efforts, law enforcement and civilian leadership, including city engineers, now have additional factors to consider. While there were 80 crashes at Loop 281 and Spur 502 in 2016, the average crash at that location was fairly inexpensive compared to the population average. Crashes at US 259 and Gum Springs, 13 at \$799.45 each, and Gilmer and Toler, seven at \$843.49 each, show a higher

per-crash drain on 1R resources than Loop 281 and Spur 502, while US 80 and Enterprise shows the highest per-incident impact on citizens at \$224.25.

These “average crash” findings for both the total jurisdiction and for finding and prioritizing specific locations to target with increased enforcement, can be used as a third layer for developing data-driven enforcement zones in the Data Driven Approaches to Crime and Traffic Safety (DDACTS) model which looks for areas where crime and crashes overlap. By using this third layer model, agencies can forecast potential

savings to their budgets and, perhaps more importantly, to their uncommitted patrol time by reducing crashes in a specific area.

From a jurisdiction-wide perspective, the average jurisdiction contributed 2.36 police officers for 2.35 hours to its average crash. At that rate, after 1,000 crashes in the jurisdiction, the agency has lost 2,350 patrol hours, which is the rough man-hour equivalent of one police officer. If instead of working on crashes, those lost hours had been committed to making 2.5 vehicle stops, officers would have made another 5,875 stops. And if the ratio of vehicle stop per arrest is 20:1, made another, 294 arrests in addition to possibly reducing crashes and crime in the affected areas, or by contacting an additional percentage of the total population (**Table 3**).

Though this study was focused primarily on crash reduction, and additional agencies are still being solicited to contribute data to the original study, similar methodologies could be applied for criminal activity as well in order to develop a total response profile for the area. This will be the focus of future studies conducted with IADLEST. For more information on these studies, or to participate, please contact Daniel Howard at [danhoward@iadlest.org](mailto:danhoward@iadlest.org)

***About the author:** Larry Krantz is a 12-year employee of the Texas Department of Transportation and directs the State of Texas' Selective Traffic Enforcement Program (STEP) and Traffic Records program areas. His duties include working closely with law enforcement and non-law enforcement entities across the state to increase the safety of the traveling public through enforcement and data quality improvement efforts. Larry is completing his Master's Degree in Public Administration at the University of Texas at Tyler. This article represents a condensed version of his capstone project's findings.*



## **LEVERAGING LEO NEAR MISS TO IDENTIFY TRAINING NEEDS AND IMPROVE OFFICER SAFETY AND WELLNESS**

*by: David Waltemeyer, Adjunct Professor  
University of Maryland University College; and  
Brett Cowell, Police Foundation*

**A Close Call:** Sheriff's deputies ordered a wanted subject to lie prone on the ground. As the subject complied, a deputy approached, handcuffed the subject, and initiated a pat-down search for weapons. The deputy log rolled the subject to one side, patted him down, and repeated the process for the other side. Once the search was complete, the deputies brought the subject to his feet and transported him to the agency's central booking facility. At central booking, a corrections officer conducted a secondary search and found a loaded small caliber firearm in the subject's crotch.

Attention turned to the search performed by the arresting deputies, but the deputies were found to have performed the search appropriately per policy and training. It was determined that the subject's firearm had shifted from side to side, away from the deputy's reach, in the subject's baggy clothing as the subject was log rolled. In response to the incident, the agency made changes to policy and training, now requiring deputies to do an additional search of proned subjects once the subjects are brought to their feet.

**Learning from Near Misses to Improve Safety:** This incident with the missed firearm is just one example of a "near miss" – a situation that could have easily resulted in serious injury or death had the chain of events been slightly different. Often referred to as "close calls," near-miss incidents, if shared systematically, offer valuable lessons learned that can be incorporated into training and policy development to improve safety.

Research in other high-risk industries has shown that near misses occur at much greater frequency than serious injuries or fatalities, with as many as 600 to 3,000 near misses for every fatality.<sup>1</sup> As such, near misses can serve as invaluable learning tools in accident prevention and risk mitigation. While new to law enforcement, the systematic reporting of near misses and lessons learned is well-established in other

high-risk industries and is widely recognized as an important practice for improving safety and preventing tragedies.

Perhaps one of the most well-known incident reporting systems is the Aviation Safety Reporting System (ASRS) managed by NASA. Established in 1976 after a series of deadly, but likely preventable, aviation accidents, the ASRS collects, processes, and analyzes aviation safety “near miss” incident reports voluntarily submitted by aviation employees—including ground crews, air traffic controllers, pilots and mechanical personnel—in order to learn from these incidents to reduce the likelihood of future aviation accidents. The ASRS currently averages 1,774 reports per week and more than 7,686 reports per month and is regarded as one of the world’s largest sources of information on aviation safety and human factors.<sup>ii</sup>

Similarly, the medical and healthcare industry developed the Patient Safety Reporting System (PSRS), a non-punitive, confidential, and voluntary program that collects and analyzes safety reports submitted by healthcare personnel. The PSRS is an independent system administered by NASA and modeled after the highly successful ASRS. The program serves as the primary system responsible for capturing close calls, patient safety concerns, and best practices in the medical field to improve patient safety.<sup>iii</sup>

More recently in 2005, the fire and emergency medical services (EMS) industry developed the National Firefighter Near Miss Reporting System, launched by the International Association of Fire Chiefs (IAFC). The program encourages firefighters and EMS personnel to anonymously report near-miss incidents that occur during fire and EMS operations, including situations such as emergency response, major fire scenes, hazardous material incidents, and motor vehicle accident scenes.<sup>iv</sup> These reports, and the lessons they provide, are disseminated to the industry and are regularly used and discussed in training to improve the safety of firefighters and EMS personnel.

### **The Law Enforcement Officer (LEO) Near Miss Reporting System**

Drawing upon the successful near-miss reporting systems utilized in other industries, the Police Foundation developed and launched the Law Enforcement Officer (LEO) Near Miss Reporting

System in 2014 with funding support from the Office of Community Oriented Policing Services (COPS), U.S. Department of Justice, and in partnership with the International Association of Directors of Law Enforcement Standards and Training (IADLEST), Below 100, and other national organizations (pictured below).<sup>v</sup>



LEO Near Miss (available at [www.LEOnearmiss.org](http://www.LEOnearmiss.org)) is an online, anonymous reporting system where law enforcement officers can share near-miss stories with fellow officers from across the United States and Canada and read the lessons learned by other officers to improve their own safety in similar situations. In the context of LEO Near Miss, a “near miss” is any occurrence that could have easily resulted in the serious injury or death of a *law enforcement officer* had the chain of events been slightly different. Near misses can occur at any time during the performance of law enforcement duties and oftentimes include contributing factors like hazardous conditions, subjects with concealed weapons, failed equipment, or lapses in situational awareness. Regardless of the situation, near misses provide lessons learned, and the sharing of near misses allows fellow officers to learn from these incidents so they can go home to their loved ones after every shift. Officers often share their near misses with their close friends or colleagues, but rarely are these stories, and the lessons learned, ever shared with officers across the country. LEO Near Miss provides the platform for officers to do so.

Reporting a near miss takes only 5-10 minutes and can be done at [www.LEOnearmiss.org](http://www.LEOnearmiss.org) or through the free LEO Near Miss mobile application (available on iOS and Android devices), which supports voice-to-text functionality. While near-miss reports are primarily intended to be submitted by the officers involved in the incidents, reports can also be submitted by other officers with detailed knowledge of the incidents, such as supervisors or training officers.



LEO Near Miss is non-punitive and strictly for promoting peer learning and enhancing officer safety and wellness. When officers submit their near-miss stories, they can do so *anonymously* as they are not required to provide any personally identifying information. Furthermore, each near-miss report undergoes a two-stage review process by a cadre of diverse and experienced current and former law enforcement personnel at the Police Foundation to remove all identifying information from the report (ensuring anonymity when published) and to highlight important takeaways for improving officer safety. While officers can provide optional contact information when they submit a report, this information is only used by the reviewers in case they have follow-up or clarification questions. Once a story has finished the review process (about 7-10 days), all personally identifying information, including any contact information provided, is permanently deleted from the LEO Near Miss records, and the story is published on LEO Near Miss.<sup>vi</sup>

As an added layer of protection for officers, all content on LEO Near Miss will be restricted to law enforcement professionals only starting in January 2018. All users of the system will be required to undergo a vetting process prior to being granted access to view any near-miss reports. Important to note, officers will *not* need to be signed in to their account to *submit* a near-miss report, and no information viewed or submitted on LEO Near Miss will *ever* be linked to any specific user account.

**Leveraging LEO Near Miss to Enhance Officer Safety Training:** Once stories are published on LEO Near Miss, training officers or first-line supervisors can reference the stories online or print a PDF copy of the reports and use them as real-world roll call discussion topics and classroom tabletop training exercises. Additionally, trainers can incorporate near-miss scenarios into defensive tactics and use-of-force training exercises during recruit and in-service training to expose officers to real-world situations that almost resulted in officer fatalities. Thus, officers will have direct input into

officer safety training and related policies through the stories shared on LEO Near Miss; and this feedback loop can promote increased buy-in and participation in near-miss reporting.

While LEO Near Miss can be an invaluable resource for lessons learned, the true value of the system lies in its ability to collect a plethora of data on near miss incidents—including factors such as the environment conditions at the time of the near-miss, the type of call officers were responding to, and the number of backup officers on scene—for analysis so that the underlying trends in unsafe occurrences, and their contributing risk factors, can be systematically identified. This information can then be disseminated to the law enforcement community and used in training development, equipment acquisitions, and policy development to improve officer safety.

For example, a preliminary analysis conducted in June 2017 of 51 near-miss reports revealed that traffic stops were the most frequent type of call in which an officer experienced a near miss. Further analysis showed that 66% of the near misses on traffic stops involved a subject with a concealed firearm; and of those incidents, only 25% of the officers had backup. This latter point may indicate an issue with officers waiving off or canceling their backup too early in a stop and may be an important point to reinforce during officer training and roll call briefings.

The second most frequent type of call in which an officer experienced a near miss, according to the preliminary analysis, was arrest warrant service. Of note, officers indicated that complacency was the primary contributing factor in these near misses; and many explained that they mistakenly assumed the wanted subject would be compliant based on their prior familiarity with the subject. Again, this latter finding could be emphasized in training to increase officers' awareness in similar situations and improve their safety.

While these preliminary findings may not be a surprise, increases in near-miss reporting, similar to the volume of reporting seen by the Aviation Safety Reporting System, will allow for stronger, more nuanced findings that can be systematically incorporated into training across the country to

improve officer safety. Unfortunately, without more buy-in and participation from the law enforcement community, this type of meaningful analysis will not be possible.

**Agency Near-Miss Reporting:** In early 2017, the Police Foundation began a more targeted approach to increase near-miss reporting by partnering with local law enforcement agencies, free of charge, to incorporate near-miss reporting into their day-to-day operations. In partnering with an agency, the Police Foundation works with the agency to educate officers about near-miss reporting and assists the agency in developing a sustainable near miss program, often by incorporating it into an existing officer wellness program. The assistance provided to each agency can take various forms, but often includes promotional material, guidance on how to incorporate near-miss reports into training, and a model near-miss reporting policy. In educating officers, the Police Foundation instructs officers to provide their agency's ORI9 identifier on the report questionnaire when submitting a near-miss report. This information is *never* published, but it allows Police Foundation staff (not the agency in order to preserve the anonymity of the officers involved) to identify the near misses that a particular agency is experiencing. The Police Foundation can then use this information to provide more targeted and relevant lessons learned and risk analysis to that agency, which in turn can be used by the agency's training officers and leadership to enhance training, policy, and equipment as previously described. Thus far, five agencies (represented below) have partnered with the Police Foundation to adopt near-miss reporting through LEO Near Miss, and many more are in the process of joining.



**A Duty to Act:** Every day, law enforcement officers are at risk of being seriously injured or killed. In 2016, 143 officers were killed in the line of duty, and 123 have been killed thus far in 2017.<sup>vii</sup> Furthermore, more than 57,000 officers were feloniously assaulted in 2016,<sup>viii</sup> and research from other industries suggests there are probably thousands of near misses that went unreported. More needs to and can be done to protect officers. Near-miss reporting has significantly improved safety in

other high-risk industries, and it can do the same in law enforcement if it is valued and encouraged. Near-miss reporting is a more systematic and proactive approach to identifying and addressing training needs and deficiencies. It is time for the law enforcement profession to recognize the value of near-miss reporting. Law enforcement leaders, training academies, and trainers need to do their part in promoting LEO Near Miss and incorporating lessons learned from near misses into training to make their personnel safer, just as other high-risk industries have done. If we can ensure that even one more officer makes it home safely to his or her family at the end of their shift, we have an obligation to act.

**About the Authors:** *David Waltemeyer is the Senior Law Enforcement Project Manager for LEO Near Miss. He retired from the Anne Arundel County Police Department (AACOPD) as an Acting Deputy Chief of Police after a 25-year career in law enforcement. During his career with AACOPD, David commanded all three of the department's bureaus—Patrol, Operations, and Investigations—and was a commander over the Training Section, responsible for overseeing use of force training and active shooter programs. David is an Adjunct Professor at the University of Maryland University College and has been a CALEA.*

<sup>i</sup> Bird, Jr, F. E., & Germain, G. L. (1996). Loss Control Management, Practical Loss Control Leadership (revised edition). Oslo, Norway: Det Norske Veritas; See also ConocoPhillips Marine Safety Pyramid, (2003).

<sup>ii</sup> National Aeronautics and Space Administration. (2015). Aviation Safety Reporting System Program Briefing. Retrieved from <https://asrs.arc.nasa.gov/overview/summary.html>

<sup>iii</sup> Patient Safety Reporting System. (2016). Program Overview. Retrieved from <https://psrs.arc.nasa.gov/programoverview/index.html>

<sup>iv</sup> The National Firefighter Near Miss Reporting System is available at [www.firefighternearmiss.com](http://www.firefighternearmiss.com)

<sup>v</sup> For more information about the Police Foundation, please visit [www.policefoundation.org](http://www.policefoundation.org)

<sup>vi</sup> Furthermore, no IP addresses are ever tracked and linked to any stories submitted to the system.

<sup>vii</sup> As reported by the National Law Enforcement Officers Memorial Fund ([www.nleomf.org](http://www.nleomf.org)) as of December 26, 2017.

<sup>viii</sup> Data obtained from the FBI's 2016 LEOKA data available at [https://ucr.fbi.gov/leoka/2016/officers-assaulted/assaults\\_topic\\_page\\_-2016](https://ucr.fbi.gov/leoka/2016/officers-assaulted/assaults_topic_page_-2016)



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  - Finance
  - Hospitality & Tourism
  - Human Resource Management
  - Information Technology
  - International Management
  - Management
  - Marketing
  - Project Management
  - Sport Management
- Criminal Justice Administration
  - Arson Investigation
- Emergency Medical Services Administration
- Environmental Management
- Fire Administration
  - Fire Investigation
- Health Care Administration
  - Emergency Medical Services Management
- Homeland Security
- Human Resource Management

- Information Systems Security
  - Homeland Security
- Information Technology
- Occupational Safety & Health
  - Fire Science
- Organizational Leadership
- Psychology

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- Business Administration
  - Finance
  - Health Care Management
  - Human Resource Management
  - Marketing
  - Project Management
  - Public Administration
- Criminal Justice Administration
- Emergency Services Management
- Occupational Safety & Health
  - Environmental Management
- Organizational Leadership
- Public Administration
  - Criminal Justice Administration
  - Emergency Services Management
- Public Health
  - Community Health Education

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  - Dissertation Option 1, Theoretical-Based Study
  - Dissertation Option 2, Project-Based Study

## CERTIFICATES\*

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Hospitality & Tourism	●	
Human Resource Management	●	●
Information Technology	●	
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Marketing	●	●
Occupational Safety & Health	●	●
Project Management	●	●
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# How the Indianapolis Metro Police Department uses PoliceOne Academy to improve quality of training and save money



  
No of Personnel: 1,730  
Sq. Miles Covered: 372

The IMPD enlisted P1A's sophisticated, law enforcement-centric online training portal to create highly-customized training for officers and efficiencies

## BACKGROUND

The [Indianapolis Metropolitan Police Department](#) (IMPD) was created on Jan. 1, 2007, by consolidating the Indianapolis Police Department and the law enforcement division of the Marion County Sheriff's Department. With a headcount of 1,730 personnel, the IMPD's operational jurisdiction covers 372 square miles and a population of over 850,000.

## CHALLENGE

Like many departments, training officers more efficiently was a major priority for the IMPD, said James Cleek, IMPD training commander.

Cleek's primary motivation in looking for an online training solution was to ensure all personnel completed 8 of 24 hours of mandatory training on the platform. He also needed a better way to quickly distribute general orders across department personnel.

Another concern was the rising costs associated with training. Cleek said it was essential to find a way to provide officers with effective education and training options thus reducing travel time and fuel costs to and

from training centers. Cleek also wanted to reallocate the service hours officers spent traveling to and from training, as well as decrease overtime costs.

The cost savings could then be reallocated for other needs within the department, such as purchasing new equipment.

## SOLUTION

IMPD turned to PoliceOne Academy to **develop a customized training program that could address their goals**, including having a training platform available to officers 24/7 accessible from any location and device, including mobile.

[PoliceOne Academy](#), which is certified or accepted for training credit in 37 states, offers convenient, affordable online law enforcement training with more than 1,000 HD training videos and nearly 200 courses. PoliceOne Academy can be used to fulfill all 24 hours of Indiana Law Enforcement Academy annual training requirements.

IMPD uses the Academy for several courses, including topics such as:

- Active shooter
- Distracted driving
- Officer safety
- Response to mental illness



Cleek said the department also worked closely with PoliceOne Academy experts to utilize the custom course builder tool for offline training to record and track all of their Use of Force training in 2016. They also used the Academy to create and distribute time-sensitive training on Americans with Disabilities Act (ADA) compliance to meet a legal requirement.

Supervisors at the department had 30 days to complete the training and achieved compliance in just 10 days. Cleek said the system's ease of use and seamless deployment to IMPD's personnel were the main drivers in accomplishing those results.

"The platform not only provided readily accessible training, it also provided a tool by which we could quickly communicate new general orders and design our own training in a system our officers could use around the clock," Cleek said. "PoliceOne Academy is now the only system we use for sending out all new or amended general orders."

Cleek added that **PoliceOne Academy is user-friendly, built with the officer in mind** and features course content relevant to what officers face in the field.

He also praised the highly responsive customer service and support team of PoliceOne Academy in helping IMPD get up and running quickly.

## RESULTS

The department quickly realized the many benefits of choosing PoliceOne Academy's online training platform to keep officers trained and informed of department messages, policies and lessons.

Cleek said the Academy platform was well received by officers, as they could access their training assignments from any device and at the times most convenient to them.

"Since it is online, they can work with the system from any location, 24/7," he added.

Cleek noted that within a year of using the learning management system the training hours recorded exceeded 50,000 hours between online course completions and offline course hours documented.

The Academy platform lets administrators set highly customizable deadlines and notifications for all assignments. Cleek found this helpful as it let him set two-week deadlines for each course and meet his goal of getting training done right, but also quickly.

"The deadline created a sense of urgency and as a result officers completed the courses on time or before deadline," Cleek said.

Cleek also appreciated the ability to quickly provide courses to officers training on scenarios relevant to current events.

"We also are able to respond to 'happening now' issues by assigning courses on topics like ambush or active shooter," he said.

The Academy also **removed duplication of efforts and streamlined the process**, since all incomplete and completed courses can be tracked and monitored, Cleek added.

Finally, PoliceOne Academy is used to train IMPD Recruits, who are required to be in training for one year, 28 weeks of this in the classroom. In addition, IMPD Recruits complete all courses assigned to the rest of the agency's officers. This includes pre-assignments for each recruit class, tracking completions and running reports that list all the information Cleek needs about course completion. It was also used for officers who returned to duty from military deployment, sickness or injury to stay well-trained and to quickly get back up to speed.

***We felt the platform not only provided readily accessible training, but also provided a tool by which we could quickly communicate new general orders and design our own training in a system our officers could use around the clock.***

*—James Cleek, training commander,  
Indianapolis Metropolitan PD*

## COST SAVINGS

Cleek said the training helped the department save substantially—impacting lower fuel costs, reduced overtime, reallocated service hours and reduced brick-and-mortar costs associated with in-person training.

He estimated **the department saved in excess of \$100,000 in the first year**, a total Cleek said could actually be much higher since it "doesn't account for fuel saved or overtime."

## CONCLUSION

IMPD will continue to use PoliceOne Academy for some mandatory subjects in 2017 and 2018, thus freeing up time to complete other critical face-to-face training in response to their current needs. This platform will continue to allow IMPD to seamlessly complete mandates anywhere, anytime online while they carry out a major mental health training initiative.

For more information, visit [PoliceOneAcademy.com](http://PoliceOneAcademy.com) or call 866.941.4090.

**EXECUTIVE COMMITTEE  
MEETING MINUTES  
June 5, 2016  
Grand Rapids, Michigan**

**CALL TO ORDER:** The meeting was called to order by President Dave Harvey (MI) at 1:02 PM EDT.

**ROLL CALL:** The roll call was taken by Acting Secretary Mark Damitio. The following Executive Committee members were in attendance:

President David Harvey (MI)  
First Vice-President Brian Grisham (TN)  
Second Vice-President Dan Zivkovich (MA)  
Acting Secretary Mark Damitio (Life Member)  
Immediate Past-President Kim Vickers (TX)  
Central Region Representative Stephanie Pederson (WI)  
Southern Region Representative Mark Strickland (NC)  
Midwest Region Representative Gary Steed (KS)  
(There was a quorum present to conduct business)

Northeast Region Representative Mike Wood (NY) was represented by proxy. Director Wood had previously indicated that Second Vice-President Dan Zivkovich would represent him for the meeting.

Not present were:  
Acting Treasurer Kelly Alzaharna (Life Member)  
Second Immediate Past-President William Muldoon  
West Region Representative Sue Rahr (WA)

IADLEST Staff:  
Executive Director Mike Becar  
Operations Manager Yvonne Pfeifer

**ADDITIONS TO THE AGENDA:** President Harvey asked if there were any additions to the agenda. Second Vice-President Zivkovich requested that a briefing related to the IACP Use-of-Force Working Group be added. President

Harvey added the item to New Business.

**INTRODUCTION OF GUESTS**

**Dr. Mark Logan**, Assistant Dean, University of Phoenix and **Dr. Jim Dozier**, Clinical Professor, Sam Houston State University: Doctors Logan and Dozier made a presentation to the Executive Committee about a partnership between the University of Phoenix and Sam Houston State University to develop a standardized basic competency model for law enforcement. The project would begin with baseline competencies for a general law enforcement officer and build in a pyramid to specialty assignments. The developed product would be available at no charge to law enforcement agencies, distributed and hosted on the US Department of Labor website. The project has already received pledges of cooperation from the IACP and CALEA. The project principals are asking for IADLEST members to review and provide input on the product.

After the presentation, there was a **MOTION** by Zivkovich and a **SECOND** by Steed for IADLEST to encourage members to participate in the survey regarding the content and competencies on a volunteer basis, but IADLEST as an organization is not necessarily endorsing the product, or supporting it or attaching our name to the product. The **MOTION CARRIED**, with seven Ayes, and one Nay.

**Michael Kennedy**, Deputy Program Manager, Office of the Director of National Intelligence, Washington, DC, Information Sharing Environment (ISE) presentation on government-wide standards for sharing Sensitive but Unclassified (SBU) law enforcement information, including curriculum and lesson plans. The information was presented by Damitio with materials supplied by Mr. Kennedy, who could not attend. ISE is a proposed program that would provide improved access to varied databases containing training information relevant to law enforcement. These could include the RISS networks, the DHS HSIN network, CJIS, and

potentially the IADLEST NLEARN.

After the presentation, President Harvey directed Executive Director Becar to have further communication with Mr. Kennedy as the proposal matures.

**Curtis “Jed” Allen**, Senior Director, Office of Administration, Federal Motor Carrier Safety Administration: Mr. Allen Expressed his appreciation to the IADLEST organization for their continued cooperation with the FMCSA and for the success of the current project for Large Truck and Bus Enforcement Training.

**APPROVAL OF EXECUTIVE COMMITTEE MINUTES:** President Harvey asked if there were any corrections to the draft minutes from the February 6, 2016 Executive Committee meeting held in Washington, DC. Hearing none, there was a **MOTION** by Zivkovich and a **SECOND** by Pederson to approve the minutes. The **MOTION CARRIED**.

**EXECUTIVE DIRECTOR’S BRIEFING:** Executive Director Becar had the following information:

**Changes in POST Directors:**

AZ: New Director is Jack Lane  
LA: New Director is Jim Craft  
HI: New Commander is Maj. William Baldwin  
NM: New Director is Stephan Marshall  
KY: New Commissioner is Mark Filburn  
US Virgin Islands: The newly created POST is directed by Kevin Hewitt.

**New IADLEST Contracted Managers**

Government Relations and Advocacy: **Jim Copple**, SAI, Inc. With this contract also comes a virtual Washington, DC, office for IADLEST: the DC phone number is (202) 457-7771 is the DC Phone number. Calls to this number will be routed to the appropriate IADLEST employee. The address is 1775 “I” St. NW, Suite 1150 Washington

DC 20006.

When IADLEST personnel are in Washington DC for meetings, office space and meeting space can be provided, depending on the specific need.

Events and Marketing: **Kathy Mullen** will be upgrading our marketing efforts, our web and social media presence, advertising, and assisting with our annual conference.

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

**Grants:**

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

youth.

**Projects:**

- Academy Director's Course: The development of the Academy Director's Course has been assigned to Mark Damitio, and we anticipate a product by the end of 2016.
- National Certification Program (NCP): There have been 29 courses certified to date, and 2 failures, and 1 currently under review. The Director of BJA recently announced her intention for the nearly 300 training providers currently funded by BJA go require them to submit through the NCP, and to adjust their ongoing budgets and budget requests accordingly for the fees. This has the potential for hundreds of courses, and will be a topic at a provider meeting in July, 2016. We may consider a "volume discount" for such a significant number of classes.
- POST and Academy Accreditation: There are flyers in the attendee packets, and there will be a presentation about the program at the Annual Conference.
- Agency Audits: A flyer has been developed for the Agency Audit program as well. The first audit was completed in May for the Colorado POST. We have had inquiries from the Columbian National Police and from the Virgin Islands POST about the Accreditation and Audit programs.
- Accounting changes: The transition to QuickBooks hasn't occurred as rapidly as anticipated, but is still planned this year.
- We have received our trademark approval from the US Patent and Trademark Office for the IADLEST full name, acronym and seal.
- Annual Conference Activities:
  - There will be a breakfast meeting between

the Executive Committee and the New Directors on Monday, June 6, from 7:00 AM to 8:00 AM.

- There will be an International Spotlight session at the Annual Conference on Wednesday, June 8, from 8:30 AM to 10:30 AM, and all Executive Committee members are encouraged to attend.

**IADLEST TREASURER'S REPORT:** Acting Treasurer Kelly Alzaharna was unable to attend, but provided Yvonne Pfeifer with the following information:

- **2014 Audit:** We have received the final 2014 Audit of the association from Crandall-Swenson, CPAs. Copies were provided to the Executive Committee members. There were no adverse findings. For the year ending December 2104:

- **Assets:**

Total Cash: \$297,659  
Grants and Accounts Receivable: \$140,699  
Computer Equipment: \$16,038  
Accumulated Depreciation (\$15.00)  
Total Assets: \$438,373  
Liabilities:  
Accounts Payable: \$84, 019  
Deferred Revenue: \$71,611  
Current Liabilities \$155,630  
Unrestricted Net Assets: \$282,743  
Total Liabilities and Net Assets: \$438,373

- There was a **MOTION** by Zivkovich and a **SECOND** by Grisham to approve the 2014 Audit. The **MOTION CARRIED**

- IADLEST Treasury as of April 30, 2016:  
Total Current Assets: \$397,321.18  
Liabilities: \$176,610.98  
Total Net Assets: \$220,710.20

- There was a **MOTION** by Zivkovich and a **SECOND** by Strickland to approve the April 30, 2016 Treasurer's Report. The **MOTION CARRIED**

**CONFERENCE REPORT:** Yvonne Pfeifer reported that there are 14 international countries represented at the 2016 Annual Conference. The Annual Conference attendance has grown steadily: In 2013, there were 136, in 2014 there were 140. The first year that IADLEST assumed operational management back from the Redden Group was 2015 and the attendance was 224. There are 243 registered attendees (not including vendors) at the 2016 Conference.

The date and the location have been set for the 2017 Conference. It will be at the Downtown Hilton in Nashville, TN, May 21-24, 2017. We have had an offer from Massachusetts for Boston to be the host of the 2018 conference. To be prepared, preliminary research has begun to identify potential venues if the General Membership accepts the proposal at the Business Meeting.

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

Conference Election Committee: Dan Zivkovich reported that the elections will have at least two and possibly three candidates for Second Vice-President. There is a single candidate for the offices of Secretary and Treasurer.

International Regional Rep & Potential Bylaw Changes: Dan Zivkovich reported that research on the bylaws indicates that a bylaws change is not necessary to form an International Region. Upon action at the General Business Meeting, the President can appoint an interim International Regional Representative until the next elections. A potential candidate will be recruited later at the General Business Meeting.

#### **COMMITTEE AND SPECIAL ASSIGNMENT REPORTS**

- NCIC and Criminal History Access: President Harvey reported that he met with the CJIS Director about our concerns with POST Agencies not qualifying for CJIS access. He has been invited to the August 2016 CJIS Advisory Board meeting to make a presentation.

- Colorado Audit: President Harvey reported that he and Oregon BPSST Training Compliance Program Coordinator Theresa King completed the on-ground audit activities of the Colorado POST in April. The survey instrument was utilized with Academy personnel and law enforcement agency executives. In-person interviews were conducted with the POST staff, and they met with the Colorado Attorney General (the POST is a division of the Attorney General's Office). The report was finalized and distributed. Colorado POST Director Cory Amend will be providing his observations about the process and the quality of the objective outside observations at the Audit and Accreditation presentation later at the Annual Conference.

- Sourcebook: Mitch Javidi could not attend. Executive Director Becar reported that the Sourcebook has now been through a pilot-test with 3 volunteer agencies. Some operational issues have been discovered relative to logging in. Those issues were reported to the developer.

- Personnel Committee: Dan Zivkovich reported that the draft bylaw revisions for personnel are ready to be sent to the membership. Anticipating publication this summer, the new bylaws will be eligible for a vote at the General Membership Meeting in October. There was a **MOTION** by Grisham and a **SECOND** by Steed to send the proposed amended bylaws to the membership for review. The **MOTION CARRIED**. In concert with the amended personnel bylaws, there was a **MOTION** by Strickland and a **SECOND** by Steed to operationalize plans to meet with the Executive Director at each January Executive Committee Meeting for an annual performance review. The **MOTION CARRIED**.

#### **NEW BUSINESS**

- **US Virgin Islands** POST Region Assignment: With the addition of the US Virgin Islands as the newest IADLEST POST Member, the

agency needed to be assigned to a region. After discussion, there was a directive by the President to the Executive Director to assign the US Virgin Islands POST to the Southern Region.

- **Life Membership:** The considerable contributions to IADLEST of recently retired Arizona POST Director Lyle Mann in his function as an Executive Committee member, and his leadership on several committees, working groups and advisory boards meet the criteria for life membership. There was a **MOTION** by Zivkovich and a **SECOND** by Vickers to bestow life membership for Lyle Mann. The **MOTION CARRIED**.
- **IACP Use-of-Force Working Group:** Dan Zivkovich represented IADLEST recently at an IACP-sponsored working group on use-of-force issues. There were 40 organizations represented from PERF to the FOP. The dialog that occurred resulted in a working group recommendation for a national use-of-force model and accompanying curriculum. The dialog will continue.
- **Personnel Issues:**
  - At 2:55 PM, There was a **MOTION** by Vickers and a **SECOND** by Harvey to move to a closed executive session to discuss personnel issues. The **MOTION CARRIED**
  - At 3:14 PM, there was a **MOTION** by Harvey and a **SECOND** by Grisham to move back into open session. The **MOTION CARRIED**.
  - There was a **MOTION** by Strickland and a **SECOND** by Harvey to increase the salary of the Executive Director from \$107,000 to \$140,000 a year. The **MOTION CARRIED** with one abstaining.
  - There was a **MOTION** by Zivkovich and a **SECOND** by Vickers to have a 1-hour executive session at each January meeting of the Executive Committee. The **MOTION CARRIED**.

**ADJOURNMENT:** At 3:55 PM, having no other business, President Harvey asked for a motion to adjourn. There was a **MOTION** to adjourn by Vickers and a **SECOND** by Pederson. The **MOTION CARRIED**

**EXECUTIVE COMMITTEE  
MEETING MINUTES  
February 4, 2017  
Washington, DC**

**CALL TO ORDER:** President Brian Grisham (TN) called the meeting to order at 1:13 PM Eastern Standard Time on Saturday, February 4, 2017, and again at 8:11AM Eastern Standard Time on Sunday, February 5, 2017.

**ROLL CALL:** The roll of attendees was called by Secretary Pederson (WI). There were ten Executive Committee members present:

President Brian Grisham (TN)  
First Vice-President Dan Zivkovich (MA)  
Second Vice-President Sue Rahr (WA)  
Treasurer Dave Harvey (MI)  
Secretary Stephanie Pederson (WI)  
Immediate Past-President Kim Vickers (TX)  
Central Region Representative Jami Cook (AR)  
Midwest Region Representative Gary Steed (KS)  
Western Region Representative Victor McCraw (ID)  
International Region Representative Gary Bullard

Committee members absent:  
Second Immediate Past-President William Muldoon (NV) (via webcast)  
Northeast Region Representative Michael Wood (NY)  
Southern Region Representative Rebekah Taylor (LA)

There was a quorum to conduct business.

IADLEST Staff:  
Executive Director Mike Becar  
Director of Operations Yvonne Pfeifer

Accreditation and Grants Manager Mark Damitio (Life Member)

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

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

- **Russell Washington**, Deputy Director, U.S. Department of Justice, COPS Office

Deputy Director Washington (Acting Director) discussed wanting to continue the partnership between the COPS Office and IADLEST. With President Trump taking office in January, the COPS office is waiting to find out who will be appointed as the Director of the COPS office. In the meantime, the COPS office will continue to work on the national training goal of changing the policing culture in accordance with the President's Task Force on 21<sup>st</sup> Century Policing report focusing on de-escalation techniques and implicit bias. Deputy Director Washington offered assistance to IADLEST in any way they can help.

- **Keith D. Williams**, Chief Dave Ennis, Highway Safety Specialist Enforcement and Justice Services Division NHTSA

Chief Williams introduced Dave Ennis (Program Manager) and stated that NHTSA is looking forward to continuing a great relationship with IADLEST. NHTSA appointed Elaine Chao as Secretary at the end of January and she is in the process of transitioning to that position now. Some of the projects that NHTSA is working with IADLEST on include:

DDACTS – NHTSA will continue moving DDACTS ahead and incorporate the 21<sup>st</sup> Century model with DDACTS. The first pillar of the President's Task Force on 21<sup>st</sup>

Century Policing report fits in nicely with the DDACTS model.

NLEARN – NHTSA is providing grant money to redesign the NLEARN website.

Below 100-NHTSA wanted to thank IADLEST for marketing and expanding the Below 100 program throughout the country.

- **Steven Edwards, Ph.D**  
Senior Policy Advisory  
U.S. Department of Justice  
Bureau of Justice Assistance

Mr. Edwards discussed the VALOR program. In 2010, the Bureau of Justice Assistance created the VALOR Officer Safety Initiative in response to the increase in felonious assaults on officers. VALOR provides all levels of law enforcement with tools to help prevent violence against law enforcement officers and to enhance officer safety, wellness, and resiliency. Their website has short videos for officer training and can be found at: <https://www.valorforblue.org/>.

The Blue VALOR program is a 2½ day program offered on officer wellness, and 500 instructors have been trained as of February, 2017. Blue Courage falls under the VALOR program, and Mr. Edwards wanted to thank IADLEST for helping promote the Blue Courage program nationally.

BJA is also involved in other initiatives for crisis intervention training, a resiliency program, officer wellness, body worn cameras, and de-escalation. Once these initiatives are completed, IADLEST could be a resource to help BJA get the information out to the states and into the field for those who need it. BJA is looking for a better way to market their programs and discussed the opportunity for IADLEST to have a representative at the table in order to facilitate the marketing for BJA. BJA is working on creating a hybrid course on Blue VALOR that can be incorporated into academies, and they are also exploring

creating a train-the-trainer program in the future.

– **Erik Hrin**

Senior Program Analyst for Strategic Sourcing  
Federal Law Enforcement Coordination  
Office of State and Local Law Enforcement  
Department of Homeland Security

Erick Hrin introduced Brian Maday and John Shofi. Mr. Hrin wanted to talk about modular firing ranges. At the Department of Homeland Security (DHS), they have approximately 72,000 armed officers and agents spread around multiple geographic locations. Everyone is dispersed around the country, and finding facilities to get everyone through their firearms trainings is difficult. They use government and local law enforcement ranges and will use private or commercial firearms ranges if they have to, but that can get expensive.

DHS is now looking into using modular ranges which are customized shipping containers that can travel and be placed anywhere. The ranges are self-contained and can be built and put in place in 90 days. The containers can host up to 20 firing lanes and can accommodate a sniper range that can be 100 meters long.

DHS would like to team up with local and state agencies and collaborate with them where both agencies and DHS agents can use the range. Agencies could provide the space/land and DHS can fund the modular firing range. If there are any agencies that would like to collaborate with DHS, they should contact Erick Hrin, Brian Maday, or John Shofi, and they will help facilitate it.

– **Tim Hardiman**

Associate Vice President (Retired NYPD)  
Center for Applied Learning  
American Military University

Mr. Hardiman provided a history of the Center for Applied Learning at the American Military University (AMU). He

discussed how their faculty needs help from subject matter experts (SMEs) and from the field to make their training relevant and up-to-date with what is currently being done in the field.

Mr. Hardiman also convinced the AMU that all the training they develop needs to be able to be delivered via devices such as a cell phone or through iPads/notebooks. This means the training they develop will be “app” based. The hurdles of developing this app-based training have now been worked out and they will have two products that they will demonstrate at the annual IADLEST conference.

Mr. Hardiman requested help with certification of topics and said they are looking for some subject matter experts (SMEs), agencies, associations, etc., to advise them on what topics agencies would be interested in, help with marketing, etc. Executive Director Becar said that he could help Mr. Hardiman with SMEs and discussed how the National Certification Program (NCP) could help the AMU.

- Roger Miller, Acting Deputy Director, FBI Terrorist Screening Center  
Mike Collins, FBI, Terrorist Screening Center  
Jeff Kroeger, FBI Office of Partner Engagement (OPE)

Mr. Miller gave a brief summary of what the Terrorist Screening Center is and what they do. Mr. Miller stated that there are 1.1 million people on the watch list, but less than 1% of them are in the United States. Mr. Miller stated that while the federal government tries to track these people, it is usually going to be local law enforcement who will encounter these individuals. Officers must be trained on what to do if they encounter these individuals. If a person is on a watch list and an officer runs an NCIC check on a person, the officer may get a message back about what to do with the subject if there's a hit on the terrorist screening list.

Mr. Miller would like IADLEST's help in developing some sort of curriculum or training and help getting this curriculum/training out to the POSTs, agencies, and academies. They have some videos in the works and will send a link when they are ready (Note: These videos will be law enforcement sensitive). They also are working on a model policy and creating training for dispatchers.

– **Mitch Javidi, IAPS**

Michael Parker, Commander, LA County Sheriff's Office  
Ward Clapham, Chief, IAPS

Mr. Javidi introduced Commander Mike Parker who explained that every agency is having problems recruiting and retaining officers. He explained some ways to improve recruiting and retention including agencies having to sell themselves (officers have to tell others why it is great to work there) and agencies needing to use social media. Mr. Javidi is going to partner with Commander Parker who has put together a 2-day workshop on recruiting and is submitting it to the National Certification Program for approval.

Mr. Javidi also provided a presentation on the creation of a National Command College for Law Enforcement (endorsed by the National Sheriff's Association Board). His plan is to get the Command College accredited through the U. S. Department of Education which would allow them to give out a degree for "Commanding." He is asking IADLEST to support his vision of this National Command College and help develop curriculum for the college. He asked IADLEST to provide one person to partner with him to work on this project. Mr. Javidi does not want to compete with other command colleges that are out there; instead, he would like to partner together with them.

Mr. Javidi conducted a presentation on the various courses that would be provided by the Command College. They include a 10-week program on developing leaders, a 5-

week course on tactical leadership, an 8-week course on command leadership, an 8-week course on executive leadership, and a one week Chief Executive Institute. The courses would be a mixture of online and in-person residential training. The Command College will physically be located in Rhode Island. However, the command college will also provide training at 6-7 regional hubs around the United States.

Executive Director Becar, with executive committee approval, asked Dave Harvey to work with Mr. Javidi on this project.

– **John Shanks**

Police Training Institute  
Fight Crime Invest in Kids

Mr. Shanks discussed a curriculum they developed to help officers in response to kids' issues. This 2-day training focuses on four areas that law enforcement officers need to improve on in dealing with kids: implicit bias, informed response to trauma, de-escalation training, and the adolescent brain development. The training includes officers and youth from that community – some training is separate and some training is combined with both groups. Mr. Shanks said the plan is to get the training certified by the NCP.

The timeline is to conduct this training at four pilot agencies to test the curriculum. Then they will train four more agencies with a follow-on component that tracks the long-term results of the training. The data will be collected 90-180 days later to see if the training changes the way officers interact with youth and also visit with the youths and community groups to see if their opinion and interactions with officers improved. Two agencies in California already volunteered. They are currently looking for two more agencies to pilot the program.

**APPROVAL OF EXECUTIVE COMMITTEE MINUTES**

President Brian Grisham asked for a motion to approve the Executive Committee Meeting

Minutes from October 15, 2016. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Dave Harvey to approve the minutes. The **MOTION CARRIED**.

### **EXECUTIVE DIRECTOR'S BRIEFING**

Executive Director Becar provided information on the following:

- **Changes in POST Directors:**  
South Carolina – Executive Director Hubert Harrell is no longer there. The new Director is Lewis “Jackie” Swindler.
- **Change in Central Region Representative**  
Greg Queto will not be able to fulfill the duties of the Central Region Representative due to lack of funding so Jami Cook (AR) will now be the Central Region Representative.
- **Grants**
  - DDACTS in the state of Texas just applied for a second grant for \$502,475.
  - Large Bus and Truck Enforcement – we do this on a national level already but we completed an application for \$186,698 to do that in Texas.
  - For Federal Motor Carrier, we just wrote another grant for \$1,439,699.
  - COPS office still trying to get \$100,000 grant for curriculum development.
- **International Training and Standards:**  
Executive Director Becar talked with Kyle Hardy from Sphinx Group International (does mostly military training). Mr. Hardy saw the IADLEST National Certification Program, and he wants to model something similar for the international training they oversee. Executive Director Becar put him in touch with Andrew Carpenter who is working on setting standards for United Nations' Police.
- **Bookkeeping:** IADLEST was in the process of changing the bookkeeping system from Check Writer to Quickbooks. However, IADLEST was still having problems with Quickbooks after switching over. So

IADLEST is now switching to Quickbooks online and Yvonne has gone through training, and the process is now working. IADLEST is working with a CPA and the paperwork is now back in order.

- **Copyright Infringement:** IADLEST got in trouble for copyright infringement by using a guitar logo for the Nashville conference marketing. IADLEST was not aware that the image they pulled off of a Google search was copyrighted. The person whose image this was has a lawyer who searches for her image, and he sent a letter demanding \$2,500 for using the image. IADLEST has insurance to cover this; and after our attorney responded back and negotiated, IADLEST wound up paying a fee of \$1,750.
- **National Certification Program (NCP):** In 2016, NCP generated \$11,483.57 and it had \$5,220.00 in expenses for a net income of \$5,963.57. Executive Director Becar is asking POST directors to support and endorse this program. The firms and vendors that are fighting NCP are going directly to POST directors or even going over their heads to try and derail the NCP process. Executive Director Becar is drafting a letter to send out to POST directors regarding this issue.

After seeing the programs that are being submitted for approval, there is some really poor training being submitted, which reinforces the need for and the value of the NCP. Executive Director Becar knows of 100 courses that want NCP approval, but they have not submitted their courses yet because they are not ready. Many courses are not being approved because they do not have lesson plans, no instructor training plans, etc. The NCP is cleaning up training and raising the bar on training, but IADLEST needs POST directors' support to ensure they stand up for the NCP.

- **Travels**
  - Executive Becar traveled to Denver from October 26-28, 2016, for an IADLEST Strategic Planning Session to

give IADLEST direction for the next three years.

- He also attended a 2-day Blue Courage training in San Francisco on October 31 and November 1, 2016.
- BJA meeting in Washington, DC, to discuss NCP on November 17, 2016.
- Western Region Meeting in Las Vegas from December 4-6, 2016.

#### **IADLEST TREASURER'S REPORT:**

Treasurer David Harvey (MI) provided the following information:

Assets: \$459,440  
Liability: \$459,447  
Balance: \$257,189

President Brian Grisham asked for a motion to approve the Treasurer's Report. There was a **MOTION** by Sue Rahr and a **SECOND** by Dan Zivkovich to approve the Treasurer's Report. The **MOTION CARRIED**.

#### **AUDIT REPORT FOR 2015**

Executive Director Becar and President Grisham met with the auditors. The executive committee was provided with the final report for 2015. The results were very complimentary overall. This report will be posted on the IADLEST website for the membership to review.

President Brian Grisham asked for a motion to approve the Audit Report. There was a **MOTION** by Sue Rahr and a **SECOND** by Dave Harvey to approve the Audit Report. The **MOTION CARRIED**.

#### **CONFERENCE REPORT:**

The 2017 Conference will be at the Downtown Hilton in Nashville, TN, May 21-24, 2017. Yvonne Pfeifer reported that registration opened on January the 5<sup>th</sup> and as of this meeting, 54 people were registered.

Yvonne Pfeifer wants to look into getting one of the Modular Firing Ranges brought to the conference site so attendees could see one. President Grisham said he'd look into it.

The keynote speaker is Harry Dolman. He is a retired Norfolk Chief, and he sent along three descriptions of topics for the executive board to decide on as a focus for his presentation. The executive committee liked the focus of the "Winning Back Your Community" topic.

The main dinner event will be at BB Kings, there will be a tour of the Tennessee Titans Training Facility, and there will be a motorcycle ride on May the 20<sup>th</sup>.

The 2018 conference will be in Boston from May 20 – 23. We still need a location for 2019, so if anyone is interested in hosting in 2019, please contact Yvonne.

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

##### **– Personnel Committee Bylaw Changes (Dan Zivkovich (MA))**

The executive committee reviewed the following bylaws modifications for approval:

- 3.2.6, which deals with the process of input on applications for membership;
- 3.3.5, which deals with Life Member rights and privileges, and;
- 5.1, which deals with the eligibility to run for association office.

Based upon the vote, bylaws revisions 3.2.6, 3.3.5 and 5.1 are ready to be sent to the membership for notice. This notice will be accomplished no less than 30 days prior to the next General Business Meeting. Additionally, the executive committee reviewed the following bylaw additions that would establish an Accreditation Committee as a permanent standing committee. They add to the duties of the President under bylaw 5.7. It would add subsections:

- 5.7.7. Annually appoint an Accreditation Committee consisting of five (5) persons: consisting of no less than three (3) POST Directors, two (2) Academy Directors and one (1) trainer.
- 5.7.7.1. The Accreditation Committee shall review, provide recommendations and findings, and act upon current and proposed accreditation standards and scoring matrixes.
- 5.7.7.2. The Accreditation Committee shall review, provide recommendations and findings, and act upon current and proposed actions and recommendations of staff related to agency accreditations.
- 5.7.7.3. The Accreditation Committee shall make an annual report to the Executive Committee.

President Brian Grisham asked for a motion to approve the modified bylaws and additions to the bylaws as presented. There was a **MOTION** by Dave Harvey and a **SECOND** by Sue Rahr to approve the modifications and additions to the bylaws. The **MOTION CARRIED**.

Amendment to Original Motion on Bylaw 5.7.7 on February 28, 2017

Upon review of the bylaw additions, there was some confusion on bylaw 5.7.7. The confusion came from the wording that said the “Accreditation Committee would consist of five (5) persons consisting of no less than three (3) POST Directors, two (2) Academy Directors and one (1) trainer. The question was did this mean the committee should have five people on the committee or six? The executive committee participated in a phone call on February 28, 2017. Secretary Pederson called roll at the start of the call. There was a quorum. During the phone call, the executive committee decided that the wording for 5.7.7. should state, “Annually appoint an Accreditation Committee consisting of five (5) persons consisting of no less than three (3) POST Directors, one (1) Academy Director and one (1) trainer that is not an Academy Director.”

President Brian Grisham asked for a motion to approve the amended bylaw 5.7.7. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Dave Harvey to approve the amended bylaw. The **MOTION CARRIED**.

## NEW BUSINESS

### – **Separate Commission for Sheriff’s (NDI) (Mike Becar)**

Some states (three) have a different commission for their sheriffs. They are not part of IADLEST. For example, North Carolina’s Sheriff’s Commission decertifies their officers but do not put their names into the National Decertification Index (NDI) because they are not part of IADLEST. Executive Director Becar wants to know if the executive committee wants to consider them as a POST agency in the future so they can enter people into NDI. However, Executive Director Becar needs to investigate this topic a bit more and wants to put this topic back on the agenda for May. He feels it would take a vote by the Executive Committee to approve recommendation.

### – **Use of Force Consensus Policy for IACP (Dan Zivkovich)**

Dan Zivkovich explained that there is some confusion about how the Use of Force Consensus Policy is supposed to be used by law enforcement. It is not meant to be implemented, it was merely supposed to be some guidelines and provide a legal baseline. It was meant to start dialogue so that agencies could improve their Use of Force policies within their state statutes, practices, etc. This was also not supposed to be an alternative to the PERF report: in fact they were part of the committee that put this report together.

The first step was drafting the Consensus report. The next step is to create a discussion paper that will talk about the considerations when agencies are developing a policy.

- **Appointment of Election Committee for Conference** (Brian Grisham)  
Executive Director Becar said that usually the President and two past Presidents made up the Election Committee. However, due to Kim Vickers not being available at this year's conference and since Dan Zivkovich will be taking over as President, the Executive Committee decided on having Dave Harvey, Bill Muldoon, and Sue Rahr serve as this year's Election Committee. The Election Committee needs to find someone to be the 2<sup>nd</sup> Vice President for the upcoming General Business meeting in Nashville. The process is that Executive Director Becar announces the committee and asks if anyone is interested in the open officer positions within IADLEST and then the committee vets out potential candidates, get resumes and etc. The Election Committee can help with this process by doing some outreach to find out if anyone is interested.

#### **PERSONNEL COMMITTEE** (Dan Zivkovich)

Dan Zivkovich pointed out that the Personnel Committee will have to appoint a new Chair when he becomes the President at the May IADLEST Annual Conference. Kim Vickers volunteered to take over as personnel committee chair in May.

#### **COMMITTEE AND SPECIAL ASSIGNMENT REPORTS**

- **CALEA Partnership Letter** (Dan Zivkovich): In San Diego, CALEA did a presentation to IADLEST. In response to that presentation, Executive Director Becar sent a letter to CALEA letting them know that IADLEST was not interested in partnering at that time and that CALEA needed to stop using IADLEST's logo. Dan Zivkovich had a follow-up conversation with Mr. Hartley explaining that IADLEST would like to keep the dialogue open and would be interested in having the two boards meet to discuss ways to collaborate. In the meantime, CALEA sent out a letter to

CALEA agencies about IADLEST's response explaining that IADLEST was not going to partner with CALEA.

- **NLEARN/Website Redesign** (Mark Damitio): The NLEARN advisory committee met on Saturday, February 4. The committee discussed how to identify who the audience is and how to increase membership. The committee also looked at the current website and gave feedback on what can be dropped and what should be added, saw a mockup of how the new website would look, and discussed how instructors could share lesson plans on the site.

The committee discussed the international parties and federal funding for translating website information to assist the international agencies. NHTSA is funding the redesign project and is only allowed to provide funding for an audience of United States agencies. Therefore, IADLEST would need to find other funding for translation services.

The committee also discussed the platforms that users will use to access NLEARN content. Right now the current statistics are that members access NLEARN 85% of the time through computers and 15% through mobile devices. The committee stated how happy they were with the weekly emails – people are pleased with the fact that the email is short easy to read.

Envisage showed new layout which brings it up to date and makes it easier to navigate. NLEARN pages will now look more like a social media page than bullet points. NHTSA is pleased with the progress so far. The expected roll out date is July or August, and the next NLEARN advisory committee meeting will be in February 2018.

- **NCIC and Criminal History Access** (David Harvey): There is not much new to report. The CJIS Policy Board does not want to discuss this topic with IADLEST. IADLEST is now looking at a legislative effort and going after individual state legislation to establish POSTs as criminal

justice agencies. There has not been any response to the resolution paper that IADLEST sent after the meeting in San Diego in October 2016.

- **IACP Violence Against Police** (Jami Cook): Jami Cook gave an update on the IACP meeting she attended on Violence Against Police. She was the only POST representative at the meeting. Jami said the task force talked about a 2016 published report on body cameras showing that body cameras could increase attacks on police. The theory on why is that officers may not want to act because they are on camera and want to stay out of trouble.

Whatever the task force comes up with needs to be deliverable and not just stop at the administrative level. They want to produce deliverables that wind up in the hands of officers.

Targeted attacks have officers on high alert. The task force is going to focus on ways to proactively identify and monitor people who have made threats against officers. This task force discussed that they need to find a way to train officers to be vigilant without making them paranoid, react but not overreact or underreact, and the task force wants to debunk the “de-escalation” term.

The last thing that the task force focused on was officer wellness. They want to create focus groups of line officers to find out exactly how they feel and what they are thinking on the topic of officer wellness. On February the 20<sup>th</sup>, the task force will hold another conference call.

- **Academy Accreditation Standards** (Dan Zivkovich): The Academy Accreditation program is up and running. The framework for it came from the audit in Colorado. Mark Damitio is the program director. Dan Zivkovich had two questions for the executive committee:

1. Now that we have a program director, do we still need a committee or can we leave the day-to-day decisions up to the

director? If the director needs advice or guidance, then the executive committee could weigh in on the issue.

2. At what point does the executive committee and/or accreditation committee need to be involved to make adjustments to the program?

After some discussion, the executive committee suggested that a five (5) person Accreditation Board be created to work with the Accreditation Program Director.

President Brian Grisham asked for a motion to create standing committee named annually by the President of a five person Accreditation Program Board, consisting of three POST Directors, one Academy Director, and one trainer. There was a **MOTION** by Dave Harvey and a **SECOND** by Sue Rahr to create a standing committee of a five person Accreditation Board consisting of three POST Directors, one Academy Director, and one trainer. The **MOTION CARRIED**.

Furthermore, the executive committee wants to maintain the ad hoc Accreditation committee for now. Dave Harvey and Dan Zivkovich will chair the committee. Dan Zivkovich recommended that an academy director or instructor could be on the committee and asked the executive committee to pass on any names of academy directors or instructors who they think would be a good fit for this committee. Dan Zivkovich went on to ask if the bylaws should state that the Accreditation Committee is empowered to make decisions regarding the standards, the application of standards, the scoring system, and a report back to the executive committee annually.

President Brian Grisham asked for a motion to include the duties of the committee which would be to make decisions regarding the standards, the application of standards, and the scoring system, with a report back to the executive committee annually in the bylaws. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Dave Harvey to change the bylaws to include the duties of the ad

hoc Accreditation Committee which would be to review the standards and make adjustments as needed, review the scoring and make adjustments as needed, review approvals and rejections of accreditation to affirm that they were made appropriately, and make an annual report back to the executive committee. The **MOTION CARRIED**.

Mark Damitio passed out a copy of the recommendations for the accreditation standards and scoring guides for accreditation. There are 52 standards that use a similar scoring guide to the NCP program of 0-3. Some extremely important standards have asterisks next to them. If any of these standards are considered unacceptable in that category, then it leads to an automatic failure for non-compliance. If the academy or POST standard does not apply or exist, it will be removed from that organization's overall scoring guide.

The recommendation is a score of 80% or higher to be accredited and a score of 92% or higher for special distinction with no unacceptable ratings for special distinction and a maximum of two marginal ratings to achieve basic accreditation. The goal of these percentage-based ratings and the two levels of accreditation would be to recognize best practices and to help drive change.

President Brian Grisham asked for a motion to approve a two-tiered accreditation program (basic and excellence) and to allow the accreditation committee to set the scoring standards and name for each tier. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Sue Rahr to approve a two-tiered accreditation program and to empower the accreditation committee to set the scoring standards and name for each tier. The **MOTION CARRIED**.

Right now there is one academy in Michigan in the queue. The next step is to focus on the POST scoring guide project.

There were some recommended changes to the standards criteria prior to this meeting

(highlighted in red). Those were indicated in the packet sent out to the executive committee prior to this meeting.

President Brian Grisham asked for a motion to approve the recommended changes in the accreditation standards packet. There was a **MOTION** by Dave Harvey and a **SECOND** by Sue Rahr to approve the recommended changes in the accreditation standards packet. The **MOTION CARRIED**.

The bylaw change has to be brought back to the executive committee at the meeting at the annual conference in May, and then the change must be published, and can then be voted on at the business meeting in May 2017.

- **IACP Technical Advisory Panel** (Dan Zivkovich): Dan Zivkovich wanted to let the executive committee know that the Drug Recognition Expert (DRE) program and Standardized Field Sobriety Testing (SFST) program are IACP initiatives. Dan Zivkovich is the IADLEST representative on this committee and posted a report on the IADLEST website from the last meeting.
- **Sourcebook** (Mitch Javidi): Mr. Javidi discussed the status of the Sourcebook. The Sourcebook is ready to go. Mr. Javidi wants IADLEST to encourage state POSTs to populate the data in the Sourcebook, but he wants the state POSTs to take it seriously and fill out the data on their state as completely as they can. This will allow for the best report possible after all states have populated the Sourcebook.

Once the Sourcebook is populated, it will be made available for a fee – IADLEST members can access it for free. The first version will be a PDF report that can be downloaded and disseminated. IADLEST needs to designate a date to begin this process, prepare a letter to send out to POSTs, set up an email system, and then have POSTs enter the data.

- **Strategic Planning** (Jim Copple): Mr. Copple handed out copies of the strategic plan that was developed after the meeting in October 2016. This plan can be used as a tool to talk with federal agencies and Congress and distributed to potential donors for funding. There are 11 main goals with an emphasis on branding/marketing IADLEST and on organizational capacity. This plan will take IADLEST to the next level, and the document becomes the core of who IADLEST is and what IADLEST stands for.
- **Northwestern Region** (Michael Wood) (NY): Michael Wood was not in attendance, but Dan Zivkovich reported on what he knew about the regional report.

**Pennsylvania:** MPOETC began the pilot (second attempt) of our new basic curriculum on January 17. The basic course is now 922 hours long (516 class/406 practical) and will require a major overhaul of our statewide certification exam (currently underway). This has been a long project (JTA started in 2012) but seems to be on track for success. The curriculum is expected to be required throughout the state starting January 2018.

**New York:** New York is in the process of modifying its regulations that were enacted in October 2016. Basically, they are expanding the definition of "removal for cause," which by statute requires a police/peace officer's training certificate to become invalid. The modified regulation would cover just about every due process removal of an officer, including retirement/resignation, after some kind of disciplinary proceeding was initiated that could result in removal.

As a result, "decertification" will be handled slightly differently in New York. It will not be through licensing, but through revocation of the training certificate that is required to be a police

officer in New York. There are other subtleties to the regulation. The modified regulation will probably be enacted in mid-April 2017, but "decertification" is technically in effect right now in New York. This is a significant development in New York, one that they are proud to accomplish.

**Massachusetts:** The recruit curriculum overhaul is anticipated to be completed by the end of May, with two beta tests of the new curriculum scheduled for June 2017. The reason for the beta testing is to test the revised teaching methods required for the training. Instructors will be expected to deliver fewer lectures and to spend more time facilitating learning, rather than directing learning.

- **Central Region** (Cook) (AR)

**Wisconsin:** Now that the new 720-Hour academy has been implemented in the law enforcement academies, Wisconsin is now in the process of changing their Jail and Secure Juvenile Detention academy curriculum.

Wisconsin is in its second year using Acadis as their main record management system. Wisconsin agencies and academies are now online and using Acadis to report and track training and to deliver testing. Wisconsin began doing webinars every two months for administrators on new features, reviewing procedures, etc.

Director Tony Barthuly was going to retire on January 20, 2017; however, that has been postponed indefinitely.

The Wisconsin Training and Standards Bureau is exploring options for creating a Field Training Officer curriculum in Wisconsin. Right now FTO's are trained through a private company that costs agencies a lot of money. Smaller agencies cannot afford to send their officers to that training so Wisconsin

may provide a template for those smaller agencies to use to save time and money sending officers to be trained as FTOs. This is just in the exploratory phase right now.

Wisconsin has been conducting the Physical Readiness Test for a year at the Law Enforcement Academy. To help ensure the test information is available to potential recruits, a video is located on the internet and on the public page of the Wisconsin Law Enforcement Network (WILENET); and it can also be used by instructors to ensure they are all assessing the test the same way across all of the academies. The link is: <https://wilenet.org/html/career/physical-readiness-vid.html>

**West Virginia:** Overall state budget faces a current \$500 million dollar shortfall, this following two reductions of 5% each by the Governor across the state budget. Their program, as part of a Division of Justice and Community Services, under Department of Military Affairs and Public Safety, has not been directly impacted as to staffing/operational costs, but the next required reduction is likely have some matter of impact.

The funding mechanism for their entry level training and certification program is funded by a \$2 fee court cost assessment. This fee is not significant to fund the operation of the certification program. Direct impact of that shortfall may occur during summer 2017 as to their ability to fully cover the costs of the program.

They recently entered into a sixth year on a one year contract extension with Envisage Technologies for the operation of the ACADIS program as their officer certification, training, and qualification tracking program.

As to the conference for this year, as appropriate they will not, due to budget

shortfall for the state, be able to send a representative and to date have been unable to pay our yearly IADLEST fees.

**Michigan:** MCOLES has been working on the passage of two Senate Bills for many years. On January the 2<sup>nd</sup>, both Bills became law. Senate Bill 92 gave MCOLES increased revocation authority by adding nine misdemeanors to the list of revocable offenses which were previously only felonies. MCOLES now has the authority to set standards for Reserve officers...Senate Bill 93 made necessary changes to how MCOLES manages training funds.

In October 2016, the Governor directed MCOLES through Executive Directive 2016-2 to complete a report that addresses public trust in law enforcement in the State. The report will offer a set of recommendations to advance the quality of police community relationships. Three specific areas are being addressed for best practices, community engagement, training, and recruitment. The report is due May the 1<sup>st</sup> and MCOLES is preparing the report through research as well as the use of statewide surveys and community forums to solicit the public's comments and recommendations.

**Minnesota:** There is a bill before the MN Legislature, which is supported by law enforcement to do the following:

- \$10 million per year (re-occurring base appropriation) to the MN POST Board to fund police training statewide. This would triple the officer per share amount for reimbursement to local units of government by the board on an annual basis. Last year they returned approximately \$2.8 million.
- 16 CEU's per 3-year licensing cycle mandated in the following three areas: (Chiefs and Sheriffs determine the exact breakdown

- Mental Health and Crisis Response
- Conflict Management and Mediation
- Valuing Community and Cultural Diversity
- POST authority to collect aggregate racial and ethnic data on licensed peace officers to allow accurate reporting by POST on the degree to which law enforcement reflects the communities they serve and to measure industry efforts to diversify police forces within our state.
- \$1,000,000 appropriation to the MN Department of Public Safety to administer a grant program to local units of government to pay up to 50% of the tuition and compensation costs for agencies to hire non-traditional/diverse candidates and send them through a streamlined license eligibility process through the MN POST Board. These candidates still must have a 2-or 4-year college degree from a regionally accredited institution.
- The bill maintains MN POST Board operating funding within the Special Revenue Fund, but separates the police training funds to the General Fund base appropriation.

**Kentucky:** Commissioner Filburn is nearing the end of his first year as Commissioner of the Department of Criminal Justice Training. Governor Matthew Bevin appointed him on May 23, 2016. Over the course of his first four months, he interviewed and selected his full executive staff. Commissioner Filburn's mission is to "Keep names off the Wall," meaning our Law Enforcement Memorial Wall. Our mission was successful in 2016, as we did not lose any Kentucky officers.

Key initiatives include:

- A complete examination of our 23-week Basic Training Curriculum. A new curriculum was approved by

the Kentucky Law Enforcement Council and went into effect with class 483 on January 16, 2017.

- An effort to put more community involvement into our Basic Training curriculum is underway. Recruits will have assignments at various special interest group areas of our communities.
- Diminishable skills training is being introduced to our 2017 in-service training schedule. Prior to the Commissioner's arrival, our training regulations in Kentucky would not allow an officer to take the same course topic in successive years. The Commissioner successfully changed that regulation to allow an officer to repeat diminishable skills topics every year, limited to a 16-hour program, out of the mandated 40-hours.
- Writing legislation to fund a Post Critical Incident Seminar for our officers. This program will be modeled after South Carolina's programs in which officers who have been exposed to a critical incident can receive the proper care. We feel it is critical to have our officers be of sound mind and body.
- The Department of Criminal Justice Training underwent a complete reorganization this year. A new organizational flow was developed in an effort to utilize our personnel more efficiently and effectively! The following is the response from the Office of the Kentucky Law Enforcement Council Support other than routine business:
- We are looking at a possible modification of the rules regarding POPS certification of officers trained outside of Kentucky. Currently the out-of-state certified officer must have completed the same number of hours in their basic training as Kentucky was doing at the time they went through basic. We are going to examine a modification for applicants

who have five or more years of service in their state.

- The Council is re-examining the criteria for certification of instructors for leadership topics/classes. As you may recall we had requested information regarding what other states are doing.
- The Council is examining Kentucky's remuneration for line-of-duty deaths. Its statute established the payment to be \$80,000 in 2006. The compensation has not been adjusted since.

**Ohio:** Training Advisory Group – As reported before, the Attorney General created an advisory group that looked at Ohio law enforcement training and certification. The advisory group issued a report to the Commission in April 2015. As of November 2016, 23 of the 29 [report](#) recommendations have been completed. Two additional recommendations are in the process of being implemented.

UAS Advisory Group – With the increased interest in use, both for law enforcement and hobbyists, and privacy considerations, in October 2016, the Attorney General announced the creation of an advisory group on Unmanned Aircraft Systems (UAS) aka “drones.” The Ohio Peace Officer Training Academy (OPOTA) has a training officer in the group who will provide recommendations on law enforcement UAS applications, training, and model policy.

DOJ Investigation – The U.S. DOJ opened an investigation on the Commission for alleged discrimination based on citizenship requirements of Ohio peace officers, which is a violation of federal law. In January 2017, the DOJ

issued a letter dismissing the charge. In short, the Commission does not require U.S. citizenship to attend a basic training academy and is a training body, not an employer. Ohio peace officer “hiring” requirements are set by each Ohio law enforcement agency.

Minority Outreach – In an effort to support outreach to Ohio's minority community and strengthen relationships between police and their communities, a tour/field day was developed with the target audience being urban, high minority population, junior high school students. The students, teachers, and officers spend a day at OPOTA participating in simulator and role-player scenarios. The tour is designed to both teach the students how officers are trained and also give them a firsthand perspective of the tasks and split-second decision making officers must complete every day.

Scenario Training Equipment Program (STEP) – OPOTA is creating a program which will train students to conduct scenario-based training and then provide equipment for training at the local level for local offices. Topics will include psychological aspects of force, decision making, safety, scenario development, equipment maintenance, and site preparation and control. OPOTA will lend scenario based training equipment (e.g., protective helmets, simunitions gear, knee pads, elbow pads, etc.) to agencies whose officers have successfully completed the instructor-level STEP program. Once the agency has completed their scenario-based

training, the equipment will be collected and forwarded to another agency for their scenario-based training use.

Distance Learning – OPOTA began offering one 8-hour course through a webcast platform in 2016. The interactive live streaming of the course allowed for nearly 17,000 additional students to participate. With the positive feedback and reception, we'll be looking at re-designing some of our traditional courses into a blended webcast/in-person course which would decrease the travel time and expenses associated with being away for a multi-day training course. Also as evidence of the desire to use distance learning options, OPOTA's online library of electronic courses has expanded its course completions from just over 26,000 in 2011, to nearly 127,000 in 2016. We'll be looking for ways to expand the quality and experience of our distance learning course options.

Trauma Informed Policing – For 2017, continuing professional training, we created a 6-hour course in partnership with the Ohio Department of Mental Health and Addiction Services. This course builds upon our 2016 de-escalation with a focus on mental illness and community-police relations courses. The course provides an understanding of the role of trauma in response to stress in order to appropriately interact with, and address situations that involve adults and/or juveniles with mental illness or co-occurring mental health and substance abuse disorders. It also touched on the secondary or

vicarious trauma that officers experience.

Basic Training Updates– Since 2011, the basic training programs have been fully updated every three years, with curriculum updates being released every six months. These changes have been guided by the Job Task Analysis (JTA) completed in 2011. Another JTA is currently underway and expected to be completed in Spring 2017. This data will be used to shape curriculum revisions for the next 3-5 years.

They also completed redesigning the legal lesson plans to include dozens more group exercises and student centered learning activities while reducing the amount of lecture time in each lesson plan.

Peace Officer Certification Standards – Entrance standards for peace officer basic training have increased. The latest standards involve a drug screen, and additional criminal disqualifiers.

#### Basic Training

##### Commander/Instructor

Qualifications – Ohio has a decentralized basic training model. We currently have 60+ organizations which run peace officer basic academies on a routine basis. To increase oversight and performance standards, numerous quality control measures have been implemented, including increased qualifications for certification, renewal requirements, and a commander operational review evaluation.

**Indiana:** The Indiana Law Enforcement Academy is emphasizing programs that develop officers and enhance training

and establish standards so that Indiana's law enforcement community can continue to professionalize. These new programs include the Senior Instructors Program, online training modules, alumni equipment support, many new shooting courses, a psychological services division, and a two-tier CSI program.

Many of the Academy facilities are in need of repair, and they continue to work with their alumni association and look for sources to fund the repairs that are needed.

A major accomplishment was the approval of the Governor's Office for the Academy to pursue legislative changes to its training statutes. The changes involved rewriting the refresher law and creating a more streamlined way to update in-service training requirements.

**Arkansas:** Arkansas is in the middle of our Legislative Session and has introduced a significant packet. Most of the bills consist of "clean up" language resulting from a line by line review of every CLEST statute. Substantive changes include the authority to impose administrative penalties on agencies that show a pattern of non-compliance, a requirement for new or inactive agencies to appear before the commission with administrative and financial structures along with required policies before they may start operations, and subpoena authority for the commission. They are also working with sponsoring legislators on instituting a solid plan for crisis intervention and team training. They received funding to coordinate the initiative. The training initiative parallels the One Mind campaign launched in October by BJA and IACP. They are starting an academy at Camp Robinson in central Arkansas in partnership with our Arkansas Adjutant General. He is providing the space to conduct the academy. The Central

Arkansas Law Enforcement Training Academy is our third campus. They also have academies in south Arkansas (ALETA) and Northwest Arkansas (NW ALETA).

- **Southern Region** (Rebekah Taylor) (LA) The Southern Region representative could not attend the meeting so President Brian Grisham provided a brief update for the Southern Region.

**Louisiana:** No representatives could attend due to severe flooding in Louisiana.

**North Carolina:** There is new leadership in the training section in North Carolina, but the POST leadership remains the same.

**Tennessee:** Tennessee is in their seventh year of their Public Safety sub-cabinet. There have been several legislative initiatives that have had a big impact on their opioid prescription process. Tennessee was the leading state in over prescribing opioids; and now that they have gotten the prescription drugs off the street, they are unfortunately starting to see them being replaced by heroin.

They are under a governor's initiative to mandate training for all officers on "Just and Fair Policing in a Democratic Society." Tennessee is in the process of finalizing and rolling out that training.

They are one of three states that has a pay supplement for the individual officer for completing their training (Kentucky and Louisiana are the other two). They have proposed some legislation to increase the amount and they currently have a surplus so they have the funding to increase it.

They have now instituted a 3-week transition school for those officers coming from other states. There were too many deficiencies from officers

coming from other states so they decided to create this transition school to improve their abilities.

Tennessee just celebrated their 50<sup>th</sup> anniversary.

- **Midwestern Region** (Gary Steed) (KS)  
Gary provided a brief update on Kansas, but the Midwest Region has not had their regional meeting yet so he did not have an update for the rest of the region. Kim Vickers provided an update for Texas.

**Kansas:** Kansas has had some staff changes. Eric Williams, Legal Counsel, was elected as a District Judge, 18<sup>th</sup> Judicial District, and Wichita. He was replaced by Michelle Meier who is a former prosecutor for the City of Wichita. Dave Warry, Associate Director for the Kansas Law Enforcement Training Center, is retiring in March. He will be replaced by Ron Gould. Both Dave Warry and Ron Gould have been long time members of IADLEST.

Last year KLETC and KSCPOST reported declining revenues and efforts to obtain increased revenue. KSCPOST is funded totally by Municipal Docket Fees. Docket cases continue to decline, but the 2016 legislature increased KSCPOST share from \$2.50 to \$5.00 per case. KLETC now receives a fee on license plates for certain vehicles that has restored adequate funding for the Academy.

KSCPOST has been able to purchase a Central Registry. KSCPOST is now working with the Kansas Legislature on a KORA bill regarding public access to records.

Blue Courage is big in Kansas, and they are having a hard time keeping up with the training demand.

**Texas:** The Legislation says that this year's budget is down so everyone is

getting a 4% cut in funding. However, they are still paying quite a bit of money into border security.

Texas had an issue in Harris County where they received information that a psychologist was selling psychological exams. Texas put three different people undercover and paid for the exam. They filled out the exam in a way in which they should have failed, but they passed. There are now 24 Felony counts against the psychologist and her husband. Texas is now in the process of revamping how they do psychological exams: who can do it, the process they must follow, including a process for remote exams, etc.

The Texas Legislature is in session and a freshman legislator is introducing a bill that would require physical fitness testing for every officer every year and TCOLE would have to suspend officers' licenses if they do not pass. The bill would also require a psychological test for every officer every two years, too. TCOLE is fighting this bill behind the scenes citing the logistical and financial issues this would pose.

The legislature is also pushing TCOLE to teach middle school students on how to interact with law enforcement officers. TCOLE is still working on a plan to do this.

- **West Region** (Victor McCraw) (ID)  
Victor McCraw gave the update for the West Region. The West Region had their regional meeting on December 4, 2016. Next year they are planning on hosting the meeting in Arizona in November or December.

### **Oregon**

Oregon has a lot of money – they have a good reputation so people come to them wanting to give them grant money. They also administer HIDTA money.

### **Colorado**

Colorado is getting money from the marijuana sales tax. They give money out for in-service training, but they do not have a great tracking system to see what the money is being spent on so they are working on strengthening their tracking process for where that money goes.

### **Nevada**

The academy hosted the regional meeting. They did a presentation on use of force. They adopted everything that the Federal DOJ recommended and decided to get in front of the use of force proposals rather than have their legislature dictate something to them.

### **Idaho**

Officers cross borders (especially to Utah) for training, but Idaho will not give credit for training unless it is NCP certified or approved by Idaho POST.

Idaho is going to the legislature to ask for a direct funding source to help with their budget. 2015 was one of the worst years in the history of Idaho when it comes to the budget. They even need money just to pay the salaries of their staff.

Idaho is also instituting a new policy that if someone has used marijuana in the last five years they must wait three years without use to become an officer.

They are also making some changes in their decertification form.

### **Alaska**

Alaska is trying to build up their staff and hired two people.

**Arizona:** Arizona is funded by citations, but they are starting to see a drop in funding. They will be going to the legislature to ask for more money for the first time ever.

They are preparing to fund 62 people from 15 countries to attend the IADLEST annual conference in Nashville. Gary Bullard is in contact with two other countries that are funded by the State Department to bring attendees to the conference as well.

They are looking at hosting four different international breakouts at the conference. One session Gary Bullard was thinking would be good is for someone to talk to the international attendees on the NCP. There were also a number of proposals from Brazil so they may conduct one of the breakout sessions.

Garry Bullard also asked if anyone knows of any mid-level police managers that speak French. He needs a few people to help him with some programs in Africa. Please send any names you have to Gary.

**ADJOURNMENT:** Having no other business to conduct, President Grisham called for adjournment at 1:27 PM Pacific Standard Time. There was a **MOTION** by Sue Rahr and a **SECOND** by Kim Vickers to adjourn. The **MOTION CARRIED.**

Next Executive Board Meeting: May 21, 2017, in Nashville, TN, at the Annual IADLEST Conference.

Next General Business Meeting: Wednesday, May 24, 2017 in Nashville, TN, at the Annual IADLEST Conference.

### **EXECUTIVE COMMITTEE MEETING MINUTES May 21, 2017 Nashville, Tennessee**

**CALL TO ORDER:** President Brian Grisham (TN) called the meeting to order at 1:05 PM Central Standard Time on Sunday, May 21, 2017.

– **International Region** (Gary Bullard) (DC)

**ROLL CALL:** The roll of attendees was called by Secretary Pederson (WI). There were 11

Executive Committee members present:

President Brian Grisham (TN)  
First Vice-President Dan Zivkovich (MA)  
Second Vice-President Sue Rahr (WA)  
Treasurer Dave Harvey (MI)  
Secretary Stephanie Pederson (WI)  
Northeast Region Representative Michael Wood (NY)  
Central Region Representative Jami Cook (AR)  
Southern Region Representative Rebekah Taylor (LA)  
Midwest Region Representative Gary Steed (KS)  
Western Region Victor McCraw (ID)  
International Region Gary Bullard

Committee members absent:

Immediate Past-President Kim Vickers (TX)  
Second Immediate Past-President William Muldoon (NE)

There was a quorum to conduct business.

IADLEST Staff:

Executive Director Mike Becar  
Director of Operations Yvonne Pfeifer

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

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

**Earl Hardy**

Senior Policy Advisor  
Federal Motor Carrier Safety Administration

Mr. Hardy thanked IADLEST for their involvement and support with the large truck and bus enforcement training. IADLEST helped administer a challenging grant dealing with this training. Mr. Hardy said he cannot promise that IADLEST will get

another grant, but he is hopeful there will be another grant awarded to continue this training around the country.

The goal of this training is to eliminate large truck and bus crashes. The biggest preventable issue with large truck and bus drivers is distracted driving. It is going to take local law enforcement officers enforcing traffic violations to change this behavior. By administering this training throughout the country, the Federal Motor Carrier Safety Administration hopes to see a drop in large truck and bus crashes.

Mr. Hardy also asked that if any state is currently dealing with autonomous (driverless) vehicles too. Please contact him. He is trying to collect some data on these vehicles. There are federal regulations that state that a driver has to be in the seat while the vehicle is in operation. However, there are some driverless trucks where drivers have been found to be asleep in the back compartment of the vehicle.

Some states have passed laws that exempted these drivers/vehicles from traffic violations. Mr. Hardy is trying to collect policies, laws, etc., dealing with these vehicles. There will be a federal policy coming out to address these issues and what officers should do when encountering these vehicles. This policy will not do anything to impede the technology, but it will ensure these vehicles are operated safely.

**Renee L. Wright, M.Ed.**

Outreach Team Manager  
Columbia Southern University  
Orange Beach, AL

Ms. Wright provided an overview of the Columbia Southern University's education program. The University is nationally accredited by the U.S. Department of Education. The University is completely online, and it provides Associate's degrees all the way through to Master's degrees in Emergency Services programs.

Ms. Wright said the University is seeking a partnership with IADLEST. The University will help IADLEST in any way it can and in return would like IADLEST's help in disseminating information and materials to the IADLEST membership. The University also offers scholarships three times per year that will cover up to \$12,600 for one online degree program.

**Julie Yunker**, Deputy Director of Training  
Fight Crime: Invest in Kids  
Police Training Institute

Deputy Director Yunker provided an overview of the Police Training Institute (PTI) Fight Crime: Invest in Kids program. She also provided an update on the plan that John Shanks provided to the executive committee in February. Phase 1 included piloting the program at four agencies in the United States (two of which had to be in California as a funding requirement). The agencies were from Austin, TX; Orlando, FL; Fresno, CA; and San Bernardino, CA. The first three agencies listed were evaluated, and the last agency will be evaluated in June. The program will be improved based on those evaluations.

The next step includes running the improved program at four more agencies. Two agencies must come from California again. If any agency is interested in being one of these four agencies, please contact Deputy Director Yunker. The requirements would include an agency that has between 300-500 sworn officers and one that could devote 20-25 officers to the program. They will be selecting the next four agencies in the coming weeks. Deputy Director Yunker added that they will eventually seek National Certification from IADLEST in regards to this program.

**Bill Lewinski**  
Force Science (via teleconference)

Mr. Lewinski reviewed the results of a study that was conducted with recruits from Canada, England, and the United States regarding skill mastery and skill retention.

The study was small and included 125 recruits with skills chosen by the academies along with their academy criterion for each skill. The study sampled simple and complex skills 16 times. The professor who conducted the study stated that skills are considered "mastered" if an individual can perform the skill at 80%, and the concern was that the average passing score in the academies only required 70%.

The study also revealed that complex skills deteriorated after one week, and simple skills deteriorated after eight weeks. The study said that most recruits could talk about the skill, some could demonstrate it, and few could apply it successfully. They also determined that recruits, on average, only practiced a skill for 18 minutes total during the recruit academy. Finally, the study showed that instructors lacked an understanding of how students learn psychomotor skills.

Mr. Lewinski wanted to bring these study results to IADLEST's attention and asked for advice on what to do with this information. The executive committee suggested that while the results are probably true across law enforcement training, this study was relatively small and recommended that more studies and research be done to confirm these results. A number of executive committee members offered up academies in their state to participate in further studies.

Additionally, the executive committee recommended that Force Science provide some research that clarifies what it takes to achieve proficiency. For example:

- How many repetitions are recommended?
- What are different delivery mechanisms that help achieve proficiency?
- Is there a recommended amount of time or frequency on how often skills should be practiced, etc.?
- What works, and what techniques have been successful?

- How can training be changed to increase retention?

Executive Director Becar stated that he can assign 3-4 individuals that can work with Mr. Lewinski. They can bring the information back to the executive committee and serve in an advisory role during the additional research.

#### **APPROVAL OF EXECUTIVE**

**COMMITTEE MINUTES:** President Brian Grisham asked for a motion to approve the Executive Committee Meeting Minutes from February 4-5, 2017. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Sue Rahr to approve the minutes. The **MOTION CARRIED**.

#### **EXECUTIVE DIRECTOR'S BRIEFING:**

Executive Director Becar provided information on the following:

- **Changes in POST Directors:**
  - Adam Kisthardt is no longer the POST Director in Pennsylvania. The new director is Major Troy Lokhaiser.
  - William Baldwin is no longer the POST Director in Honolulu. The new director is Keith Horikowa.
  - Scott Rechtenbaugh moved to another position in South Dakota. The new POST director is Chad Mosteller.
  - Sean Moriarty was promoted in Delaware. The new POST director is Captain Jennifer Griffin.
  - Dave Harvey retired from the Michigan POST. The acting POST director is Hermina Kramp.
  - Tony Barthuly was promoted within the Wisconsin Department of Justice. No acting director was named since Tony Barthuly is still in the chain of command. Their job announcement closes on June 5, 2017.
- **Bookkeeping:** IADLEST was in the process of changing the bookkeeping system from Check Writer to QuickBooks. However,

IADLEST was still having problems with QuickBooks after switching over. So IADLEST is now switching to QuickBooks online, and Yvonne will be going through training after the 2017 conference. IADLEST is also working with a CPA to bring the bookkeeping back in line.

- **Travels:** Dave Harvey traveled for Mike Becar on some occasions as follows:
  - Dave Harvey attended the Midwest Region meeting in Kansas on March 5-7, 2017.
  - Dave Harvey will conduct a presentation on IADLEST at SSPADS on June 26, 2017.
  - Brian Grisham, Dan Zivkovich, Kim Vickers, and Dave Harvey attended some meetings on Capitol Hill for Mike on April 6, 2017.
  - Dan Zivkovich and Dave Harvey met with the following agencies on April 7, 2017:
    - Jones & Bartlett
    - Department of Justice
    - NHTSA
    - Fara Gold, DOJ Criminal Sections
- **National Certification Program Problems**

Executive Director Becar reminded everyone again to support the National Certification Program (NCP). There are large agencies in the country that are not supporting the NCP. NCP is raising the bar on training; and in order for it to be a success, everyone needs to enforce vendors using the program.

There are now 150 certified programs. The programs that tend to pass the NCP standards with little or no problems are those programs that were developed by individuals trained by or working within the POSTs. There are many programs that did not pass the review process for things such as not having lesson plans, only having a PowerPoint presentation, not including performance objectives, not having an evaluation/assessment process, having outdated material, no references, and copyright violations.

Michigan, Idaho, Nevada, and Arizona have all written into their rules and regulations that any outside programs that come into their state to conduct training have to be NCP certified. If a POST still wants to review a program after it received NCP certification, the POST can still do that.

– **Future Conferences**

Executive Director Becar mentioned that at the last executive committee meeting, there was a call for volunteers to host the 2019 conference or even in future years. Yvonne Pfeifer typed up the criteria of what IADLEST expects from hosting states. It mainly focuses on helping find a keynote speaker, finding some key individuals to open the conference (Local Chief or Sheriff, Mayor, etc.), providing a color guard to perform opening ceremonies, and providing some staff members to help at the conference itself. If anyone is interested in hosting in the future, Executive Director Becar will provide you with the criteria for the hosting state. Yvonne Pfeifer and the IADLEST staff do the rest of the work in setting up and running the conference.

– **IADLEST Staff Update**

Dave Harvey was hired as the IADLEST Deputy Director to help Executive Director Becar as IADLEST grows. Dave Harvey will start in this position officially on June 1, 2017. He will supervise the IADLEST staff, conduct evaluations, and ensure that IADLEST is meeting the goals outlined in the mission statement and strategic plan.

Executive Director Becar also stated that IADLEST is in need of a financial officer with CPA credentials who can oversee funding and grants. IADLEST is receiving a number of grants that require deliverables and grants that are complicated to administer. Having a financial officer oversee those grants and funds will ensure that IADLEST is complying with all of the requirements and using the funds efficiently. IADLEST will be looking for funding to hire a financial officer in the future.

**IADLEST TREASURER'S REPORT:**

Treasurer David Harvey (MI) provided the following information:

Assets: \$685,314.31  
Liability: \$293,663.33  
Balance: \$391,650.98

President Brian Grisham asked for a motion to approve the Treasurer's Report. There was a **MOTION** by Dan Zivkovich and a **SECOND** by Sue Rahr to approve the Treasurer's Report. The **MOTION CARRIED**.

**CONFERENCE REPORT:** Yvonne Pfeifer said that there are 267 attendees at this year's conference in Nashville which is a 28% increase from last year's conference. There are 22 POST Directors and representatives from 35 states and 12 countries attending this year. She explained that the vendors really help pay for the conference every year and asked that the executive committee members make it a point to visit the vendors and thank them for supporting the conference and IADLEST.

Three weeks ago, IADLEST received a substantial contribution from Engility but they did not want a booth or any presentation time (which was offered). Instead, Yvonne made sure to put their logo on everything she could; napkins, key cards to hotel rooms, signage throughout the conference area, and throughout the conference program.

Yvonne then went through some of the highlights of the conference including the welcome reception Sunday night and the dinner at BB Kings on Monday night.

The 2018 conference will be in Boston from May 20 – 23 at the Revere Hotel. We still need a location for the 2019 conference - so if anyone is interested in hosting 2019 please contact the IADLEST Executive Director. Secretary Pederson said she would check with her POST and see if they'd be interested in hosting in Wisconsin in 2019.

## ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS

### – **Personnel Committee Bylaw Changes** (Dan Zivkovich (MA))

The following Bylaw changes were published to the general membership 30 days in advance. They will be presented at the Business meeting on Wednesday, May 24, 2017 for a vote by the general membership. There is no action needed by the executive committee at this time.

- 3.2.6, which deals with the process of input on applications for membership;
- 3.3.5, which deals with Life Member rights and privileges, and;
- 5.1, which deals with the eligibility to run for association office.
- 5.7.7. Annually appoint an Accreditation Committee consisting of five (5) persons consisting of no less than three (3) POST Directors, one (1) Academy Director and one (1) trainer.
- 5.7.7.1. The Accreditation Committee shall review, provide recommendations and findings and act upon current and proposed accreditation standards and scoring matrixes.
- 5.7.7.2. The Accreditation Committee shall review, provide recommendations and findings, and act upon current and proposed actions and recommendations of staff related to agency accreditations.
- 5.7.7.3. The Accreditation Committee shall make an annual report to the Executive Committee.

## NEW BUSINESS

- **Endorsements** (Dave Harvey)  
Dave Harvey said that as IADLEST grows, we will have to start looking for more funding sources in the future. IADLEST has traditionally been reluctant to put the IADLEST name and logo on products; however, it may be time to revisit that issue.

IADLEST was recently approached by Jones & Bartlett. They want to partner with IADLEST in either developing a new book or endorsing one of theirs. IADLEST would then share the revenue with Jones & Bartlett. Dave Harvey said that Jones & Bartlett submitted a contract, but he has not done anything with it yet because he wants to know how the executive committee feels about this first.

The executive committee was in favor of this; however, Jim Copple recommended that IADLEST have a policy in place first. The executive committee decided to create a working group to discuss this issue further, develop a policy and the criteria to decide whom to endorse, look at conflicts of interest, and determine if federal funding could create an issue. President Brian Grisham said he would do some recruiting for this committee.

### – **COPS Grant and Regional Meetings** (Dave Harvey)

IADLEST received a \$100,000 grant for a two-year period to look at law enforcement standards across the country. IADLEST will survey each region, and Dave Harvey will attend each regional meeting to discuss the grant and collect the data. This will be the main topic at the regional meetings, and IADLEST is encouraging each state to attend so that there is 100% participation. The grant will pay for one POST director (or the director's representative) to attend the regional meeting.

## COMMITTEE AND SPECIAL ASSIGNMENT REPORTS

- **Election Committee** (Sue Rahr) (WA)  
There are two positions open on the executive committee this year. The first is the position for 2<sup>nd</sup> Vice President. The committee sent out a notice to the general membership recruiting for this position. Victor McGraw from Idaho has volunteered for the position.

The second position that is open is for Treasurer. Since Dave Harvey was hired as the Deputy Director for IADLEST, he can no longer serve in that position. Jami Cook (AR) said she'd think about taking that position, but it would mean that the Central Region would have to choose a new Regional Representative.

The executive committee will bring this information to the general business meeting on Wednesday, May 24, 2017, but will also ask for any other nominations at that time. All nominees will make a presentation to the membership before a formal vote.

- **NLEARN/Website Redesign** (Mike Becar)  
Executive Director Becar said that the NLEARN redesign continues. He said that the executive committee may get the chance to see the website at the October meeting or at least be given an update on where the website is at that time.
- **Sourcebook** (Mike Becar)  
Executive Director Becar sent an email to each POST Director with an email and log-in for the Sourcebook. If a POST participated in the 2005 Sourcebook, those answers were populated in the current online Sourcebook. States will have to go in and make sure the information is still relevant or update it if it is not. Executive Director Becar stated that the Sourcebook is only relevant if every state participates, and he encourages everyone to add their information soon.

Dan Zivkovich brought up some issues he's encountered in the Sourcebook. First, he found that when he logged out part way through the questions, when he logged back in it would take him back to the first question again and he had to tab through each question to find where he left off. Secondly, he felt that question 6 was out of sequence. Finally, he found that when he logged out and logged back in the answers to questions 8 and 9 changed places. Executive Director Becar stated that he would pass on this feedback and asked that

if anyone else encounters issues like this to let him know.

- **Strategic Plan** (Mike Becar)  
Executive Director Becar passed out a copy of the strategic plan to the executive committee. He explained that this document is now being used in discussions on Capitol Hill and used as a tool to secure future funding. It is a dynamic document, and Executive Director Becar is developing a chart on implementation so IADLEST can check off which goals have been completed. He also plans on sending out updates on what was accomplished and will post these on the IADLEST website as well.
- **Capitol Hill Meetings** (Mike Becar)  
Kim Vickers, Dan Zivkovich, Brian Grisham, and Dave Harvey plan on conducting a follow-up meeting/workshop with the law enforcement Senate Caucus to cover a number of topics, including the certification issue in July.
- **Personnel Committee** (Dan Zivkovich)  
Dan Zivkovich reminded the executive committee that the Personnel Committee members are now Kim Vickers (chair), Victor McGraw, and Jami Cook. The committee's focus will be to create the evaluation process for the Executive Director and IADLEST staff. Once these forms and/or process are finalized, it will be sent to the executive committee for review.

The executive committee also discussed when the evaluation review should take place. Should it be at the October meetings or the spring (February) meetings? A motion was made to review the evaluations at the spring meetings.

President Brian Grisham asked for a motion to make the spring meeting the annual date to discuss and review IADLEST staff's (including the Executive Director's) performance and compensation. There was a **MOTION** by Rebekah Taylor and a **SECOND** by Sue Rahr to approve the spring meeting as the annual date to discuss and

review IADLEST staff performance and compensation. The **MOTION CARRIED**.

- **Additional Comments:** Executive Director Becar requested that the executive committee provide him with feedback mid-year at the annual conference. It does not need to be in writing; but in addition to the strategic plan, he would use the feedback like an action plan on which direction to take IADLEST in.
- **Executive Director** Becar provided the following numbers to the executive committee:
  - There are currently 210 paid members in IADLEST and 81 unpaid members for a total 291 members.
  - Increasing membership will not make a big dent in increasing funding so Executive Director Becar does not think raising dues makes sense.

**ADJOURNMENT:** Having no other business to conduct, President Grisham called for adjournment at 4:05 PM Central Standard Time. There was a **MOTION** by Rebekah Taylor and a **SECOND** by Mike Wood to adjourn. The **MOTION CARRIED**.

Next Executive Board Meeting: October 21, 2017, in Philadelphia, PA, in conjunction with the IACP conference.

