

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.



2021 ANNUAL CONFERENCE POSTPONED TO MAY 15-18, 2022



Despite our optimism when we first postponed the conference in 2020 to 2021 that we would be able to host the conference this year, the continued development of COVID-19 around the world and the seriousness of the new variants, at this point in the year, it is impossible to have a safe and responsible in-person event yet.

Because of this, the IADLEST Executive Board and staff made the difficult decision to, once again, postpone the conference until 2022.

We would rather postpone the conference until the following year, giving the public health situation more time to improve, so that we can bring you the quality training programs, networking opportunities, and vendors you deserve – in person.

The program of the conference, as it was planned for May 2021, will be transferred in its entirety to **May 15-18, 2022**.

Things to know:

1. Your current registration will automatically be applied to the rescheduled 2022 dates. If you are unable to attend the new dates, you may transfer your registration to another person by emailing us with the name and email address of the person who will be taking your place.
2. If you are a speaker and your presentation has been accepted, please know that we plan on keeping the training tracks the same, albeit with possible agenda modifications within the rescheduled conference dates; and revised contracts will be sent out in the next few months.
3. As a vendor, we are happy to reserve your spot at next year's event. We will assume you want your reservation carried over to next year. If you don't, please request a refund by responding to this email, and we will gladly process your request.
4. All room reservations previously made on the conference room block at the Omni Fort Worth will be cancelled automatically and confirmations will be emailed if an email address is on file with the hotel.

We appreciate your loyalty and are grateful to you for standing with us during this unprecedented time in all our lives. We sincerely hope to see you all, up close and in person, in 2022.

Please contact yvonne@iadlest.org if you have additional questions.

Thank you conference sponsors!

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; 152 S. Kestrel Place, Suite 102; Eagle, ID 83616-5137; 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.

MEETING SCHEDULE

The COVID-19 pandemic and the prohibition on holding large gatherings have altered the IADLEST in person meeting schedule. The Executive Committee meetings are now held regularly via telephonic conferencing.

POSTPONED: The annual conference that was scheduled for May 2021, Fort Worth, Texas, has been postponed.

More details will be forthcoming on a date and time for a Zoom business meeting in lieu of an in person annual meeting. Please contact yvonne@iadlest.org if you have questions.

POST DIRECTOR CHANGES



Oregon: Gov. Kate Brown has appointed a retired career FBI agent to lead the state's police safety certification and training agency.

Jerry Granderson, who retired in April after nearly 23 years with the FBI, will start as director of the Oregon Department of Public Safety Standards and Training on March 22.

Granderson, 57, served as an FBI field agent in Illinois, working on narcotics, domestic terrorism, and organized crime investigations and as a program manager for the FBI's international law enforcement training academies in Botswana, Hungary, El Salvador, and the United Arab Emirates.

He also had been an FBI academy instructor focused on leadership, ethics and contemporary policing courses according to the governor's office. He was assigned to the FBI National Security Branch's Foreign Terrorist Tracking Task Force where he supervised intelligence analysts in detecting and obstructing terrorists from entering the United States. He also has provided civil rights and leadership courses to local police departments that have been under federal consent decree for civil rights violations according to his LinkedIn profile.

After retiring, he worked as a senior police adviser for SAIC Corp., a defense, aviation, information technology, and biomedical research company.

Granderson, who most recently lived in Fredericksburg, Virginia, holds a bachelor's

degree in fine arts and a master's degree in international relations from Western Illinois University. He is a veteran of the U.S. Army, having served in the 82nd Airborne Division and 12th Special Forces Group of the Army Reserves.



Vermont: Heather Simons comes to the position of Executive Director of the Vermont Criminal Justice Council from the Vermont

Department of Corrections. She most recently held the position of Director of the Office of Professional Standards, and has worked in corrections and criminal justice for 30 years.

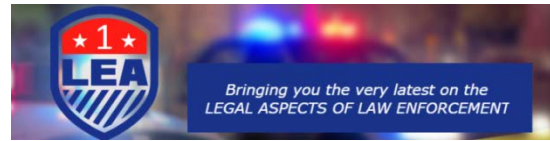
Director Simons Graduated with a BA from York University in Toronto Ontario, and began her career in pre-trial supervision with Ontario Ministry of Corrections. Ms. Simons returned to Vermont in the 90's as a probation officer, and has since enjoyed a number of positions including Director of Training, Principal Assistant to the Commissioner, and Director of the Prison Rape Elimination Act for the Vermont Department of Corrections. Her career has focused largely on the development of criminal justice professionals, including consulting and training practitioners and leaders in probation, prisons, law enforcement and the judiciary.

Ms. Simons is a past president of the New England Council on Crime and Delinquency, a member of the Vermont State Police Fair and Impartial Poling Committee, the Association of Women Executives in Corrections and a number of additional criminal justice and social justice associations.

Director Simons brings with her a robust and diverse consultant history addressing sexual

safety, de-escalation, equity, culture, and leadership both in the private and public sector.

LEGAL UPDATES



By: *Bruce-Alan Barnard, JD, LL.M.*

CASE SUMMARY

TORRES v. MADRID, 592 U.S. _ (2021)

Note: This is a very important Supreme Court decision and existing POST curricula in Fourth Amendment Law, Use of Force, and Officer Liability should be immediately updated to reflect this Supreme Court Decision.

On March 25, 2021 the United States Supreme Court issued its long-awaited decision in *Torres v. Madrid*, 592 U.S. __ (2021). The issue before the Supreme Court in this case was whether the application of physical force is a seizure if the force, despite hitting its target, fails to stop the person.

The facts of the case are straightforward. New Mexico State Police officers Madrid and Williamson, went to an Albuquerque apartment complex to execute an arrest warrant for an individual and spotted Torres and another person standing near a Toyota FJ Cruiser. Her companion departed, but Torres got into the driver's seat. The officers attempted to speak with Torres. Going through methamphetamine withdrawal and believing the officers to be carjackers, Torres hit the gas to escape. The officers fired their service weapons a total of 13 times in an attempt to stop Torres, striking her twice. Torres managed to escape in the Toyota, parked the Toyota in a nearby parking lot, and then stole a Kia Soul and drove to a hospital in Grants, New Mexico, 75 miles away. Torres was then airlifted back to a hospital in Albuquerque, where the

police arrested her the next day. Torres later sought damages from the officers under 42 U.S.C. §1983. She claimed that the officers used excessive force against her and that the shooting constituted an unreasonable seizure under the Fourth Amendment. Affirming the District Court's grant of summary judgment to the officers, the Tenth Circuit held that "a suspect's continued flight after being shot by police negates a Fourth Amendment excessive-force claim."

The United States Supreme Court vacated the Tenth Circuit decision and held *the application of physical force to the body of a person with intent to restrain is a seizure, even if the force does not succeed in subduing the person.* The officers seized Torres by shooting her with the intent to restrain her movement. The case was remanded to lower court to determine reasonableness and resolve issues of damages and Qualified Immunity.

Here are the key points of this decision for immediate consideration by law enforcement trainers nationwide:

1. The mere physical touch of the person by the bullet is an arrest and, therefore, a Fourth Amendment seizure the moment the bullet touches the person.
2. The bullet hitting the person is an arrest, not an attempted arrest.
3. A seizure by force lasts only as long as the application of force. The Fourth Amendment does not recognize any "continuing arrest during the period of fugitivity." The arrest is momentary and if the person eludes capture, they are no longer under arrest. Brief seizures are seizures all the same. "A seizure is a single act, and not a continuous fact." (quoting *Hodari D.*)

4. There are two methods of effectuating arrest: Application of force and show of authority. This decision concerns only application of force. Show of authority from *Hodari D.* case is unchanged (show of authority and yield to the authority).
5. The force can be applied from a *distance* (as with a bullet).
6. A seizure requires the use of force with *intent to restrain*. Not every physical contact between a government employee and a member of the public will be a Fourth Amendment seizure. Accidental force will not qualify.
7. The appropriate inquiry is whether the challenged conduct *objectively* manifests an intent to restrain (not the subjective motivation of the officer).
8. The **amount of force** used is pertinent in assessing the objective intent to restrain. A tap on the shoulder to get one's attention will rarely exhibit such an intent.
9. The seizure does not depend on the **subjective beliefs** of the person being seized.
10. Unlike a seizure by force, a **seizure by acquisition of control** involves either voluntary submission to a show of authority or the termination of freedom of movement.

This is a very important Supreme Court decision and existing POST curricula in Fourth Amendment Law, Use of Force, and Officer Liability should be immediately updated to reflect this very important Supreme Court Decision.

View video presentation: [CLICK HERE](#)



About the author: IADLEST member Bruce-Alan Barnard, JD, LLM [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

**NATIONAL CERTIFIED PROGRAM
SHOWCASES**

VirTra’s Training Programs
by: Peggy Schaefer, NCP Program Director



Since its inception, the National Certification Program has impacted training at so many different levels. The NCP improves and promotes viable and professionally prepared training programs from improving basic design and development, supporting organization and structure, and encouraging dynamic participant involvement.

VirTra submitted its first innovative training program for review in July 2018 and has presented 17 more courses and four renewals that have all passed the rigors of the NCP! These courses challenge officers’ critical decision-making and tactical skills by employing the VirTra simulator and maintaining consistency in training from student to student using an instructor embedded in the simulator to deliver the same lesson. The topics are engaging and appealing:

Course Title	NCP Number
Contact and Cover Concepts	18119-1807
Human Factors in Force Encounters	18120-1808
Injured Officer Handgun Manipulation	18122-1808
Tourniquet Application under Threat	18123-1809
Taser Targeting	18126-1809
High Risk Vehicle Stop: Communication to Custody	18171-1901
Simulation Science: Foundations of Simulated Event Module 1	19172-1901
Gap Analysis and Troubleshooting	19175-1904
Fundamentals of V-Marksmanship	19176-1907
VirTra Advanced V-Marksmanship	19185-1906
Active Threat/Active Killer (ATAK):Basic Principles-(Module 1) 19216-1910	19216-1910
Tourniquet Application	20227-2003
Weapon Transitions Concepts and Skills	20228-2003
Driving Simulator Curriculum: Emergency Vehicle Operation	20240-2005
Special Populations: Autism	20241-2005
Mental Illness Training: A practical Approach	20246-2007
Contact and Cover Concepts (Renewal)	20250-2007
De-escalation: Presented by VirTra and Vistelar	20254-2008
Injured Officer Handgun Manipulation (Renewal)	20258-2008

Human Factors In Force Encounters (Renewal)	20259-2008
Tourniquet Application Under Threat (Renewal)	20263-2008
Taser Targeting (Renewal)	20275-2010
Crisis De-escalation	20276-2011
Simulation Science: Foundations of Simulated Event Training (Module 1) (Renewal)	21320-2102
High-Risk Vehicle Stop: Communication to Custody (Renewal)	21321-2102

VirTra’s commitment to providing a quality experience using their simulator is unsurpassed. Lon Bartel, Director of Training, understands the curriculum development process and guides his team on each submission. The VirTra training team selects critical topics that officers face daily and provides them with opportunities to practice safely in the simulator to minimize the risk in the field. Congratulations to VirTra for their dedication to training!

All training providers should consider the IADLEST NCP to validate and assess your training program for compliance with national *best* practices in training design. For more information, go to the IADLEST National Training Catalog located at www.firstforward.com.

**CONFLICT RESOLUTION
FOR LAW ENFORCEMENT**

*by: Dr. Megan Price: Center for Applied
Insight Conflict Resolution
www.insightpolicing.com*

Enroll in Insight Policing Virtual Training – *Conflict Resolution for Law Enforcement*. Take the opportunity while you can to enroll yourselves and your officers in Insight Policing: Conflict Resolution

for Law Enforcement as a virtual class. As the world begins to open after the shut-downs of COVID19, the benefits of virtual training will begin to disappear—the ability to learn state-of-the-art skills without the cost and hassle and time of travel.

Insight Policing Virtual Training, taught by Dr. Megan Price, a conflict resolution scholar and professor, and a team of veteran officers, who understand the benefits of communication in law enforcement, offers a unique perspective on maintaining control in the face of resistance, non-compliance, and aggression. Insight Policing reveals the science of conflict decision-making, giving officers a strategic tool they can use in any situation to bring calm and get to the root of the problem so that they can problem-solve safely and effectively.

Insight Policing Virtual Training is a two-day live class delivered over Zoom. It is not your typical virtual course, where you’re listening to lectures for hours on end. Insight Policing Virtual Training is an engaging, experiential, skills-based course packed with activities, practice, videos and discussion that will keep you motivated to learn and ready to execute your skills on the job. Officers earn ten-hours of IADLEST approved in-service credit for the affordable rate of \$165.

“Insight Policing completely reframed my thinking and gave me new tools for engaging with members from any community using targeted communication in a way that preserves respect for all. The skills gained from this Insight Policing course will positively translate into new de-escalation strategies out in the field. I am immensely grateful to have had the opportunity to learn this important framework.” - *M. Wong, March 2021 IPVT participant from Phoenix, AZ*

“Insight Policing is a rewarding and effective approach to conflict de-escalation for law enforcement personnel. The instructors have the approach down to an art and are passionate about sharing it with others. I believe Insight Policing is the future of successful police interactions in North America.” - *S. Smith, February 2021 IPVT participant from Whistler, BC Canada*

Sign up today at: www.insightpolicing.com/register



Academy Innovations Project:

BUILDING A FOUNDATION FOR FUTURE EVIDENCE-BASED INSTRUCTION

by: Dianne Beer- Maxwell, Asst Project Manager

The US Department of Justice, Community Oriented Policing Services (COPS) Office is providing support to IADLEST to conduct a two-year research effort in basic law enforcement academy settings. This new initiative is called *Academy Innovations*.

academy class into four randomly assigned cohorts: in-person control group, online control group, in-person experimental group, and online experimental group.

This experiment will evaluate the efficacy of integrative curriculum design for teaching communication skills in a classroom-based law enforcement training setting at the basic academy level. *Integrative curriculum design* arranges courses around thematic units and strategically reinforces connections between knowledge from different but related subject matter areas. *Distributed practice* is a learning strategy where practice occurs in multiple sessions over a long period. Together,

ACADEMY INNOVATIONS
Experimental Design

ACTIVITY	IN-PERSON CONTROL	ONLINE CONTROL	IN-PERSON EXPERIMENT	ONLINE EXPERIMENT	INTERVAL
Communication Skills	✓	✓	✓	✓	Week 4
Integrated Persons with Mental Illness			✓	✓	Week 8
Integrated Motor Vehicle Stops			✓	✓	Week 12
Scripted Scenario Assessment	✓	✓	✓	✓	Week 16

The Academy Innovations project, designed to develop evidence-based training methods for the law enforcement profession, will test improved methodologies for delivering basic law enforcement training.

The Academy Innovations study is a randomized control trial (RCT). The IADLEST team will work with several academies from across the country to conduct the experiment. Community college-based, municipal/county-specific, and state-run academies will comprise the study sample. The experimental design includes dividing an

integrative design and distributed practice ensure that content is connected, thematically consistent, and addressed numerous times in various contexts throughout a training experience. Using communication skills as the foundational content, the study will integrate core communication skills into motor vehicle stops and response to persons with mental illness at a predictable interval over the 16-week study period.

There are two questions that the research team aims to answer:

1. Does knowledge and skill retention improve if students are exposed to integrated content at predictable intervals at the basic academy level?
2. Does integrated content delivered online, rather than in-person, impact knowledge and skill retention at the basic academy level?

The research team is led by Peggy Schaefer, Project Manager, IADLEST. Jon Blum, Vice President, FORCE Concepts, will design and teach the curriculum segments with Dr. Tim Bonadies, CEO, Law Enforcement Learning, creating the asynchronous online instruction. Dr. Bonadies will also manage the data collection and analysis. Dianne Beer-Maxwell, Assistant Project Manager, IADLEST, provides critical day-by-day support.

The response from academies eager to participate in the research and contribute to the body of evidence for the field is tremendous. The enthusiasm about the opportunity to participate in an experiment to help build evidence speaks to the caliber of leadership currently in academies throughout the country. The academies participating as research partners will bring an elevated level of credibility to improving law enforcement education and training.

The findings of the research will be published toward the conclusion of the project in late 2022. Additional information about the Academy Innovations project, including the research design, can be found on our [webpage](#).



IADLEST LAUNCHES DDACTS 2.0 WEBINAR SERIES

by: *Peggy M. Schaefer, DDACTS Project Manager*



One of our impactful NHTSA deliverables for this grant year is developing and delivering eight webinars showcasing the DDACTS Guiding Principles and specific agency success using the model. Our first webinar, held on January 13, had over 230 registrants with 162 attendees. We focused on the revisions and changes in the model's philosophy and chronicled the model's evolution, especially considering the differences in police culture in the past four years. IADLEST staff Daniel Howard, DDACTS Senior Analytical Specialist, Debra Piehl, and Weatherford, Texas, Police Chief Lance Arnold joined the webinar to discuss how and why the model works in agencies large and small.

Here is the schedule for our remaining workshops. Individuals can [register here](#). All of the webinars are recorded and easily shared with agency staff.

DDACTS 8-part Webinar Series

DDACTS - Overview	Feb. 18 at 2:00 pm
GP1 - Outcomes	March 18 at 2:00 pm
GP2 - Data Collection	April 22 at 2:00 pm
GP3 - Data Analysis	May 27 at 2:00 pm
GP4 - Partners/Stakeholders	June 17 at 2:00 pm
GP5 - Strategic Operations	July 22 at 2:00 pm
GP6 - Information Sharing	Aug 19 at 2:00pm
GP7 - Monitor & Evaluate	Sept 15 at 2:00pm

Sign up to learn how the DDACTS model can work in YOUR agency, reducing crashes and crime while building community trust and legitimacy.

“A Quest For Professionalism”

More than two years in the making, “A Quest For Professionalism” is released. Written with a view on law enforcement, with an emphasis on standards and training from the past to the present. More than 700 pages filled with interesting facts, collected from historical manuscripts and writings of the times, and capturing actual records and memories of the persons involved in the decision-making of NASDLET and IADLEST.

A QUEST FOR PROFESSIONALISM

A History of Law Enforcement and an
Organization Called IADLEST



William L. Flink
and others as noted

On sale through the International Association of
Directors of Law Enforcement Standards and Training

\$40.00 for members

\$60.00 for non-members

Sold through the IADLEST Store at:

<https://www.iadleststore.org/product-page/a-quest-for-professionalism>

“Just received the history of IADLEST. Great job. Thank you. This will also be a great source of reference for my college classes I teach. I didn’t realize it would be so comprehensive.”

~ Dave Harvey

“I am in receipt of your groundbreaking tome. The summaries do not do it justice. It is certainly much more impressive in person.”

~ Dan Zivkovich

“This book is historically significant in that it uncovers and lays out, in great detail, the history of not only the organization, but likewise the original members and founders ... the book is Great!”

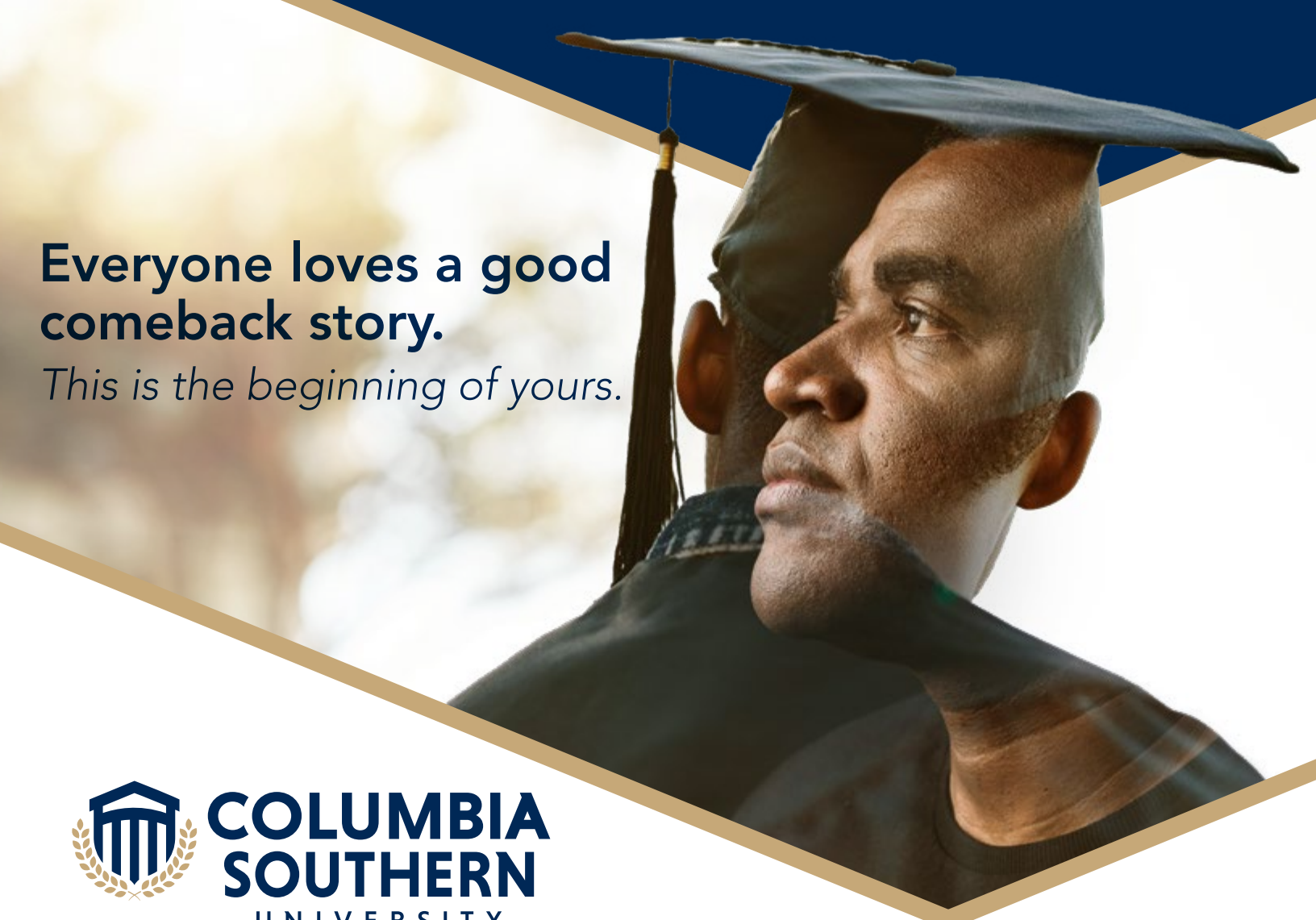
~ John O’Leary

“ . . I got my book and it is a masterpiece!

~ Earl Sweeney

“This is going to be the seminal work in LE training! Any academy who doesn’t have this book on its shelves doesn’t deserve to be in the business. Every training academy must have it! Every law enforcement agency should have at least one copy to use as a reference! .”

~ Preston Horstman



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QUALITY DATA COLLECTION LEADS TO ACTIONABLE ANALYSIS: BUILDING ANALYTICAL CAPACITY ACROSS TEXAS

by: *Debra J. Piehl, IADLEST Senior Analytical Specialist; Cmd. (ret.) Daniel A. Howard, Texas-DDACTS Project Manager*

Where does analysis begin?

In many law enforcement agencies, police executives and others often believe that just hiring or assigning a crime analyst to begin analyzing data will set the agency on a path to analysis-driven operations. While a skilled and capable analyst is undoubtedly an important component, it is not enough. The analyst will analyze the data available, but the analyst does not collect the data.

Data-Driven Approaches to the Crime and Traffic Safety (DDACTS) model is a place-based philosophy that expands upon the premise that crashes and crime often occur in close proximity to one another and that vehicles are often involved in the commission of crimes. It seems obvious that such a model relies on data to achieve success. But too often the collection of quality data and analysis tend to be the greatest obstacle to implementing the DDACTS model.



Presenter: Debra J. Piehl, IADLEST Senior Analytical Specialist

"Data Collection" is the second Guiding Principle supporting DDACTS and plays a

considerable role in *Data-Driven Approaches*. It is second only to "Outcomes" because, to achieve outcomes such as reductions in crashes, crime, and other social harms, an agency must be sure that the needed data is collected and that the data is complete, accurate, timely, and accessible.

Data collection starts when a call-taker or dispatcher answers the phone. The process continues as they gather information and dispatch the unit in the field. The responding officer takes over much of the data collection process as he or she indicates arrival on the scene. It continues as the officer speaks to victims and witnesses on the scene and begins a preliminary investigation and ultimately submits a final report for supervisory approval.



Presenter: Craig Spingarn, Analyst - Denver, CO, Police Department

"Data Analysis" is the third of the seven guiding principles in the DDACTS model. This operational model relies on the analysis of place-based crash, crime, calls for service and police activity data to support effective and efficient deployment of police resources. While each dataset is unique, they share a common foundation. Critical data elements include date, time, detailed location information such as geographic coordinates, location type, specifics elements of a crime, contributing and causal factors for a crash, etc. While these may seem like basic data elements, they are often entered

and recorded in ways that are incomplete and/or inaccurate. Valid location or address data can also be problematic. Addresses that are "forced," in or entered in ways other than selecting a valid address result in misspelled or otherwise inaccurate data being entered into the database. This can result in missed crime patterns and/or hotspot identifications or just inaccurate results when the system is queried for how many times police have responded to a specific address.

If the data is entered correctly, the analyst can use a basic analysis to start to identify not only hotspot locations, top crime and top addresses for repeat activity, an analyst can also start to look at normal ranges of activity for various types of incidents so that Commanders and Supervisors can recognize when a pattern or series is developing. An analyst can also indicate what types of incidents officers are being called to most often and how much time is spent on these types of incidents. An analyst could determine things like the most frequently stolen types of property and may even recognize a repeat offender by a consistent MO.



Presenter: Dawn Reeby, IADLEST Senior Analytical Specialist

Crash reports tend to have their own unique data challenges. Ask an officer anywhere in Texas, or for that matter across the country, why police have to complete a crash report and you will get responses like, "for the insurance company," "for TxDOT," or "because the department says I have to." All of these

responses are based in fact. However, many officers, and some command staff, do not fully understand how important the data (information) entered into crash report can be to addressing the three 'E's': Engineering, Education and Enforcement. The crash data collected can be used to remedy various engineering issues, educate motorists AND officers, and finally develop crash reduction strategies that address specific causal factors that lead to crashes. All of these can play a significant role in helping increase public safety by decreasing traffic crashes.

The Texas Department of Transportation (TxDOT) recognized early on how quality data and the ability to analyze it were both critical to its goal of a successful state-wide implementation of the DDACTS model. It also realized both of these areas were in need of improvement in many agencies across Texas. With this goal in mind, TxDOT began working with IADLEST and other entities to improve data quality, increase the rates of crash report submission, and create or expand law enforcement's analytical capacity across Texas. IADLEST's efforts during the last six years have included identifying obstacles and training gaps in the analytical capacity around the state and then developing training solutions and agency specific technical assistance to address them. For example, the in-person analytical workshop was revised and expanded to allow for a tiered learning approach, e.g., Basic-Level I, Intermediate-Level II, and Advanced-Level III. Courses targeting specific issues and needs were developed, including a 13-part self-paced online series of one-hour training segments and a two-day in-person *Data-Driven Decision Making for Chief Executives* workshop. Most recently, with COVID-19 impacting travel and in-person training, IADLEST was approved to develop five virtual analytical hybrid training workshops, ranging between 14 to 21 hours in length, that 146 analysts from across Texas

completed. This number of attendees was in addition to the more than 250 personnel that completed one or more of the other analytical training workshops offered by IADLEST since the project began in 2016.

As we have seen, quality data collection is critical for the success of the Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model, or any effective data-driven police response. Therefore, it must be an agency-wide priority for this strategy to be successful. This is not to say that data collection processes need to be made difficult. Agencies need only to make data collection and incident/crash reporting a priority through training, utilizing technology to its greatest capacity, and supporting these processes with a commitment to quality report completion and supervisory review and oversight. The analysis that results from this commitment will inevitably save lives.

IADLEST is proud to be partnered with TxDOT and to be part of creating and expanding the analytical capacity of law enforcement across Texas into 2022. For more information on the Texas-DDACTS project, contact Daniel Howard at danhoward@ialdest.org

IADLEST'S NATIONAL CERTIFIED INSTRUCTOR UPDATE

by: *William Flink, IADLEST Program Manager*



As we enter the second quarter of 2021, it is our pleasure to inform you about some the newest individuals who have qualified as IADLEST

Nationally Certified Instructors. The IADLEST National Certified Instructor (INCI) Program has a variety of subject matter experts who have focused their talents upon law enforcement training. They have increased our influence upon training excellence, and continue to make a positive impact upon the work law enforcement officers. Notifications of National Certified Instructor presentations are being sent to IADLEST Director members and Regional Representatives within surrounding states where our INCI instructors make their presentations. These notifications can also be found within IADLEST's social media activities.

All of the IADLEST's Nationally Certified Instructors are highly recommended from their peers or IADLEST members. Their credentials include significant training and development experience and demonstrate their commitment toward improving criminal justice training and society. With that, we introduce some of our newest IADLEST Nationally Certified Instructors in this edition of the Newsletter: Robert Spinks, John Youngblood, Christine Burke, Steve Sheridan, Graham Tinius, and Tyler Packer.

Contact information for all IADLEST Certified Instructors can be found on the IADLEST Instructor Web Pages at

either: <https://www.ialdest.org/training/instructor-certifications/national-certified-instructor/inci-instructors> ; or <https://www.ialdest.org/training/instructor-certifications/international-certification/iici-instructors> .



Robert Spinks is Chief of Police at the Parsons (Kansas) Police Department. The agency has 34 employees and serves a population of approximately 12,000 citizens in Southeast Kansas.

He is on the Executive Board for the Kansas Combined Anti-Drug TaskForce (K-CAT). Robert has four decades of criminal justice experience.

Chief Spinks has served as a consultant/trainer for over 45 law enforcement agencies in the Pacific NW and is a certified instructor in a multitude of law enforcement specialties. He has served as a Field Training Officer (FTO), FTO Coordinator and Manager for nearly 15 years. In 2018, Robert was awarded the Master Field Officer designation by the National Field Training Officers Association (NAFTO).

He has a Master of Arts in Organizational Management, a Bachelor of Science degree in Liberal Arts, and an Associate of Arts in Political Science. Robert has post-graduate studies in Clinical Psychology and received a Master of Science in Criminal Justice from the University of Cincinnati in 2005.

Robert currently instructs at Labette Community College and at the University of Arizona Global Campus and was an adjunct instructor at McNeese State University and Ashford University. He has been an adjunct faculty member at Bellevue Community College (WA), Peninsula College in Port Angeles (WA), Blue Mountain Community College (Pendleton, OR), and at Everett Community College (WA). He has instructed over 5,000 students as an adjunct.

Besides holding rank as a Chief of Police in several agencies, during his career Chief Spinks has held positions as head of a Community Relations Unit, a Patrol Supervisor, and a tactical team leader, Training Officer, and he worked the gangs and intelligence operations. He also served as a Senior Special Agent with the Union Pacific Railroad Police Department,

Director of Public Safety at Bellevue Community College, and supervised circuit court operations while working with the Oregon Judicial Department,. Chief Spinks can be contacted at: rspinks@parsonpd.com or by phone at 620-421-7060.



John Youngblood has 20 years of service with the Los Angeles Airport Police Department. Throughout his career in law enforcement, John worked

various assignments including: Field Training Officer, Community Engagement Senior Lead Officer, Recruitment, Training and Backgrounds, Youth Cadet Program and Field Training Officer, Program Administrator. He is currently retired.

In 2009, John was accepted into the prestigious California Commission on Peace Officers Standards and Training, Master Instructor Certification Program. In December of 2012, after graduation, he quickly put his newly attained skills to work, by designing, developing, and facilitating the first Field Training Officer and Leadership Development Program for Traffic/Security Officers at the Los Angeles International Airport.

Since then, John gained expertise in and earned certifications as an expert in Aviation Safety and Security from the University of Southern California (USC), Incident Command Systems Instructor from the Federal Emergency Management Agency (FEMA), Incident Response to Terrorist Bombings Instructor from New Mexico Institute of Mining and

Technology, Leadership Development Instructor for Law Enforcement Personnel from Golden West College, Field Training Program Administrator from the California State University of Long Beach, and a Public Safety “Designated” Career Technical Education Teaching Certification from the California Commission on Teacher Credentialing. John is also a Certified Weapons of Mass Destruction, Hazardous Materials and Nuclear/Radiological IED Technician. John is also responsible for producing, writing and directing aviation related Active Shooter training videos, along with designing and facilitating various learning curriculums for multiple law enforcement agencies throughout southern California. In addition, John is also a California POST Certified Field Training Officer Program Administrator and Training Course Evaluator. John also has experience working as a part time teacher for the San Juan Capistrano Unified School District, where he designed, developed and facilitated law enforcement training curriculums on the following subjects: Introduction to Criminal Justice, Crime Scene Investigations, Forensic Science, Leadership Development, Community Engagement, Implicit Bias, Robotics Engineering and Law Enforcement Officers Duty to Intervene.

In 2013, John became the first officer in the State of California to receive the Field Training Officer of the Year Award, from the National Association of Field Training Officers (NAFTO). In 2019, John was nominated for and received the Officer of the Year Award for his distinguished service in Community Engagement.

John has served on the Newport Beach Aviation Committee, Orange County, California Juvenile Justice Commission and he currently serves on the California POST Training and Law/Legislative Committees.

John is the Founder/CEO of JYB Employment Solutions and serves as the Director of Curriculum Design and Development. John Youngblood can be contacted by e mail at: contact@jybemployment.com.



Christine Burke conducts investigation and provides witness consultation and testimony through her company Strategic Intelligence Services PLLC. Ms. Burke also designs and instructs continuing education classes through her school www.ContinuingEducationAndTraining.com.

Additionally, Ms. Burke gives back through her organization www.HelpSolveTheCase.com which provides cold case, wrongful conviction and DNA genetic genealogy assistance to police departments, families, and loved ones. Ms. Burke began her involvement with law enforcement as a reserve police officer with Stuart Police Department, Stuart, Florida, in 1986 as a volunteer. A love for the profession was formed and after completing the police academy, she began full-time work as a sworn officer with the Jupiter Police Department, Jupiter, Florida, in 1988. In 1992, Ms. Burke was promoted to Detective and in 1995 promoted again as the first female Sergeant for the Jupiter Police Department. From 2009 to 2014, Ms. Burke continued her career with the Maricopa County Sheriff’s Office serving on the TechoCops warrant team, Dignitary Protection Team, Extradition Detail, and was the DUI Task Force Coordinator and General Instructor. Ms. Burke is a graduate of Florida Atlantic University with a bachelor’s degree in Criminal Justice and a master’s degree in Organizational Management from the University of Phoenix. Ms. Burke can be contacted at Training@ChristineBurke.com.



Steve Sheridan is a retired state of Florida law enforcement Lieutenant with over 14 years of service. He has continued his dedication to law enforcement as a part-time deputy for

six years and is now a Reserve Officer with the local community college assigned to the training division (23 years in police work). He has over 30 years of teaching experience with over 20 years as a lead instructor for Florida's State Police Academy, designing and implementing highly specialized courses and programs in firearms, defensive tactics, and high-risk vehicle and vessel stops. He is currently an adjunct instructor for the Florida Public Safety Institute (FPSI) where he teaches Basic Recruit Defensive Tactics, and various patrol-related subjects. He also teaches advanced firearms, defensive tactics, and leadership courses for FPSI. He has supervised and trained the state's Special Operations Group (SOG), an integral part of Florida's homeland security initiative. He was inducted into the Police Hall of Fame for Life Saving in 2010. On his own initiative, he developed and funded the special teams' challenge coin which ended up stopping a 45-caliber round, saving the life of a fellow officer.

Steve has been teaching crisis prevention, target-hardening, and self-defense for over 30 years, developing programs for students, families, agencies, and corporations nationwide. He is currently a BOW Personal Safety Instructor (Becoming an Outdoor Woman) for Florida. He is the founder of the Fortress Fighting System ®.

Steve has a B.S. degree in Sociology with a minor in Criminology from FSU (1994), and he holds a Master's in Adult Education from the University of Phoenix (2010). He is the founder and president of the Leadership and Training Research Institute (LTRI) in Tallahassee, Florida, and has presented leadership courses for numerous organizations including the U.S. Virgin Islands Police Department; Florida Alcohol, Beverage, and Tobacco (ABT); Capital Regional Medical; FBMC; and others. He is the Director of Training for De-Escalate which teaches verbal de-escalation skills to Police and Corrections, Schools, Security Personnel, and Hospitals. He has taught numerous agencies in Florida and several agencies in Nebraska. He owned and operated Arsenal Martial Arts in Tallahassee, Florida, for 7 years before passing the school on to his students to run in 2019.



Graham Tinius is a Park Police Officer and a Field Training Officer with the Sandy Police Department in Sandy, UT, where he patrols 41 local and regional parks and over 110 miles of mixed-use trails. Graham has a degree

in Evidence Technology from Phoenix College. He began his career as a Crime Scene Technician with the Chandler (AZ) Police Department in 2001. In 2004 he was hired as an officer and promoted to Field Training Officer in 2007.

In 2009, Graham assisted in rewriting the Field Training Program at Chandler Police Department. Graham is the recipient of a Meritorious Service Award, as well as a

Unit Citation Award for his work in redesigning the Field Training Program and its implementation within the department. Since receiving his General Instructor Certification from Arizona Peace Officer Standards and Training in 2007, Graham has taught numerous classes, including Cultural Diversity, Adult Learning, Leadership, Ethics, Officer Safety, and Basic and Advanced FTO Schools for local, county, and state law enforcement across the country, as well as US Army civilian police, civilian police and sheriff staff, and supervisors. He has taught FTO schools to agencies across the country, from California to New Jersey, Florida to Washington, and as far away as Guam and Hawaii.

In 2017, Graham was the recipient of the Champion of Hope Award for designing and helping to implement a recovery and treatment program for opiate addicts. Graham is an Executive Board Member, the Training Coordinator, and an Instructor for the National Association of Field Training Officers. Graham is also a member of the International Law Enforcement and Educator Training Association.



Tyler Packer is a Sergeant with the Coconino County Sheriff's Office Jail Division in Flagstaff, Arizona. He began working for the Sheriff's Office in January of 2014 as a Detention

Officer. Tyler was promoted to Detention Officer II after nine months of service and attended the NAFTAO basic FTO course in early 2015. As a certified trainer, he has

been assigned many new staff members to help guide them through the early stages of their career.

In July of 2015, Tyler was assigned to the Court Transport Division. During this time, he observed that there was a need for a more structured training program pertaining to the transport assignment. Tyler generated a complete training manual designed to introduce newly assigned officers to the position and facilitate appropriate and structured training. In November of 2015, Tyler graduated from the ten-day Supervisor's Development Academy.

Tyler was promoted to Sergeant in February of 2016 and began overseeing daily operations in the Detention Facility. He also began teaching several courses in the Basic Detention Academy and became the lead instructor for the Excited Delirium program focusing on response, recognition, and prevention of in-custody deaths. To date, Tyler has been focusing on leadership, mentoring, and improving the training program. He has been a part of several committees and focus groups dedicated to improving agency policies and training processes.

In June of 2018, Tyler was presented with the Master FTO award at the NAFTAO annual conference in Louisiana. Striving to become knowledgeable in as many aspects of his job as possible, Tyler has continued to attend certification courses, becoming an NRA Basic Pistol instructor, and also graduating from the National Jail Leadership and Command Academy (NJLCA). In 2019 he received a Life Saving Award for assisting in resuscitating an inmate. Since 2018, Tyler has been teaching Basic FTO courses for NAFTAO across the country. He continues to teach for the Basic Detention Academy as well as providing continuing

education to his staff through the FTO program and topic refresher courses for Excited Delirium. Mr. Packer can be contacted at: tyler.packer@nafto.org.

IADLEST's NEW INTERNATIONAL INSTRUCTOR CERTIFICATION FOR INTERNATIONAL TRAINERS

by: William Flink, IADLEST Program Manager



IADLEST's International Instructor Certification Program (IICI) is focused on providing those instructors from our international members and partners in foreign countries with a credential of excellence from a respected international source for law enforcement training and standards. The certification is also aimed at U.S. instructors who instruct criminal justice topics directed towards international training venues.

The qualifications for the International Certified Instructor Program (IICI) are similar to the national instructor program, however IADLEST has undertaken additional conditions ensuring the qualifications for this certification.

In the U.S. foreign contracting world, the IICI Program certification has been considered a law enforcement instructor "desired" qualification by at least one contracting company. IADLEST encourages U.S. law enforcement training or trainer contracting companies to consider the advantage of IADLEST International Instructor Certification may have on proposals for services to the U.S. Government and instructor qualification. We ask this for two reasons. First, because

IADLEST has a reputation for providing quality services, and second because IADLEST instructor certification provides employers with a second review of an instructor's reputation and character for excellence in providing training.

All of the IADLEST-certified instructors are highly recommended from their peers and IADLEST members. They all have significant training and development experience and are spending much of their careers improving the criminal justice training system.

In this edition of the IADLEST Newsletter, we are recognizing the following IADLEST International Certified Instructors: David Mather and Andrew Williams.



David Mather is our newest International Certified Instructor. Starting as a young patrolman, Dave worked his way through the various roles in his agency eventually retiring as Operations Commander. Since

retiring from sworn law enforcement, he has partnered with more than 350 agencies around the world as an executive coach, leadership instructor, keynote speaker, and international consultant supporting the men and women in the law enforcement profession and the communities they serve. Dave served as the Executive Director for RULETC (Rural Law Enforcement Technology Center), a U.S. Department of Justice project that provided technology research, testing, evaluation, and support to law enforcement agencies across the United States. He was embedded as the senior training consultant and executive mentor for the Pittsburgh Bureau of Police executive

leadership team. He has instructed leadership, law enforcement, and criminology courses in several universities. Dave has his Master's in Organizational Leadership and his Doctorate in Educational Leadership with a focus on adult learning methodologies, yet his heart would love to be a sergeant leading a team in the patrol car on the front line – the best job he ever had. For more than 30 years, Dave has been honored to work in and around the law enforcement profession. Dave is a certified facilitator of the “Self-Defeating Habits of Otherwise Brilliant People” and “Resolving Workplace Conflict” and a certified professional coach. He is a member of the John Maxwell Facilitation Team, is a certified practitioner and facilitator of the Myers'-Briggs Type Indicator (MBTI), EQ-i's Emotional Intelligence and 360 Evaluations. Dave was a Master Instructor and primary curriculum developer for the International Association of Chiefs of Police's “Leadership in Police Organizations” course. Dave has adapted the original West Point Leadership course into a course for law enforcement leaders at all organizational levels of the, “Police Leadership: The West Point Model” and has facilitated leadership courses for more than 3,500 attendees across North America and Europe. Mr. Mather can be contacted by email at: dave@whatsamather.com.



Andrew Williams is currently serving as a director of the Firearm Instructors Regional Association located in Trinidad and Tobago. He is responsible for directing and promoting all activities of Law Enforcement training for

Instructors. Andrew began his professional career in Law Enforcement in 1982 with the Trinidad and Tobago Police and has experience as a Patrol Officer, Field Training Officer, Major Crimes Investigator and Firearms and Tactics Instructor. He holds several Firearms Instructor certifications and is the recipient of many Police commendations and accolades for service within the Law Enforcement community. Andrew is a proud member of the Firearm Instructors Regional Association (FIRA) and the International Association of Law Enforcement Firearm Instructors (IALEFI). In 2016, he retired from the Trinidad and Tobago Police Service. Although Andrew taught Urban tactics, arrest/search/ seizure, and Firearms while attached to the Organized Crime and Narcotics Unit, his Law enforcement focus these days is Instructor Development as a former NRA Training Counselor. Andrew always had a passion for taking persons and nurturing them into great instructors.

In 2019 Andrew returned to serve within the Trinidad and Tobago Police Service and is presently attached to the North Division. Andrew speaks fluent English. Mr. Williams can be contacted by email at: andrew706@hotmail.com.

COGNITIVE BIAS TRAINING: NEW HORIZONS

*by: Richard D. Roberts, Ph.D.; Micah Myers;
and Fred M. Rafilson, Ph.D.*

Cognitive biases are heuristics living in a “bad” neighborhood!

*Larry Jacoby, Internationally renowned cognitive
psychologist (personal communication)*

Despite their pervasiveness in all segments of society, it is law enforcement that is perhaps most frequently called out for how rampant biases are within the ranks. On any given day during the past year or so, there

were hundreds of articles, tweets, or Facebook feeds edifying on biases we should be aware of, whether we were [gambling](#) or making sound [financial decisions](#), whether it was humans predisposed to these biases or [machines](#) (yes, AI bias is a thing), whether they occurred at [school](#), at [work](#), or served to promote [healthy](#) (versus unhealthy) behaviors. Consider, too, the vast cacophony of biases, ranging from anti-conservative bias, implicit and explicit bias, ones that make fun of commercial entities, like the IKEA and Google effects, ones with the strangest sounding names, like the Zeigarnik and Dunning-Kruger effects, and ones that clearly are garnishing momentous current societal impact such as gender and racial bias. And while we should, of course, be concerned about biases in professions held by teachers, judges, social workers, and clinicians, we can't help but be especially sensitive to the biases of those working in law enforcement roles.

All these biases naturally beget newly minted "experts" on biases. What seems to have been lost on many of them, is that (as the opening quote suggests) biases are the flipside of heuristics (rules of thumb that ensure our species survival). We need to be made aware of biases that harm ourselves and others, and mitigate them--not just by writing about them but by developing appropriate training regimes. Our concern though, is that current approaches to bias training may not necessarily be using best evidentiary scientific practice.

The science behind cognitive bias assessment and mitigation

Indeed, beyond current expansive media coverage around this topic is emerging science suggesting cognitive bias training may be one of the most important programs to inculcate over the next two decades in a

swathe of professions, not just law enforcement, but medicine, journalism, economics, science, education, and public policy. One such program, where the current contributors were meaningfully employed as experts was IARPA's Sirius Games Project (IARPA is a research arm of the intelligence community). The aim was to mitigate six biases: confirmation bias, projection bias, bias blind spot, fundamental attribution error, representativeness bias, and anchoring bias. Various gaming companies, along with research organizations, were engaged to mitigate these biases. A major challenge involved comparing games to videos for each bias explored. Where the games often did well in what became known as the Sirius Program, the video also did a tremendous job in mitigating each bias.

We learned many things over the course of the program. What the United States Office of the Director of National Intelligence minimally accepted is summarized rather well [here](#). But for us, three things stood out:

- (1) There is an adage: "what is measured is treasured." The Sirius Program taught the practitioner and research communities that measurement really matters. Each team created bias assessments to determine whether the games worked, and they found stellar results, but external measures varied in their efficacy as each measure had its own unique focus. It was only in the development of an external, independent test by a consortium of scientific organizations that the playing field leveled out. (Ergo, the earlier statement: even scientists can exhibit biases when interpreting results.)
- (2) Another lesson learned was that many of these biases fed conceptually into other biases. For example, it is difficult to create a measure of confirmation bias

that does not share some relationship with projection bias, fundamental attribution error, and the like. And as a corollary, it is unwise -- perhaps even untenable -- to develop a bias mitigation strategy aimed at just one bias.

(3) There are several take-home messages for training any profession to reduce, or more correctly, mitigate biases so they end up being heuristics (remember biases are heuristics occupying a “bad” neighborhood).

(a) Train to mitigate multiple biases: It makes sense for so many reasons. That is, try simply to train gender bias, and you likely are not addressing that biases’ multiple sources (i.e., many of the biases introduced here).

(b) Doubtless organizations will see bias mitigation training as falling under the purview of Human Resources (HR). But truth be told, HR is not well-educated in this field. Rather, proper bias mitigation training seems to be something that requires a small, trans-disciplinarian team not only of HR professionals, but experts in the fields of social and cognitive psychology, assessment development, and curriculum design. Anything short of this is likely to play minor lip service to the issue it was designed to address.

(c) Concentrate on inculcating the knowledge of biases, a sure-fire solution most notably demonstrated by the Sirius Program. This knowledge can be layered on top of other elements that are an integral part of professional training, including police training. Imagine,

for example, curriculum addressing racial bias that might make use of this exceptional National Geographic post which suggests [race is a social construction](#). The argument here is wonderfully apt: there is likely no heuristic value in focusing on race.

The strongest programs incorporate best-practices aimed to reduce discrimination, improve decision-making, and recognize employee potential. In the spirit of knowing your biases, you might consider the brief quiz that follows. It highlights several biases beyond those discussed here. We are intrigued how well you will do.

How well do you understand cognitive biases? A quiz. Almost everyone seems to understand the concept of cognitive bias, but did you know that there are over 175 listed on Wikipedia. Now let’s see how well you fare in terms of understanding some additional biases not covered in the article above. Below are four of them. Give yourself zero marks if you have never heard of the bias in question, one mark if you are slightly familiar, and two marks if you are very familiar with the given bias. We will tell you what each means after you have filled in the rating scale. The task works best if you don’t read on (you can also try it out with your friends).

	Never Heard of It	Slightly Familiar	Very Familiar
Myside Bias			
Bandwagon Effect			
Illusory Correlation			
Zebra Effect			

Myside bias occurs when people evaluate evidence, generate evidence, and test hypotheses in a manner biased toward their own prior opinions and attitudes.

Bandwagon effect refers to our habit of adopting certain behaviors or beliefs because many other people do the same.

Illusory correlation is the phenomenon of perceiving a relationship between two variables (typically people or events) even when no such relationship exists.

Zebra effect is not a legitimate bias (although it sure sounds like it might be, maybe a tendency to see everything in black and white). If you indicated you were slightly or even very familiar with it, you may have a bias blind spot (but almost all people do: Ouch).

Epilogue: Want to find out more? We are interested in working with local, state, and federal law enforcement agencies trialing new bias assessments and training protocols. If this is of interest, please contact one of the RAD Science team [here](#).

***About RAD Science:** Research and Assessment Design: Science Solution ([RAD Science](#)) is a science-based assessment organization committed to serving students, workers, life-long learners, and other key stakeholders by providing personalized information as they navigate the 21st Century. Our mission is to use evidence-based measurement solutions to provide actionable information that can be used to make appropriate decisions about education, training, workforce, and life-style choices.*

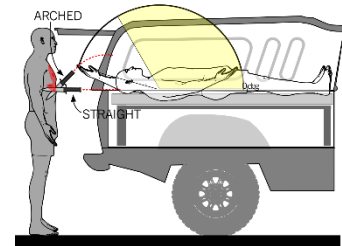
**PUNCTURING A CASTLE DEFENSE
A COLD CASE, A CONFESSION AND A DEFENSE**
by: *Geoffrey T. Desmoulin, PhD., RKin., PLEng.,
Principal of GTD Scientific, Inc.*

Cold case homicide investigations are often challenging. A recent case that the Luzerne District Attorney's Office and the Pennsylvania State Police brought to me and the team at GTD Scientific was no exception.

The defendant, Mr. Daniel Holtslander, admitted that he had stabbed his friend and fellow homeless person, Mr. Kurt Swan,

multiple times. He also confessed to dumping the body and to destroying evidence. Mr. Holtslander claimed the killing was done in self-defense under the castle doctrine of Pennsylvania. This statute does not apply in Canada, but there have been similar arguments for self-defense made in cases such as this.

When interviewed by homicide detectives, the defendant claimed to have been lying on his



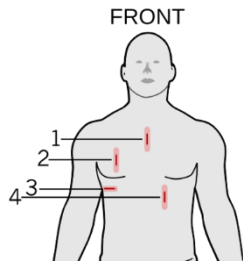
back, sleeping in the bed of his pick-up truck with his head toward the rear. Since this was also his home, the truck was legally defined his 'castle'. Mr. Holtslander claimed that he heard someone open the rear bed door of his pick-up and feared for his life. Without looking, he armed himself with a knife in each hand and stabbed overhead, superman-style, killing his friend. With no hard evidence beyond the body, the truck and an identification of the murder weapons, GTD Scientific Inc. were asked to determine if Holtslander's account was supported by the few facts that existed.

The Puzzle Pieces:

The body had four stab wounds that were all located on the torso. The wounds gave a general sense for the angle of each thrust, but decomposition made it impossible to determine the exact blade orientation for each strike. One of the fatal blows was a deep thrust that punctured the sternum and went into the heart. With soft tissue injuries being problematic, we focused on the bone



impact on the sternum and another stab that caused a rib fracture.



Fortunately, the homicide investigation team did a great job of documenting the truck. They took a high-resolution laser scan that included the large

amount of junk and clutter within the truck bed. Most importantly, the scan of the mattress that Mr. Holtslander said he was lying on gave us his exact height relative to the victim.

The most critical piece of evidence was the defendant's highly detailed account of what he said happened. This gave us his stated position, as well as the very specific overhead stabbing motions that he claimed caused the murder.



When combined, all this evidence raised a key question. Were all wounds inflicted from

one position as Mr. Holtslander claimed? Or was there more to the story than this?

An Answer Within:

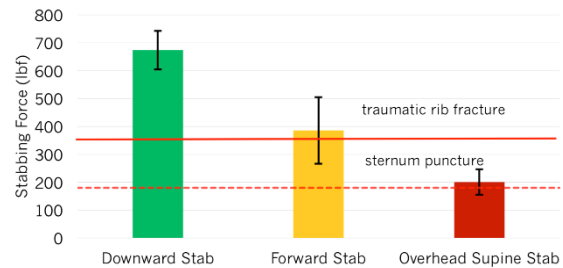


Human flesh and bone have known resistance properties under specific testing conditions such as bending. But the exact penetration force of a large hunting knife through the sternum could not be found. To

determine this, we constructed a synthetic

sternum that was validated to have biofidelic (similar to live human) properties. The knives were attached to our drop tower to let gravity plunge them from various heights through the synthetic sternum and into calibrated ballistics soap forms which mirrored the density of human flesh. This gave us a baseline measurement for the penetrating force of the weapons. Similarly, we used literature and tests to determine the force needed to fracture the ribs.

One fact that emerged was that the rib fracture was caused by the impact of the knife hilt on the victim's chest, not the blade - a strong indicator that extreme force was used. This could never have been determined without biomechanical testing, because months of decomposition had long-since erased all surface signs of bruising and abrasion.



Once the stabbing forces were known, we could then test whether the defendant could have generated the wounds with the specific stabbing motions that he described. This led to a second series of tests on the forces generated by various stab thrusts, knife positions, and angles. The tests showed that the strikes that the victim described were unlikely to penetrate the sternum and impossibly low in force when compared to the threshold needed to fracture the rib.

A New Confession: When we compiled the data, we concluded that it was “beyond a reasonable doubt” or in “science-speak” - 95% confident, that at least one of the lethal

knife thrusts was generated outside of the truck bed and the castle defense theory. Other stabs could have been argued and probably proven with further testing, but one was enough to directly contradict the story the defendant told to detectives.

When the GTD Scientific analysis was turned over to the defense team, the castle defense doctrine was withdrawn. It was replaced with a guilty plea for third degree murder.

The Outcome: In this case, the detectives did a great job of documenting the crime scene and of locking the defendant into a narrative that could then be tested against. This allowed me and the team at GTD Scientific to prove what was possible within the defendant's account of events and more importantly - what was not.

About the Author: Geoffrey T. Desmoulin, PhD., RKin., PLEng., Principal of GTD Scientific, Inc., holds two degrees in both Engineering Sciences and Kinesiology, allowing him to predict human injury in any environment. He was previously an Emergency Medical Technician, firefighter, and military reservist. Since 2009, GTD Scientific, Inc. has garnered Federal and Supreme Court qualifications and an extensive international client list within the legal and law enforcement communities. gtdesmoulin@gtdscientific.com

EXECUTIVE COMMITTEE ZOOM MEETING MINUTES Friday, October 16, 2020

CALL TO ORDER: On behalf of President Kim Vickers (TX), Bo Bourgerie (CO) called the meeting to order at 1:10 PM Eastern Standard Time on Friday, October 16, 2020.

ROLL CALL: The roll of attendees was called by Secretary Pederson (WI). There were 13 Executive Committee members present:

President Kim Vickers (TX) (was late to the meeting)
First Vice-President Brian Grisham (TN)
Second Vice-President Erik "Bo" Bourgerie (CO)
Immediate Past-President Dan Zivkovich (MA)
Treasurer Jesus "Eddie" Campa (OK)
Secretary Stephanie Pederson (WI)
Northeast Region Representative Michael Wood (NY)
Central Region Representative Amanda Yarbrough (AR)
Southern Region Representative Steven Combs (NC)
Midwest Region Representative Kelly Alzaharna (NM)
Western Region Representative Mike Sherlock (NV) proxy for Perry Johnson (MT)
International Region Representative Gary Bullard (ICITAP)
Federal Partner Representative (Non-Voting) Charles "Skeet" Brewer (FLETC)

Committee members absent: Second Immediate Past-President Vacant

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)
IADLEST History Project – Bill Flink
CRI-TAC Program Manager – Pam Cammarata
National Certification Program Manager – Peggy Schaefer

WEBINAR INSTRUCTIONS AND REGISTERED VIEWERS (Mark Damitio (IADLEST)):

Mark Damitio let everyone know that the meeting was being recorded and reviewed how to participate in the meeting (ask questions, use the question box, etc.).

ADDITIONS TO AGENDA: Bo Bourgerie (CO) asked if there were any additions to the agenda. There were no additions.

INTRODUCTION OF GUESTS (Kim Vickers (TX))

- **Phil Keith**, Director
Community Oriented Policing Office (COPS)
U.S. Department of Justice

Director Keith passed on greetings from Attorney General Barr and the COPS office. Due to the pandemic, Director Keith wanted to commend IADLEST for hosting the meeting virtually and thanked IADLEST for playing a critical role in training law enforcement in the United States. Additionally, he praised law enforcement for working in the current climate.

Director Keith stated that the COPS Office is committed to supporting the National Certification Program (NCP). The COPS Office's active shooter training was submitted for NCP certification along with five other COPS Office courses. The COPS Office is continuing to work with IADLEST to create regional training hubs and is

offering many e-learning courses through the COPS Office training portal.

The COPS Office also worked with the Nevada POST on a forum on recruiting and retention. The report on that forum will be released soon. Due to the success of this forum, the COPS Office is holding other listening sessions around the country. Additionally, the COPS Office is working with IADLEST on the President's Safe Policing and Safe Communities Executive Order.

Director Keith is working on a revamped grants process to make it easier on the grantees. The COPS Office granted \$400 million to hire more than 2,700 law enforcement officers and deputies in the United States and awarded \$42 million in grants to various states to fight heroin and methamphetamine. The COPS Office granted just under \$50 million to support school safety, \$23 million to tribal law enforcement agencies, and \$4.5 million was awarded to support officer mental health and wellness programs. Director Keith appreciates IADLEST's help and support of the COPS Office and said if IADLEST needs anything to let the COPS Office know.

- **Katie Sullivan**, Principle Deputy Assistant Attorney General
Office of Justice Programs (OJP)
U.S. Department of Justice (DOJ)

Deputy Assistant Attorney General Sullivan wanted to thank IADLEST for stepping in to support the Safe Policing for Safe Communities Executive Order. Building the database to track decertified officers is a priority of the DOJ and the President. The DOJ was not sure that the database would get completed; but

once IADLEST stepped in, that helped meet that goal. Deputy AAG Sullivan stated that the support from the DOJ will go beyond this year.

Deputy AAG Sullivan also explained that they spent a lot of time getting people out in the field to make people aware of what federal grants are available. The hope is to see an increase of support for smaller rural agencies.

- **William Fallon**, Deputy Director Federal Law Enforcement Training Center (FLETC)

Deputy Director Fallon discussed the challenges COVID-19 presented for in-residence centers. FLETC paused training in March and then spent time trying to implement safety guidelines to re-open. They opened back up 11 weeks after they closed. Their programs are now much smaller, and they are mainly focused on basic programs. When they opened back up, they brought students in for 14 days of isolation, tested students on Days 1 and 2 and again on Days 5 and 6. They also placed temperature stations at the entrances to the dining hall. On June 17, FLETC opened the Glencoe center and then opened the rest of their training centers a week later.

To make up time that was lost during the closure, they ran a six-day training week. Students attending training at a FLETC training center must stay onsite. They have had success minimizing COVID-19 for 90 days so now they feel they can expand the training a bit. Deputy Director Fallon offered to send out a copy of their safety procedures if anyone wants it. No students have tested positive for COVID-19 since the beginning of August.

Additionally, FLETC started converting classes to a virtual setting; and they worked, and continue to work, to convert these classes quickly. For example, FLETC offered a webinar series (five weeks) on Integrated Use-of-Force. They held a mass casualty event virtual summit, they offered a cybercrime and technical investigations conference virtually, and offer a human trafficking awareness program online (four-hour class). FLETC continues to get requests for legal use-of-force classes and de-escalation training.

FLETC is not doing as much export training as in past due to the pandemic. Hopefully, in April 2021, they can get back out and continue more training in the field. On average, FLETC provides training for approximately 70,000 individuals a year. In December, FLETC will be partnering with the National Sheriff's Association (NSA) to deliver a Department of Homeland Security (DHS) leadership academy which will focus on crisis leadership. There is a waiting list to attend that training right now, but IADLEST can reach out to Skeet for more information.

- **Keith Williams**, Chief Enforcement and Justice Services Division National Highway Traffic Safety Administration (NHTSA)

Chief Williams started by saying he appreciates the partnership with IADLEST, and the support given by IADLEST that instills professionalism in the POSTs, and law enforcement nationwide. Chief Williams said that the Data Driven Approaches to Crime and Traffic Safety (DDACTS) program has been the primary project they have

worked on with IADLEST. He wanted to specifically thank Peggy Schaefer (IADLEST) for her passion and work on the project. The program is currently undergoing an update to make it more community oriented. Chief Williams also appreciates IADLEST's support of the Below 100 Program.

NHTSA has partnered with the COPS Office to distribute some NHTSA grant funding. This year, NHTSA is running two training courses and a congressionally mandated pursuit project that was just awarded through the Police Executive Research Forum (PERF). NHTSA is looking forward to those projects getting underway. NHTSA is also partnering with the Office of National Drug Control Policy and the Highway Enforcement Division at the White House. They are finding that the drivers transporting drugs are often under the influence so this partnership is developing a relationship with the NHTSA drug recognition program to combat this issue.

Due to COVID-19, NHTSA recently released two special reports. The first is the *Examination of Traffic Safety Environment During the Second Quarter of 2020 Special Report*. It addresses how COVID-19 affected traffic, traffic enforcement, traffic crashes, and traffic fatalities around the nation. The second report was on *Drug and Alcohol Prevalence in Seriously and Fatally Injured Road Users Before and During the COVID-19 Public Health Emergency*. They are available and can be found through a Google search.

These reports are showing some trends in risky driving behaviors. There is a recorded webinar at <https://www.nhtsa.gov/risk-driving>

that addresses these risky driving behaviors. These behaviors include increases in speeding, impaired driving – including drug impaired driving, and reduced seatbelt use. Chief Williams said that due to COVID and people staying at home, there was a significant decrease in vehicle miles traveled. However, the number of fatalities increased. There was also a huge increase in alcohol sales. It went up from \$5 billion to \$6 billion. The International Association of Chiefs of Police (IACP) did a survey, and 1,000 agencies responded that they reduced their traffic enforcement during the pandemic which may have added to the risky behaviors as well.

NHTSA has entered into several inter-agency agreements with DOJ, one of which is to work on a pursuit project that started with a congressional mandate. They also have several training projects in progress, including a drug impaired driving initiative. NHTSA will submit these courses for certification through the NCP process. Additionally, both the IACP and NSA received grant funding from NHTSA to promote the training of law enforcement officers in the Advanced Roadside Impaired Driving Enforcement (ARIDE) program and in the Drug Recognition Expert (DRE) training. The NSA just received their grant funding so there is nothing on their website yet, but the IACP has information on their website on how to apply for grant funding from them for this training.

- **Robert Hylton**, Director
Office of Law Enforcement Engagement and Integration
FEMA, U.S. Department of Homeland Security

Director Hylton thanked IADLEST for the invitation to participate in this meeting and wanted to thank IADLEST on behalf of Administrator Gaynor. FEMA continues to look at ways to help law enforcement embrace the tenants of emergency management. Recently, IADLEST and the Center for Domestic Preparedness partnered; and because of that relationship, 6,000 student courses were completed under the IADLEST and FEMA logos. This shows law enforcement that training on the emergency management tenants is critical. FEMA has limited their strategic plan to three key tenants:

1. Build a culture of preparedness across the entire country.
2. Be ready for the next catastrophic event.
3. Reduce the complexity of FEMA.

In order to change the culture, training is needed. The partnership with IADLEST will help add consistency to training and standards and influence the culture across the country. This relationship will also allow for additional opportunities to partner in the future. FEMA has also begun the process of getting some of their courses NCP certified. Both Director Hylton and Administrator Gaynor are looking to reenergize and strengthen the partnership with IADLEST.

- **Kym Craven**, Executive Director: National Association of Women Law Enforcement Executives (NAWLEE)

Executive Director Craven expressed an interest in partnering with IADLEST and shared some upcoming NAWLEE projects and initiatives which include:

- Gender Intelligence Research and Training – NAWLEE received a grant from the COPS Office for this program. They held a series of focus groups that included male and female leaders throughout the country. They talked about some of the promising practices and some of the limiting factors of getting women into law enforcement and getting them to stay in law enforcement. Once they have the curriculum completed, they will share it with IADLEST and submit it for NCP certification.
- Leadership series – The COPS Office also funded a leadership series which will begin beginning in Fall 2020.
- Recruiting Women into Law Enforcement – NAWLEE is doing some recruitment of women in law enforcement, and they are collaborating with the National Instituted of Justice (NIJ) and Research Triangle. They are researching what recruitment practices, agency campaigns, and social media outreach is out there to recruit women into law enforcement.
- Mentoring program – With Motorola Solutions, NAWLEE has developed a national platform for their mentoring program. They kicked off the campaign with the help of the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC). This program is available to participate in remotely.
- Ride Sharing – NAWLEE has a partnership with Lyft to increase ride

sharing both to reduce impaired driving and to support the youth in the LGBTQ community.

- Community engagement – NAWLEE is working on community engagement, especially with how municipalities can make sure they work in the best interest of the communities.

The following list is different task forces and working groups NAWLEE is involved in:

- Consortium to Fight Extremism and Hate – ADL. NAWLEE has been able to participate in this consortium. They had ADL take part in one of their webinars that they do through the Justice Clearinghouse and they are constantly providing information to their membership on what ADL is doing and the resources they have for their membership.
- National Safety Board for Lyft. NAWLEE has a position on this board and is very engaged in making sure the rideshare program is safe.
- NAWLEE is participating in the IACP Women in Policing Task Force.
- NAWLEE participated in the NIJ Women in Policing Summit, and there was a document that was produced on breaking barriers. They also produced a series of workshops for agencies.
- NAWLEE participated in the COPS Office Hate Crimes Summit and had several presenters at their last

conference on the topic of Hate Crimes.

- For the last year and a half, NAWLEE has been a part of the Open Society Reimagining Policing work group. Their discussions have revolved around de-escalation, mental health services in communities, opening dialog between police and communities, changing hiring standards, and accountability and transparency.
- NAWLEE is a member of the National Alliance for Suicide Prevention and are doing anything they can around educating their membership on suicide prevention initiatives.
- NAWLEE is part of the collective with the Police Foundation to provide COVID-19 mini-grants to Fire, EMS, Law enforcement, and Dispatchers. This program provides \$1,000 to first responders who have been impacted by COVID-19.

Executive Director Craven talked about what the CRI-TAC program means for the relationship between IADLEST and NAWLEE. IADLEST has been one of the biggest supporters through CRI-TAC. Some of the key areas that NAWLEE contributes to CRI-TAC include compiling a mini-series on community engagement. There will be a session on youth, one on the general community, and one on seniors. These will be posted on the COPS Office website. They are also taking a report from the IACP on recruitment and retention and tailoring that towards women in law enforcement. NAWLEE is also available to have sessions with

POSTS/Academies with female employees.

Finally, the NAWLEE Conference will be on August 4-7, 2021, in St. Louis. NAWLEE looks forward to continued support from IADLEST and wants to continue to develop the partnership to get their work out to the states.

- **Marcia Ferranto**, Chief Executive Officer National Law Enforcement Officers' Memorial Fund (NLEOMF)

The National Law Enforcement Officers' Memorial campus is located in Washington, D.C. Their mission is to honor fallen officers, making it safe for current officers, and to educate the public about law enforcement. They fulfill their mission by maintaining the Law Enforcement Memorial in Washington, D.C. There are currently 22,217 names on the memorial walls.

Additionally, NLEOMF tracks all line-of-duty deaths. They have been doing this since the mid-1980s. Each year their team researches the circumstances of those deaths and hopes to find ways to prevent law enforcement deaths in the future. They publish a mid-year and end-of-year fatality report detailing how officers are dying in the line of duty; and through their Destination Zero officer safety and wellness program, they seek ways to mitigate officer fatalities and make it safer for those who serve. The goal of the Destination Zero program is to have zero line-of-duty deaths.

The third part of their mission is to educate the public on the history of American law enforcement. The new Law Enforcement Museum hopes to help educate the public. The museum is

currently closed due to COVID-19 but has switched to conducting virtual and online programs. Chief Executive Officer Ferranto encouraged the Executive Committee to contact her to share your ideas on positive ways to promote law enforcement.

- **Angelic Young**, Director Law Enforcement Training Program Anti-Defamation League (ADL)

Director Young wanted to update the Executive Committee on current ADL training programs. Like everyone else, they have been impacted by COVID-19; and many of their trainings have been transitioned into virtual trainings. She expects this to continue through March 2021. The two newest training programs they have available include an introduction to violent extremism aimed at young officers. It is a three-hour class and is delivered virtually.

The second program includes several 90-minute modules on inclusive policing. These modules focus on trust and legitimacy, the history of policing, and includes an introduction to principles of inclusive policing which has a heavy emphasis on topics such as community engagement, officer health and wellness, public outreach, recruitment and retention, and leadership. They also have an updated Hate Crimes 101 course and Managing Bias course being offered virtually.

APPROVAL OF EXECUTIVE COMMITTEE MINUTES (Kim Vickers (TX))

Vice President Brian Grisham (TN) asked for a motion to approve the Executive

Committee Meeting Minutes from May 29, 2020 (Virtual Meeting). There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Erik “Bo” Bourgerie (CO) to approve the minutes. The **MOTION CARRIED**.

Vice President Brian Grisham (TN) asked for a motion to approve the Executive Committee Meeting Minutes from August 6, 2020 (Virtual Meeting). There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Gary Bullard (ICITAP) to approve the minutes. The **MOTION CARRIED**.

EXECUTIVE DIRECTOR’S BRIEFING

(Mike Becar): Executive Director Becar provided information on the following:

– **POST Director Changes:**

- Maine – Rick Desjarnes replaced John Rogers.
- Pennsylvania – Steve Ignatz replaced Tory Lokhaiser.
- Wisconsin – Steve Wagner was hired as the new POST Director in April 2020.
- New Hampshire – John Scippa was hired as the new POST Director.
- Kentucky - Nicoilai Jilek replaced Alex Payne.
- Army DOD – Jansen “Scott” Cheek replaced Ron Mullihan who retired.
- Maryland – Al Liebno was appointed as their Executive Director.
- Kentucky renamed their POST. Their name changed from the Department of Criminal Justice Training to the Kentucky Law Enforcement Council. They oversee all academies in Kentucky so they felt the new name was more appropriate, and John Moberly is the new POST Director.

- Delaware POST – Major Sean E. Moriarty was appointed their Executive Director.

– **Grants Submitted:**

- IADLEST wrote 14 grant proposals this year including the following:
 - Two proposals were written for TxDOT
 - Two were written for NHTSA
 - Six were written for the COPS Office
 - Two were written for the DOJ
 - Two were written for the U.S. State DepartmentThe total amount for the grant proposals equals \$5.3 million

Grants Received:

- NHTSA DDACTS 3rd year: \$300,868.19
- NHTSA Below 100 3rd year: \$119,781.10
- TxDOT Truck and Bus: \$131,364.25
- TxDOT DDACTS: \$493,735.58
- COPS Active Learning Modalities for the Next generation of Police Academies: \$499,996.00
- COPS State Agency Accreditation: \$600,000.00
- COPS Curriculum Standards for Human Trafficking: \$79,637.00
- IACP Officer Safety and Wellness: \$44,079.37
- Executive Director Becar was told that the grant for \$1 million to expand the National Decertification Index (NDI) is coming. The grants total approximately \$3.5 million.

Because of the increase in grant funding, the IADLEST Office will be moving into a larger space in mid-October. This will allow IADLEST to have four offices, a conference room, and a

waiting room so they can bring on some additional personnel to help with the operations and increased grant processing.

- **Member Benefits:** A new member benefits page has been created on the IADLEST website. Three organizations are listed showing the benefits they are offering to IADLEST members.
 - **Northcentral University:** 25% tuition reduction to members/employees on courses for Master or Doctoral degree programs.
 - **Columbia Southern University:** 10% tuition discount for members/spouse and children.
 - **Partner Plus by Wiley:** 10% tuition discount to in-network institutions for each member and immediate family members.
 - **International:** Executive Director Becar participated in an international discussion on the effects of COVID-19 on law enforcement with: Dubai Police, Rome, and United Kingdom

They talked primarily about how they were handling COVID-19 within law enforcement agencies, and Executive Director Becar talked about how it was affecting law enforcement training academes.
- **Sourcebook:** Executive Director Becar stated that the sourcebook is in the final stages of testing. The hope is that the Sourcebook will be available soon.
- **POST Commission Assistance:** Kelly Alzaharna from the New Mexico POST asked for someone from IADLEST to make a presentation at their Commission

meeting on the autonomy of a POST Commission. Vice President Brian Grisham (TN) will be presenting at that meeting on October 22, 2020.

- **Social Media Match for Grants:** Two TxDOT grants (for the Truck and Bus and DDACTs training) require a 20% match. IADLEST has generally been able to meet this match with classroom space (give free classroom space and write that off as IADLEST was renting the classrooms). However, with the COVID-19 pandemic, this match is not being met. They are now allowing for a social media match and for every like, share, re-tweet, or comments with the re-tweets, IADLEST gets 50 cents or a dollar (for likes) and up to \$7-\$10 (per share and re-tweet) to count towards that match. Executive Director Becar asked that if you see these posts to please like, share, comment, or re-tweet them to help meet the 20% match.

Vice President Brian Grisham (TN) asked for a motion to accept the Executive Director's Report. There was a **MOTION** by Mike Wood (NY) and a **SECOND** by Eddie Campa (OK) to accept the Executive Director's Report. The **MOTION CARRIED**.

IADLEST TREASURER'S REPORT (Eddie Campa (OK)): Treasurer Eddie Campa (OK) provided the following information. As of September 30, 2020:

Assets: \$1,246,244.77
Liabilities: \$285,303.03
Total Equity: \$960,941.74

Vice President Brian Grisham (TN) asked for a motion to approve the Treasurer's Report. There was a **MOTION** by Dan

Zivkovich (MA) and a SECOND by Erik “Bo” Bourgerie (CO) to approve the Treasurer’s Report. The **MOTION CARRIED**.

IADLEST AUDIT REPORT (Bo Bourgerie (CO))

IADLEST is in good standing, and there were no issues.

Vice President Brian Grisham (TN) asked for a motion to accept the Audit Report. There was a **MOTION** by Dan Zivkovich (MA) and a SECOND by Mike Wood (NY) to accept the Audit Report. The **MOTION CARRIED**.

CONFERENCE REPORT (Yvonne Pfeifer (IADLEST))

The 2020 conference in Fort Worth, Texas, was postponed. The plan is to keep it at the Omni Fort Worth (hotel) in Sundance Square on May 23 – 26, 2021. Registration will open in the first part of January 2021. Registration fees will remain the same, and if you paid the registration fee last year it will carry over to the 2021 conference. The early bird price for members is \$450 until February 5, then it will go up to \$500. The fee for non-members is \$510, for speakers it is \$400, and for vendors \$1,100. The room rate at the Omni is \$219 + tax per night. There will be a separate block for the international delegates for the federal rate. The cut off for hotel reservations is April 30. The vendor area is limited to 25 tables. Sixteen tables are already taken which leaves nine tables for vendors.

The keynote speaker is Paul Butler (law enforcement and motivational speaker) and is being sponsored by Virtual Academy. He will be speaking about leadership for a lifetime. You can read more about Paul Butler at this website: <https://www.paul-butler.com/> There will be roundtable meetings as well as a legal roundtable and 20 different training tracks at the conference. The regional meetings will be stand-alone meetings and will take place on Tuesday morning. The trainer’s roundtable is going to be dropped as it has been poorly attended.

The conference will be full days Monday and Tuesday, and until 3pm on Wednesday. There will be a welcome reception on Sunday, May 23, sponsored by Envisage. There will be a main dinner and Special Olympics auction at River Ranch Stockyards and will include long horn livestock (sponsored by Partner Plus by Wiley) on Monday, May 24 from 6-9 pm. That event is co-sponsored by Benchmark Analytics.

The 2022 IADLEST Conference will be held in Denver, Colorado, from June 5 – 8, 2022 (conference was later moved to Ft. Worth, Texas).

ADMINISTRATIVE REVIEW OF CURRENT BUSINESS ITEMS (Kim Vickers (TX))

- **Minnesota Audit** (Mark Damitio (IADLEST)): An audit was conducted of operations at the Minnesota POST by Dan Zivkovich (MA) and Lindsey Hale (OR). The audit was completed at the end of September and accepted by the Minnesota POST. They were happy with the outcome and have already

started to implement some of the recommendations.

- **IADLEST History Book** (Bill Flink (IADLEST)): The History of IADLEST Book is done. It is called *A Quest for Professionalism: The History of Law Enforcement and IADLEST*. It is 760 pages and will be sold through the IADLEST store. It is in publication right now. Executive Director Becar and the Executive Committee thanked Bill Flink for all his work on researching and putting the book together.
- **National Certification Program (NCP) Virtual Training Guidelines** (Peggy Schaefer (IADLEST)): If you received a survey on the peer intervention program, please fill that out. If you have curriculum on duty to intervene or peer intervention that you are willing to share, please forward that to Peggy Schaefer. The plan is to do a comprehensive task analysis for this project so if you will share the survey for that analysis with people in the field, that would be greatly appreciated.

A lot of in-person providers have not been able to work due to COVID-19 so many of them are switching their in-person training to a virtual format. When they did this, the question became, did they have to resubmit their training for certification again? Members from different POSTs, specifically Arizona, Colorado, Maryland, Michigan, and Missouri helped Peggy create an initial draft of new guidelines allowing vendors to move in-person training into a virtual environment that still requires vendors to monitor officer attendance and keep their training engaging and active for participants. These guidelines also address hybrid classes with a hybrid

rubric, too. After vendors re-work their training, they will have to resubmit their revamped courses for review using the new virtual training guidelines. Peggy Schaefer reviewed these guidelines with the Executive Committee.

NEW BUSINESS (Kim Vickers (TX))

- **IADLEST Evidence Based Training E-Book** (Pam Cammarata (IADLEST)) One of the outcomes of the partnership with the IPAC members is the release of a digital report or evidence-based training e-book titled *Why Law Enforcement Needs to Take a Science-Based Approach to Training and Education*. This report is on the IADLEST website. Ms. Cammarata asks that IADLEST members share this document with whoever can influence the way training is developed and delivered. This report focuses on how the science of human performance can improve curriculum.
- **Officer Safety and Wellness** (Pam Cammarata (IADLEST)) IADLEST is working with the IACP, with funding from the Bureau of Justice Assistance (BJA), to develop and deliver a 6-8-hour curriculum on officer health and wellness. It may be in-person or online. They are still trying to figure that out. The target audience would be all staff levels. It will be designed for agencies but will also be designed to be integrated into training academies. The topics in the curriculum will include mental wellness, physical wellness, and other wellness topics such as financial wellness, family wellness, and maintaining healthy relationships. A working group will be created to work on this curriculum made up of about 5-8

POST directors, training academy directors, and/or officer wellness instructors to help to guide the project. If anyone on the Executive Committee is interested or knows of anyone who may be interested in being on this workgroup, please contact Pam Cammarata.

This project is a follow-up to an email that was sent out to the membership several months ago asking for their thoughts on this curriculum. There was a lot of feedback including feedback from 25 POST directors.

- **New IADLEST Partner Advisory Committee (IPAC):**

Executive Director Becar shared a letter from Guardian Alliance Technologies (a new Corporate member) requesting to be a part of IPAC. They primarily focus on background investigations for law enforcement agencies worldwide. Executive Director Becar stated that the Executive Committee would have to make a motion to accept Guardian Alliance Technologies as a member of the IAPC.

Dan Zivkovich raised a concern about the size of the IPAC committee. He asked if the committee was getting too big and if this organization filled a gap on that committee. Pam Cammarata and Executive Director Becar held a Zoom meeting in mid-October to discuss the size of this committee. They set a limit of 15 members. The committee currently includes 13 members. Additionally, they will ensure that committee members are involved, or they will ask the organization to drop off the committee. They have not identified any gaps in the committee at this point,

but Guardian Alliance Technologies has a lot to offer to the IPAC.

Vice President Brian Grisham (TN) asked for a motion to accept Guardian Alliance Technologies to the IPAC Committee. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Erik “Bo” Bourgerie (CO) to accept Guardian Alliance Technologies to the IPAC Committee. The **MOTION CARRIED**.

- **Life Member Nominations** (Kim Vickers (TX)): Kelly Alzaharna (NM) nominated Chuck Gerhart (OK) for a lifetime membership. Erik “Bo” Bourgerie (CO) seconded the nomination. The **MOTION CARRIED**.

COMMITTEE AND SPECIAL ASSIGNMENTS AND REPORTS (Kim Vickers (TX))

- **Consortium on Fighting Extremism and Hate** (Eddie Campa (OK))
Eddie Campa (OK) took over for Chuck Gerhart (OK) on the committee. In their latest meeting, they introduced the new committee members and updated everyone on the program within the COVID-19 world. Since everything has shifted to a virtual environment, no date was set for the next meeting.
- **Northeast Region** (Mike Wood (NY))
New Jersey: New Jersey is moving forward with a licensing proposal for law enforcement officers, as it was approved by the Police Training Commission in June. They are currently performing research involving the policy, procedures, and legislation in other states.

Maine: Maine has made several changes to agencies' minimum policy standards (e.g. banning choke holds, requiring officer to intervene, etc.). They have been using a hybrid approach to training using Zoom and Microsoft Teams. Director John Rogers retired after 17 years in the position.

Maryland: Maryland is preparing for the upcoming Legislative Session in January 2021 for numerous legislation relating to Police Accountability and Reform. Legislators are currently having Committee Hearings for Police Accountability, removal of the Law Enforcement Officer Bill of Rights, Body Worn Camera usage and video storage. Numerous draft legislation has already been proposed, which is an early move compared to previous legislative actions. Within the Maryland Police and Correctional Training Commissions, Al Liebno was appointed the Executive Director on July 1. They are in the process of preparing, hopefully soon published, an RFP for an updated Learning Management System and Record Data (Officer certification and training) program. Hopefully to be awarded in early 2021.

Delaware: Delaware has experienced capacity-related issues at their academies as a result of COVID-19 and has recently opened another site to host a new class of recruits. COVID-19 has also resulted in greater reliance on virtual training and even elements of agencies' hiring processes having to rely (temporarily) on virtual psychological exams, for example. Members of our Executive Staff have been assigned to a number of work groups/task forces looking at police reform to include hiring and training standards and the like

so I suspect some changes in the future that will impact our delivery of training and/or content.

New York: New York passed a number of bills over the summer on policing reform, to include the repeal of civil rights law, making police disciplinary records available for public inspection. The new statutes have necessitated a comprehensive review of police training programs, state law enforcement accreditation standards, and more. Budget pressures and the remote work environment have presented challenges, but fortunately there has been little impact on operational capacity.

- **Central Region (Amanda Yarbrough (AR))**

West Virginia: West Virginia elected to waive the training and qualification requirements for the 2020 Training year period that ran 1 July 2019 to 30 June 2020. This action was approved by West Virginia's Secretary of State's Office as they oversee legislative rules addressing those requirements.

At this time, West Virginia is moving ahead with standard in-service and qualification requirements. They will be evaluating over the fall and early winter as to modifying once again. Agencies are requesting the ability to use more online training to meet requirements for in-service. Currently there is a max of 25 % (4 hours) of officer-required training that may come from standard online training. Instructor-led online training may be taken and given the standard weight of regular classroom in-service training.

West Virginia is a single state Academy. A Cadet (Trooper) and Basic (all other

officers) class was running at the time the pandemic hit. Both programs were suspended for approximately three months. When they started back up officers reported they were tested and remained at the Academy (where they normally leave on weekends) until their classes were completed.

Current Basic Classes will run the same way: for 11 weeks opposed to the standard 16-week program. The students will report, be tested for the virus before they literally get out of the car, are approved to attend, and will remain straight through till graduation.

Funding levels continue to be a primary issue facing their program. They did receive an increase in court cost fees, from \$2 to \$12 (but now the fees are part of an overall larger amount collected from other entities) which has helped but they continue to press for direct line item funding from State/Governor's Office

Wisconsin:

1. Wisconsin was awarded the COPS Office Law Enforcement Mental Health and Wellness Act grant. One hundred twenty-five thousand in funding will be used to provide regional training for Peer Support Teams for law enforcement agencies.
2. In anticipation of some Police Reform Bills being pushed in Wisconsin, the Wisconsin Department of Justice began collecting Use-of-Force and Arrest-Related Death Data in March 2020. The goal is to have all Wisconsin agencies reporting all reportable incidents by 2021. 2020 is being treated as an "on-boarding" year.

"Reportable" incidents include incidents that meet one or more of the following criteria:

- Officer Use-of-Force that results in the death of a person
- Officer Use-of-Force that results in the serious injury (great bodily harm) of a person
- Use-of-Force that results in an officer discharging their firearm at or in the direction of a person

There are currently 164 agencies out of approximately 560 agencies voluntarily reporting these incidents.

3. In Wisconsin, there are two sets of criminal justice reform bills being pushed in the legislature. One is a set of bills being put forward by Democratic legislators (and endorsed by the Governor), and one is being put forward by Republican legislators. The Governor is not calling for a special fall session; therefore, these reform bills will not be voted on until the first 2021 legislative session.
4. The Wisconsin Training and Standards Bureau is updating their website (WILENET) – building a new one from scratch. It will go live in November 2020.

Arkansas: Earlier this year, Arkansas's Governor established a task force to advance the state of law enforcement in the State of Arkansas. Specifically, the task force was asked to:

1. Review the adequacy of law enforcement training, policy, and operations, specifically related to

- cultural, racial, and community relations;
2. Study and analyze the processes for accountability, discipline, removal, and decertification of officers who do not meet standards, including an evaluation for the creation and implementation of a statewide, public database of complaints, and resolutions concerning law enforcement officers;
 3. Study and analyze the effectiveness and sustainability of community policing efforts, including the impact of law enforcement officers living in the communities in which they are policing; and
 4. Study and analyze the standards, requirements, and obstacles for recruitment, hiring, and retention of law enforcement officers, including resiliency programs, educational opportunities, and compensation and benefit packages available to law enforcement officers.

The final task force report is not due until around the end of the year, but we expect and anticipate great feedback and proposals for improvement.

Other updates include the completion of the online Part-Time/Auxiliary training course. All officers hired as a part-time or auxiliary officer are required to complete the online course. The course consists of 85 hours of online training and a minimum of 32 hours of practical training at the agency. In addition to the online part-time course, CLEST now has more than 100 hours of course curriculum available to

officers in Arkansas, free of charge. CLEST is also currently researching opportunities to promote and emphasize mental health and suicide prevention in the law enforcement community.

Michigan: Michigan recently published an article related to departments employing social workers and social workers responding to various calls for assistance. A copy of the article is available for anyone that may be interested.

Illinois: Illinois is anticipating changes in their statutes which will expand their certification/licensing process.

They have been meeting with a large coalition of law enforcement, legislative folks, and other state leaders to assess how they will train and how the certification process works. They have been discussing some of the following topics:

- The hiring process; the background and if psychological testing is required.
- Looking at the list of de-certifiable offenses and what should be added.
- The due process of a complaint on an officer and the process of review or appeal.
- What it takes to maintain certificate/license.
- What is our compliance and accountability looks like.
- Training in the academies relative to Use of Force and other Race-related training.

• **South Region** (Steven Combs (NC))

Georgia:

1. Officers must now complete a “Code of Conduct” agreement as part of their certification application.

2. Agencies must sign an affidavit acknowledging that they have had a psychological evaluation completed on all applicants for law enforcement officer certification.
3. Effective January 1, 2021, each officer attending the basic law enforcement training course must pass a Physical Agility Test prior to admission to the academy. The PAT adopted by Georgia is the course approved and validated by the South Carolina Criminal Justice Academy and FLETC.
4. Georgia is working to adopt officer resiliency training for the 59,000 actively employed officers in the State of Georgia. Initially, several hundred instructors will be trained.

North Carolina:

1. CJ/Justice Academy - Job Task Analysis for LEO
2. Job Task Analysis for Telecommunicator
3. All of our BLET classes are now running.

South Carolina: The SC Criminal Justice Academy is probably dealing with many of the same issues as other academies given the current climate, but here are a few focal areas/issues they are working on:

1. How to effectively train during COVID, particularly in DT classes and practical problems scenarios, while wearing masks and maintaining social distancing.
2. The effects of COVID on training numbers; fewer students per class equals more backlog to enter the Academy.

3. The development/implementation of new classes related to Duty to Intervene and Fair and Impartial Policing.

Tennessee

1. Tennessee has been extremely involved in our Governor's Task Force on Law Enforcement Reform and have several new initiatives in progress.
2. Most of their academies have been re-opened for more than 12 weeks operating under COVID-19 protocols.
3. They have received grant money for our main academy, TLETA, to provide free tuition to agencies who are forced to hire wandering officers or less-qualified candidates because of budgetary issues.

Virginia: Expanded Development of the following areas:

- Use of Force decision making (i.e. de-escalation techniques)
- Ethical Decision Making (duty to intervene in excess force)
- Fair and Impartial Policing
- Procedural Justice
- Interpersonal Communications
- Peer Intervention Programs
- Crisis Intervention Techniques

They just completed a Law Enforcement Job Task Analysis (JTA) and are rewriting and reviewing performance outcomes for basic training for law enforcement.

- **Midwest Region** (Kelly Alzaharna (NM))

Iowa: The Iowa General Assembly and Governor signed a criminal justice reform bill for the fiscal year 2020-2021, that includes requirements for officers to receive annual bias/de-escalation training. The Iowa Law Enforcement Academy Council developed guidelines that officers receive two hours of bias and two hours of de-escalation training as part of their annual training. The Academy has successfully partnered with outside instructors to offer the training in our Basic Academy (for new hires), annual training (offered on-line and in person), and in Specialty Schools (training the trainer and other schools that will meet the reform bill's annual training requirement).

The Iowa Law Enforcement Academy recently procured an online training platform through a learning management system (LMS). The online learning system has allowed the Academy to continue classes on-line throughout the pandemic lock-down and will be expanded to include annual and specialty school training.

The Iowa Law Enforcement Academy recently completed a significant demolition and remodel of our building. The new Academy building has all new HVAC, mechanical, electrical, plumbing, windows, and other new infrastructure features. Classrooms were re-designed and equipped with state-of-the-art AV/computer functions, allowing instructors the use of streaming, touch screen, and webinar functions allowing students to learn in an environment that emphasizes professionalism and excellence.

Nebraska: It has been proposed that the POST require all law enforcement academies in the State to use the same, validated comprehensive or licensing examination. The Council will vote on it this month. The exam was developed based on the most recent JTA and has been validated. The Centralized academy has been using this type of exam for a number of years. The other academies have not been required to pass such an exam before they receive certification.

The most recent state legislative session passed an "anti-bias" training mandate. Many agencies have been providing such training for several years, including the basic law enforcement certification curriculum. The new legislation requires two hours annually on this topic.

Work continues on developing reporting mechanisms to ensure all officers have completed the requirement as well as helping to develop training.

Updating database/training software. The old system is proprietary and 20 years old. Updating to a new software system may require a completely new system.

New Mexico:

- Staffing
 - In-service compliance reporting/tracking
 - Misconduct case processing
 - Curriculum review/revision
- Separating DPS NMLEA and NMLEA Board.

Wyoming:

- Internal Policy Development
- Issue/similar to every other state, limited in-person training which was

- largely overcome with on-line options. Academy capacity restrictions initially created issues with basic training needs.

FUTURE PROJECTS

Iowa: Develop and expand the Academy's learning management system that will meet law enforcement agency's demand for distance learning to include:

- Jail schools
- Telecommunication schools
- Reserve Officer training
- Specialty schools
- In-service training

Nebraska: The last legislative session reconvened in July so the push was for "police reform". The one bill that was introduced called for an oversight body to review all police misconduct. The bill failed to advance but it is anticipated that the new session, which is slated to begin in January, will have a wide range of such legislation. It is hoped that POST will be included in conversations and have input rather than simply having the reforms arbitrarily mandated.

Another issue for us here in Nebraska (as it seems for everyone) is recruitment and retention of good people who want to serve their communities as law enforcement officers. The external pressure from agency administrators is to lower the admission standards because, "we just can't hire anybody"

New Mexico: New Mexico has been locked down for the most part due to COVID-19 so they do not have anything significant to report at this time.

Wyoming:

- Archived data migration on former officers for ease of retrieving records
- Achieve IADLEST accreditation

West Region (Perry Johnson (MT)): Mike Sherlock (NV) reported on the West Region for Perry Johnson.

Nevada: The last legislative session they had mandated, by statute, that continuing education now includes seven subjects including de-escalation, racial profiling, implicit bias, officer wellness, human trafficking, mental health, and firearms. In order for agencies to maintain their certification, they must conduct 12 hours of training in these topics every year. Additionally, a special legislative session was held; and officers are now mandated, by statute, to intervene in inappropriate use of force, mandates that officers allow citizens to video contacts unless it interferes with the officer's job, mandates a racial profile study on detention and arrests, and must report to the legislature every year. The POST was mandated to facilitate and provide grants for mental health response teams

Nevada has continued to run their basic academy in-person following guidelines to protect recruits during the COVID-19 pandemic. So far, they have only had three students test positive during their live-in academy.

International Region

 (Gary Bullard (DC))

Bosnia and Herzegovina: Two of the three police academies in Bosnia and Herzegovina have received IADLEST Accreditation. The Academy located in Mostar was the 1st in 2019 and the Federation Police Academy located in Sarajevo completed their process in early 2020.

The Republic of Srpska Academy located in Banja Luka is in process and being delayed due to the COVID-19 pandemic.

Bangladesh: The first week of March, “Pandemic Policing” became the norm for most of the world. The National Police of Bangladesh navigated the Ministry of Health directions to contain those that were infected and provide services to those in need through community policing and community caretaking functions. ICITAP’s long-standing Community Policing training and engagement models have been adopted by the Host Government during the the Pandemic may have contributed to the absence of civil unrest.

Countering Violent Extremism in Strategic Communications

The influence of Bangladesh Police Headquarters (BPHQ) achieved through ICITAP’s improved Strategic Communications program efforts continues to grow, including through advancements in the police use of Facebook. BPHQ improvements are increasing news media coverage and providing a model for more than 100 other police Facebook pages across Bangladesh. The premise is that with successes in police communications, come an increase in public trust.

Increased trust, the public will cooperate with the police more, and provides more information about criminals and extremists.

To help measure BPHQ increases, we can compare BPHQ to the New York Police Department (NYPD), the largest policing agency in the U.S. The NYPD

HQ Facebook has nearly three times the fans on Facebook as any other U.S. policing agency. In June 2019, NYPD HQ Facebook had nearly double the Likes as BPHQ Facebook. Yet by July 2020, BPHQ Facebook surpassed the NYPD HQ Facebook in both the number of Likes and Followers. Then at the end of September 2020, BPHQ Facebook surpassed the milestone of one million Followers. A review of July – September, shows that BPHQ Facebook is growing Likes and Followers at 12 times the rate as NYPD HQ Facebook.

Trafficking in Persons (TiP)

The objective of this project component is to enhance the capacity of Bangladesh police to prevent TIP, punish the offenders, and protect the victims of trafficking. In the 2020 Department of State Trafficking in Persons Report, Bangladesh has been placed into Tier 2. The lack of prosecutions continues to be a problem.

Countering Wildlife Crime (CWC):

The overarching goal of the Program is to improve the status of endangered and protected wildlife species of Bangladesh by reducing the illegal killing and gathering of wildlife. Capacity building initiatives will involve removal of barriers to effective coordination on CWC law enforcement in Bangladesh.

Central America:

Basic Investigations
Field Training Officer
First Responder
A System’s Approach to Criminal Investigations
Basic and Advanced Crime Scene Investigations

Agencies graduate officers who spend a major amount of time on memorizing legal academics and marching with little experiential learning to ensure that the application is consistent with the teaching and that they are founded on best practices. Officers come out and are directly assigned to investigations without having learned to be an officer let alone an investigator. While major efforts are being undertaken in the professionalization of forensics, the lack of attention and investment on the front end of the criminal investigative process continues to contribute to cases being dismissed and, therefore, diminishing trust in the adversarial system of justice.

Specialized Investigations – Homicide, Missing Persons/Children, Organized Crime/Gangs, Supervision and Leadership, Ethics and Non-Criminal Operational/Administrative Personnel Investigations.

In Latin America, the prosecutor is the owner of the criminal investigation, and often investigators are not utilized to perform actual investigative functions. Prosecutors are also not trained as investigators and often don't know the appropriate questions to ask investigators or forensic personnel in the presentation of criminal cases, evidence, and/or testimony before a tribunal. It is critical that training be directed at full case management of the investigative process so that responsibilities and roles can be clearly defined in the process in the search for fact and uncorrupted truth so that its presentation before the court can be as complete and professional as possible.

Croatia: Transnational Organized Crime Investigations Initiative

Public Corruption and Financial Investigations Initiative
Cybercrime Investigations Initiative
These three Initiatives will remain as top priorities for the foreseeable future

Kosovo: Kosovo Police (KP) are working to identify and strengthen deficiencies in the Police Law and enhance the professionalism and political independence. The KP is working to improve investigative results for serious and complex investigations of crimes such as: corruption, terrorism, trafficking, domestic violence, cross-border, cyber-related crimes, financial crimes, and also advance capacity to combat organized and transnational crime. KP reports during the FY20 indicated utilization of skills learned in investigative trainings are present in at least 47 investigative KP operations.

The KP also continues to strengthen and advance the rule of law in Kosovo by helping build accountable, transparent, sustainable management processes within their organization

Kosovo continues to enhance the Police Inspectorate of Kosovo (PIK) organizational capacities for transparent and efficient investigations of police criminal misconduct and inspection of police processes. During FY20, the KP conducted 25 successful police criminal misconduct investigations.

In 2019, a Kosovo Police Global Positioning System (GPS) was built to reduce police response time and aid crime prevention. During the pandemic, this GPS is updated daily to denote positive COVID-19 cases for each of the municipalities, the quarantine zones, as to provide OpenStreetMap and Google

satellite map layers. The Ministry of Interior uses this map to send daily reports to the Inter-Ministerial Group for Incident Management.

Future projects include:

- Introduce Body Worn Cameras to the KP
- PIK revising the SOP for organizational structure, protocols, leadership position job descriptions, and qualifications required for the job.

Indonesia

1. The formation of the INP procurement unit has been approved by the Ministry of Administration and Bureaucratic Reform. Training has been completed at the basic and intermediate level for 45 INP personnel who will staff the unit and who will be responsible for high value procurement processes across the organization. Selection is now underway for an instructional cadre who will be trained to the advanced level in procurement processes and instructional development in compliance with GOI regulations. The instructors will be tasked with conducting regional training for procurement officers to bring them to compliance with GOI regulations. INP will be conducting approximately \$2 billion worth of procurement during this current FY. This project was undertaken as one of the steps to reduce the opportunity for corruption in the procurement process.
2. Continued support to INP Forensic laboratories to reach international accreditation standards. This project has been supporting the accreditation of INP labs to reach the ISO 17025

standard for accreditation. Currently, five of the nine laboratories have reached standard.

3. Continuation of the training and socialization of community policing skills to INP graduating officers from Akpol utilizing the scenario village. This project is enhancing the KSA of graduating commissioned INP officers who will be deployed to field operations as supervisors. INP plans to build scenario villages at all basic training facilities moving forward.
4. The implementation of the Data Management System (DMS) is in the final stages for the INP Marine Police division. The DMS will allow (for the first time with INP) nationwide standardization of reporting, link analysis, real time cases, and statistical tracking. The DMS is also being modified to accommodate use by the INP Internal Affairs Division.
5. A new Kapolri (Chief of Police) will be selected by the end of the year due to the retirement of the current Kapolri.
6. The pandemic has slowed program activities. However, where possible, training has been delivered using online platforms and is expected to continue during the first part of 2021.

Nepal

Nepal is currently undergoing major changes in how the policing services will be performed in the country. The 2015 Constitution mandated the creation of Provincial Police organizations, but the central government made no movements forward with this aspect of the implementation of federalism. Late last year, two laws were passed that

facilitated the development of the Provincial Police. The first law outlined the transfer of nearly 55,000 police officers from the Nepal Police to the Provinces. The second law outlined the jurisdictional responsibilities of each police organization. DOJ presented the concepts of Professional Standards and Civilian oversight to help professionalize the Police and help bridge the gap between Police and Civil Society. One Province called Gandaki, a forward-thinking Province with openminded Political leadership, agreed with the adoption of these two new mechanisms.

In late September, Gandaki provincial legislative assembly approved a new Police Act that includes the creation of a Civilian Oversight Commission and the development of Professional Standards Commission. These two components will bring about the development of a “new” type of police organization that includes the implementation and regulation of professional standards for the police. DOJ will continue to assist in helping Nepal integrate the Professional standards into the training and daily operation of the organizations, as well as designing and implementing oversight commissions.

- Development of a National and Provincial Standards Commissions
- Development of Civilian Oversight Commissions at the National and Provincial levels

Federal Region (Skeet Brewer (FLETC))

FLETC just started a leadership series on issues and lessons learned in Seattle. These webinars will be held on October 22 and November 18. IADLEST will send

information out to the membership on these webinars. FLETC will also continue to provide webinars and trainings on the duty to intervene and use of force. FLETC conducted a job hazard analysis on each skill taught in their training and developed guidelines to mitigate the safety during COVID-19 for each skill. If anyone would like a copy of those guidelines, please contact Skeet Brewer. Since this position is new on the Executive Committee, Skeet Brewer is looking forward to serving the federal region as the regional representative.

EXECUTIVE SESSION (Kim Vickers (TX))

President Vickers asked for a motion to go into an Executive Session.

There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Gary Bullard (ICITAP) to move into an Executive Session. The **MOTION CARRIED**.

President Vickers asked for a motion to move out of the Executive Session.

There was a **MOTION** by Mike Wood (NY) and a **SECOND** by Erik “Bo” Bourgerie (CO) to move out of the Executive Session. The **MOTION CARRIED**.

Summary Outcome of the Executive Session: The Executive Session was informational only. There were no motions made or approved.

ADJOURNMENT: Having no other business to conduct, President Vickers called for adjournment at 4:10 AM Eastern Standard Time. There was a **MOTION** by Dan Zivkovich (MA) and a **SECOND** by Gary Bullard (ICITAP) to adjourn. The **MOTION CARRIED**.

**SCHIZOPHRENIA
POLICE TRAINING CURRICULUM:
HOW IT CAN IMPROVE
YOUR DEPARTMENT**

By: Lon Bartel and Nicole Florisi

Earlier this year, VirTra submitted and received certification on the curriculum “Mental Illness: A Practical Approach.” This curriculum covers the signs and symptoms associated with different mental illnesses as well as communication and intervention techniques. Most importantly, officers will learn how to respond to the specific behaviors a person displays instead of focusing on the mental illness itself. People should be treated as individuals and not as their diagnosis.

One of the mental illnesses covered in the curriculum is schizophrenia. Schizophrenia is a serious mental illness that affects about 1% of the national population. Schizophrenia can interfere with a person’s ability to think clearly, make decisions, manage emotions, and relate to others. The severity of unmanaged schizophrenia can be extremely debilitating and disabling.

Depending on the severity of the schizophrenia, an individual may experience hallucinations or delusions. Hallucinations are false perceptions and experiences absent certain stimuli and can manifest as visual, auditory, olfactory, or tactile. Delusions are false beliefs that conflict with reality. Hallucinations and delusions are common with schizophrenia, but that does not mean that person has a schizophrenia diagnosis.

A person with schizophrenia may also experience psychosis. Psychosis describes a condition where an individual has lost touch with reality, usually aligned with severe disturbances in behavior, cognitive processing, and emotional regulation. The disturbance in perception makes it

challenging for an individual to determine what is real and what is not. This can be especially challenging for officers.

Instead of focusing on a diagnosis, officers will learn to respond to the behaviors and clarity in thought process person exhibits at the time of contact. This allows officers to coordinate an intervention response that is as safe and effective as possible for everyone involved. Each section of VirTra’s “Mental Illness: A Practical Approach” goes further in-depth in recognition of signs and symptoms as well as effective and safe intervention techniques.

For each curriculum, instructors are given slide presentations, booklets, pre- and post-tests, evaluation forms, and simulator scenarios. This allows officers to learn the material in the classroom, then implement their new training in a real-life situation displayed in the simulator. Training after this manner ensures officers are well-rounded and skills are easily transferred to the field.

VirTra’s “Mental Illness: A Practical Approach” is NCP certified and meets rigorous quality training standards for the curriculum. This includes extensive research, citations, correct knowledge retention format, comprehensive testing materials, and more.

About the Authors: *Lon Bartel spent 20 years as an officer, where he spent 12 of those years as a Rangemaster and 18 years as a certified law enforcement trainer. Now, as an IADLEST Nationally Certified Instructor and Force Science certified Use of Force Analyst and Advanced Specialist, Lon works to create powerful training curriculum for law enforcement.*

Nicole Florisi has been a law enforcement trainer and instructor for the past 15 years. Her areas of expertise are in crisis intervention and de-escalation, crisis negotiations, child abduction response, domestic violence and human trafficking. Nicole was also the lead negotiator for the regional SWAT team for 12 years.

GUARDIAN ALLIANCE TECHNOLOGIES PROVIDES FREE SOFTWARE TO HELP AGENCIES WEED OUT BAD CANDIDATES

*by: Ryan Layne, CEO
Guardian Alliance Technologies, Inc.*

Guardian Alliance Technologies, the nationwide leader of pre-employment background investigation technology for law enforcement, and the newest IPAC member, provides its Triage Center to all agencies in the United States at no cost, enabling them to identify and eliminate unqualified candidates more efficiently - for free.

Guardian's Triage Center allows agencies to invite applicants to complete and submit their Personal History Questionnaire (PHQ) electronically, whereupon the system automatically flags concerns and presents the flagged items to investigators, eliminating time consuming manual review of the questionnaires. Use of the Triage Center has proven to dramatically reduce the time spent in pre-screening applicants.

Hundreds of agencies in 42 states already use the Guardian Background Investigation Platform; and with the input and feedback from so many users, combined with constant refinement by Guardian, Guardian's PHQ has evolved into the most comprehensive and universal questionnaire available to the profession today.

"Most agencies spend a tremendous amount of time going through questionnaires manually, only to find out that the vast majority of the applicants aren't qualified. With the use of Guardian's free Triage Center, agencies are able to weed out the bad apples immediately and make a conditional offer to good candidates before they find employment elsewhere," says Justin Biedinger, Guardian's Founder,

President, and former Stockton, California police officer.

"Guardian has really helped us with our whole process," says Lt. Jeremy Whitehill from Nixa Police Department in Nixa, Missouri. "Before, we would hold a test with 20 people, spend money on the overtime to give the test, only to find out that the large majority of these applicants are not even eligible. Now, with Guardian, we can view the red flags prior to doing the other testing so we are only giving the physical and written tests to people who are actually eligible for hire we are also saving a lot of time and money."

In addition to the time savings provided by the Triage Center, all PHQ's submitted are stored in Guardian's exclusive National Applicant Information Center (NAIC). This first-of-its-kind centralized applicant database provides agencies with awareness, automatically, any time they receive a PHQ from an applicant who has previously applied to another agency on the Guardian Platform, and flags any changes that have been made to the PHQ since it was last submitted. Each applicant added to the NAIC represents a potential benefit to another agency using the system who may encounter that applicant in the future. In this way, by using the free Triage Center, agencies are not only helping themselves, but potentially assisting, others from hiring the wrong candidates and thereby helping to protect the integrity of law enforcement and increasing public trust in communities across the country.

Learn more about how Guardian's Background Investigation technology is helping agencies across the country at www.guardianalliancetechnologies.com

CAUSING SUSPECTS TO ATTACK YOU

by: Von Kliem, Force Science Institute

To participate in police-reform discussions, it's helpful to appreciate the multiple incentives driving the movement. Some believe that the police are members of a racist system and that violent criminals are merely responding to years of systemic oppression. Others believe that the police provoke violence or simply don't do enough to avoid it. In either case, activists are proposing reforms to hold police "accountable."

In this article, we'll look at how some reform proposals are attempting to shift responsibility for violence from the offender to the officer and how police professionals might inadvertently support this agenda if they don't carefully distinguish "tactical uncertainty" from "officer-created jeopardy."

To begin, let's review what is meant by "jeopardy" and "tactical uncertainty."

Threat Assessments and Jeopardy: When police conduct threat assessments, they often evaluate whether a person has the intent, ability, means, and opportunity to inflict harm. * This review is not a legal requirement but has proven a useful framework to identify and influence potential threats.

Within this framework, officers are not expected to read minds or prove threats beyond a reasonable doubt. Instead, when officers have probable cause to believe a person has the intent, ability, means, and opportunity to inflict harm, "jeopardy" is said to exist. ** If the threatened harm is certain to occur unless someone intervenes, we call that "imminent jeopardy."

An officer's real-time threat assessments are nothing more than "educated guesses," or, if you prefer, educated judgments. They are reasonable beliefs informed by training, education, and experience. Incomplete information and intentional deception make it difficult to achieve a high level of certainty in these judgments. As such, perfection can never be the standard, and reasonable people can always disagree.

Tactical Uncertainty: Like threat assessments, the actions ("tactics") that officers take to manage threats are also educated judgments intended to influence the conditions leading to jeopardy. For example, containment can prevent someone from accessing weapons (*means*). Distance and cover can deny someone the *opportunity* to use weapons. Handcuffs or other physical restraints can reduce a person's *ability* to inflict harm, while effective communication and de-escalation may dissuade someone from forming or maintaining bad *intent*. Although tactical decisions can certainly prevent jeopardy, they are always based on imperfect predictions. Too much distance, and the suspect may run. Too close, and they may attack. Make physical contact too late, and the suspect might hurt people. Too soon, and you may have missed a chance to de-escalate.

Tactical uncertainty always surrounds threat assessments and responses. It is amplified by frequent information updates, competing government interests, and the fact that the suspect always gets a vote.

Those familiar with "street-level" police work universally understand the impact of tactical uncertainty. However, not all reform proposals appear to consider the often split-second judgments and competing interests that officers face. Proposals that advocate

“accountability” for “officer-created jeopardy” deserve careful scrutiny.

“Officer-Created Jeopardy”: In policing, the idea that officers can influence jeopardy is not particularly new. “After-action reviews” and training frequently address how tactical decisions can (or did) influence the intent, ability, means, or opportunity of the suspect.

Although frequently couched in terms of “officer-created jeopardy,” these reviews aren’t intended to blame officers for the decisions and actions of suspects. Instead, they identify strategies and tactics for officer-safety that might simultaneously save suspects from the consequences of their own intended conduct.

Well-run tactical reviews encourage radical honesty as officers think critically about their decisions and performance. These shared experiences increase tactical options, improve decision-making, and help officers avoid repeating ineffective tactics. Equally important, after-action reviews allow supervisors to identify and limit when otherwise lawful police conduct may not align with the current agency or community priorities. Avoiding armed confrontations with people who are only threatening themselves come to mind.

Expanding “Officer-Created Jeopardy”:

If the evaluation of discretionary (and lawful) police conduct were limited to “no fault, no blame” reviews, there would be little concern. However, some reform proposals would radically expand liability for “officer-created jeopardy” by second-guessing any tactical decision that might increase the risk of a deadly confrontation.

Courts have been reluctant to embrace the “officer-created jeopardy” theory, in part

because the Supreme Court directs that use of force decisions should not be viewed with the benefit of hindsight. Currently, some courts limit use-of-force assessments to the moment the officer used force. Other courts take a broader view and will consider an officer’s “pre-seizure” tactical decisions as part of the “totality of the circumstances test.”

There is evidence that the Supreme Court would decide the narrow view of use-of-force assessments;*** however, police reform advocates are not waiting for the Court to settle this issue. Instead, they are lobbying state legislatures, attorney generals, and agencies to pass laws and policies that impose “elevated” use of force requirements and expressly authorize consideration of an officer’s pre-force conduct.

Officer-Created Jeopardy 2.0: If the intent is to hold officers accountable for tactical decisions, it would seem a limiting principle should be identified (since merely showing up to confront an armed suspect increases the risk of a deadly confrontation).

To address this concern, some proposals attempt to limit liability to only those decisions that were “reckless,” “unnecessary,” “unsound,” “needless,” “avoidable,” or “unjustified.”

Since officers have been operating under a “reasonableness” standard, it isn’t clear how these new qualifying terms will be defined or applied. More importantly, it isn’t clear who gets to decide that an otherwise legal and discretionary tactical decision was “unnecessary.”

When these issues arise in judicial or quasi-judicial settings, officers have the advantage of police practices and use of force experts

to educate the decision-makers. However, by inserting “officer-created jeopardy” provisions into state criminal law or agency policy, progressive prosecutors and civilian review boards with anti-police bias can conceivably bypass the courts and the experts.

When the evaluation of deadly force encounters is left to people unfamiliar with human performance, police practices, or critical incident decision-making, officers risk discipline, termination, and even indictment on a single unqualified opinion that a tactical decision was “needless” or “unnecessary.”

Even assuming that anti-police bias can be set aside, many of the “officer-created jeopardy” reforms endorse the “20/20” hindsight that the Supreme Court has expressly rejected. These reforms presume a level of predictability and certainty that rarely exists and will expose officers to judgments heavily influenced by outcome bias.****

Devolving Standards: Like reform proposals generally, proposals that advocate expanding “officer-created jeopardy” are born of mixed motives.

It’s hard to complain when a defense attorney argues on behalf of their client that an officer’s tactical decisions, their “failure to de-escalate,” or even their “aggressive” uniforms provoked their clients to violence. This type of zealous advocacy is expected and can be tested in court.

More curious and concerning are the arguments that an officer’s tactics not only provoke criminals, they literally *cause* criminals to break the law. Not just attorneys, but academics are now arguing that, if an officer stands in front of a stationary car, they don’t just create the opportunity for an assault, they *cause* the driver to accelerate into the officer. If an officer fails to wait for back-up, they *cause* the suspect

to fight. Leaving a position of cover or chasing an armed suspect *causes* the suspect to shoot. In each of these cases, it is argued that the officer should be liable for “creating the jeopardy.”

This type of liability shifting – from suspect to officer – is an expansion of “officer-created jeopardy” that imagines suspects have no control of their conduct. It ignores tactical uncertainty, and creates opportunities for second-guessing that are limited only by the reviewer’s creativity.

*Some experts combine ability (physical ability) and means (weapons or other instruments) into “capability” and describe jeopardy as the opportunity, capability, and intent to cause harm. Others avoid the *intent* element out of concern that opposing attorneys will accuse them of “mind reading.” These same experts might instead use the “AOJ” structure and focus on ability, opportunity, and jeopardy, in which they define jeopardy “as actions that would lead a reasonable person to conclude that the suspect *intended* to cause death or great bodily harm.” Under this definition, the imminent jeopardy analysis is being specifically applied to deadly force assessments, and *intent* is addressed in their working definition of “jeopardy.”

**“Jeopardy” simply means “danger” or “risk of some harm.” The intent, ability, means, and opportunity analysis is not limited to deadly threats and can be applied when analyzing threats against any government interest (e.g. property crime, simple battery, obstruction).

***Courts might distinguish imminent threats from actual threats. Where a person is involved in an overt act that creates a present risk of harm, the absence of specific intent to commit that harm may not be sufficient to extinguish the jeopardy. Consider reckless drivers who force other drivers into a ditch. Also imagine that people experiencing delusions may not intend the dangerousness of their conduct, and yet it can be no less dangerous and require immediate intervention.

****Outcome bias is an error made in evaluating a decision when the outcome of that decision is already known.

CYBERSECURITY INSECURITY

*by: Robert Matthew Brzenchek MS, Ph.D. ABD,
founder of The Brzenchek Foundation, Inc.*

I felt compelled to write this article during the Presidential election season and cybersecurity awareness month. With the alleged tampering of election results by Russia through various modes combined with the Cambridge Analytica data scandal, cybersecurity is on many voters’ minds. In addition, we are all adapting our daily lives because of COVID. More of the world is conducting business, shopping, staying connected with loved ones online. Increasing

threats/scams are coming from transnational organized crime groups (e.g., Russian mafia, Chinese Triads, MS 13, and cartels) online. These influential organizations have tremendous power and money, which means they have the ability to pay hackers to defeat cybersecurity measures. The dangers posed by organized crime groups are nothing new. For decades, these groups have launched sophisticated attacks against individuals as well as major corporations. Billions of dollars have been stolen every year along with large, continuous hacks on our highly sensitive computer systems. According to David Goldman of CNN Money, “Organized cybercrime is a truly an international affair, but the most advanced attacks tend to stem from Russia. The Russian mob is incredibly talented for a reason: After the Iron Curtain lifted in the 1990s, a number of ex-KGB cyber-spies realized they could use their expert skills and training to make money off of the hacked information they had previously been retrieving for government espionage purposes.” Both Russia and China are sponsoring hackers that collect information on behalf of the nation state. Intellectual property is being funneled to benefit companies in their home countries,” said Shawn Henry, former executive assistant director in charge of the FBI’s Criminal, Cyber, Response and Services Branch. Increasing threats are also coming from transnational organized crime groups (e.g., gangs and cartels). These influential organizations have lots of money and power, which means they have the ability to pay hackers to defeat cybersecurity measures. “Mexican drug trafficking organizations are increasingly demonstrating a desire to make money from cybercrime, attracted by the high profits and minimal risks offered by such activities as fraud, theft, and piracy,” according to the Infosec Institute. The cartels are said to forcibly recruit computer programmers. If true, these groups are acquiring the skills and ability to reap the potential profits of cybercrime. What is new is the acknowledgement that

cybersecurity should be high priority for every individual, company, and government entity. While DHS’s involvement in cybersecurity is a step in the right direction, more measures need to be put in place that facilitates collaboration across industries and government entities.

I outline personal stories and share tips I’ve developed during my professional career in the cybersecurity sector as an ISO 27000-1 consultant, police officer, and military member in my new book entitled, *Transnational Organized Crime Prevention, Intervention, and Suppression of Cybersecurity*, published by Roman and Littlefield in 2020. My contributors to the book include Col. Josh Potter (SOCOM Transnational Organized Crime Unit Commander), Jerry Hester (Ret. FBI), “Jack Riker” (former Russian mafia), Cassandra “Cocoa” Bowden (Army combat veteran), and my mentor, Mike Penders (Ret. Govt. Official), and current member of the Spectrum Group. My foundation, The Brzenchek Foundation, Inc., advocates for gang prevention, socioeconomic independence, and awareness. I’ve had the pleasure to travel the world prior to COVID and consult and present to various audiences on cybersecurity related matters to gangs. One theme regarding cybersecurity I’ve had over those experiences is that it will take both the private and public sector’s best and brightest to collaborate and address the increasing cybersecurity threats. The threats are only going to increase, and the nation’s public and private entities must band together to combat this evolving threat to our nation’s security.

As we vote, conduct business, shop, or stay connected with loved ones, whether in person or online, we can only hope that those in charge both in the public and private sectors have taken preventative cybersecurity measures to protect our information. If you’re a realist, you will take these steps to protect yourself from the cybersecurity insecurity. Use common sense first and foremost. If it’s too good to be

true, it is. When voting check, out the US elections commission website at: <https://www.eac.gov/election-officials/election-security-preparedness> When conducting everyday life online, check out the National Cybersecurity Alliance website at: <https://staysafeonline.org/stay-safe-online/> Stay safe America and advocate those in charge to create stop-gap measures to protect you and I in the cyberspace!

About the author: *Robert Matthew Brzenchek, MS, Ph.D. ABD, founder of the non-profit The Brzenchek Foundation, Inc., a nonprofit. Mr. Brzenchek has worked with dozens of national agencies, governments, and international groups in the use of advanced technologies and information sharing to detect violations of international laws and threats. He has worked with the Department of Homeland Security, Department of Defense, major corporations, ports, and public utilities on security matters, risk management, policy, and technologies.*

Mr. Brzenchek has published articles on gangs, emergency management, threat assessments, homeland and international security, and cybersecurity. He has testified in court and lectured throughout North America and Mexico.

He received his undergraduate degree from George Mason University and a Master's Degree from the American Military University. Website: www.robertmbrzenchek.com or E-mail: brzenchek@aol.com

A list of new nationally certified training courses follow on the next page -



IADLEST National Certification Program Certified Courses

For more information, contact:

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<http://iadlest-ncp.org>

See a complete list of certified courses here:

<https://iadlest-ncp.org/ncp-catalog/>

Provider	Course Description	Expiration Date
Axon Training	Axon Enterprises Critical Thinking Skills Course (CTSC) Catalog Link Class: Classroom Length: 8 hours **To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com .**	03/17/23
	<p>The Crime Awareness and Campus Security Act of 1990 was enacted to require all postsecondary institutions participating in the Higher Education Act of 1965 (HEA) Title IV student financial assistance programs to disclose campus crime statistics and security information. It was renamed the Jeanne Clery Disclosure of Campus Security Policy and Crime Statistics Act in 1998 and is now generally known as the Clery Act. In this course, learners will review updates to the law in order to better serve postsecondary students and their families.</p>	



IADLEST – Traffic Safety Courses

Part 1: Data Driven Strategy Basics

[Catalog Link](#)

Class: Online Length: 1 hour

To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.

03/15/2023

According to the National Center for Statistics and Analysis, every day nine people die and over 1,000 are involved in a car accident as a result of distracted driving. No matter how long you have had your license, how good of a driver you are, or how safe the roads are, we are all susceptible to driving while distracted. This course will cover the different types of distracted driving, how to avoid each type, as well as evaluate examples of distracted driving in order to focus on how to improve your safety on the road.

IADLEST – Traffic Safety Courses

Part 2: DDACTS 2.0 in Action

[Catalog Link](#)

Class: Online Length: 1 hour

To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.

03/15/2023



The crime report has been written. The District Attorney's Office has pressed charges. Now it is time to complete the final and critical step, testify in court. This course covers the basic strategies an officer can deploy to improve his or her performance in the courtroom.

IADLEST – Traffic Safety Courses

Part 3: Connectivity; how to connect your data.

[Catalog Link](#)

Class: Online Length: 1 hour

This course is intended to provide law enforcement officers with a base knowledge and understanding of how cumulative stress and trauma exposure impact our physical and emotional experiences. The course consists of practical, proactive, and effective training techniques that promote stress recovery. Supporting the mental and physical health of

03/15/2023



officers ultimately creates space for increased positive community engagement.



IADLEST

Part 4: Everything Tables & Linking

[Catalog Link](#)

Class: Online Length: 1 hour

As soon as you step through the courtroom doors, you know you will no longer be in control. You enter the courtroom, and all eyes are on you. This isn't your first time in court, but it's your first time as a defendant in a civil case. You take a deep breath and feel your suit jacket tighten against your chest. You know this case relies on your testimony. You take another deep breath, clear your thoughts, and take the stand. Testifying in a civil trial can be stressful for both new and experienced officers. In this course, we'll help officers successfully prepare for civil litigation and expose some tactics and strategies trial attorneys use to undermine even the most honest and confident officers.

03/15/2023

BlueForce Learning

Microsoft Excel for Law Enforcement

[Catalog Link](#)

Class: External Length: 5 hours

To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.



02/25/2023

Leaders are at every level of an organization. Developing the necessary leadership skills is essential to the organization's success. This course will present leadership development planning, characteristics, styles, and opportunities to expand the learners' leadership talent.



VirTra

Simulation Science: Foundations of Simulated Event Training Module 1 of VirTra ATCC)

[Catalog Link](#)

Class: Classroom Length: 8 hours

**To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an

02/17/2023

individual or a department membership on policeoneacademy.com.**

Officer Well-Being and Mental Health
Awareness training is essential to the safety and welfare of law enforcement personnel around the world. Peace officers are unique individuals with a commitment to serve and protect at the core of everything. A moral compass drives officers personally and professionally more so than any other occupation. This course aims to assist law enforcement personnel with the tools necessary to ensure the officer is prepared mentally and physically to endure the stress from the call of duty. This course will cover a holistic approach to officer well-being and mental health awareness.



VirTra

02/17/2023

High Risk Vehicle Stop: Communication to Custody

[Catalog Link](#)

Class: Classroom Length: 6.5 hours

To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.

Sexual Harassment for Managers: Sexual harassment in the workplace can happen to anyone, male or female, regardless of sexual orientation. While sexual harassment may have been overlooked, ignored, or excused in the past, that is no longer the case. In fact, sexual harassment is on everyone's mind these days. A majority, if not all, companies have a zero-tolerance policy when it comes to sexual harassment. Improper behavior in the workplace may have significant consequences for those involved, for yourself as a manager, and your employer. For employees who are the victim of sexual harassment, this may create a hostile work environment which takes a toll on their career, their personal life, and their health. There are a number of preventive measures that can be employed as well as recommendations of what to do if you or one of your employees have been or are the victim of sexual harassment.



**The Innocent Justice Foundation
SHIFT – Supporting Heroes in Mental Health
Foundational Training**

02/10/2023

[Catalog Link](#)

Class: Classroom Length: 8 hours

To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.

This one-hour course will give the learner a better understanding of how to respond to and identify suspects in medical distress. Often, suspects may be in medical distress at the time of arrest. Suspects under medical distress should be treated much differently than ones who are not. This course helps you as the Officer understand the difference.



**National Association of School Resource
Officers**

01/11/2023

NASRO Basic SRO Course

[Catalog Link](#)

Class: Classroom Length: 40 hours

To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.

Whether the mental upset is the result of a chemical intake, emotional despair, mental illness, or cognitive challenges, excited delirium calls often place officers at continuous risk by the unknown that each of these categories presents. Knowing how to deal with a volatile situation, such as excited delirium, reduces the risk associated with the incident for the officer as well as for the subject. With the overarching mission statement of “to protect and serve,” we must continue to find tactically correct methods for dealing with observed irrational behavior.



**National Association of Field Training Officers
Basic FTO Certification**

01/11/2023

[Catalog Link](#)

Class: Classroom Length: 24 hours

****To access the course, you will need to log in to PoliceOne Academy. If you do not have a membership, you will need to sign up for an individual or a department membership on policeoneacademy.com.****

With the demographic makeup of the United States changing dramatically over the last 25 years, law enforcement, now more than ever, must possess the cultural competency to encourage positive communication and enhance productivity in the workplace. By taking this course, the learner will examine the factors that make up our individual cultures and the ways by which culture and law enforcement can merge.